

QUESTIONNAIRE NUMBER

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**THE WORLD BANK INNOVATION FOLLOW-UP**  
**Manufacturing and Service Questionnaire 2014**

**CONTROL INFORMATION**

**COMPLETE IN THE OFFICE BEFORE THE INTERVIEW BASED ON THE ES**

QUESTIONNAIRE NUMBER    **id**

|  |  |  |  |  |  |  |  |  |  |
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RECORD NUMBER                **recnumber**

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PREFERENCE NUMBER        **preference**

|  |  |
|--|--|
|  |  |
|--|--|

A.4 Industry

|                                 |                                             | Samplin<br>g sector<br><b>a4a</b> | Screener<br>sector<br><b>a4b</b> |
|---------------------------------|---------------------------------------------|-----------------------------------|----------------------------------|
| <b>Manufacturing :Section D</b> | Food                                        | 15                                | 15                               |
|                                 | Tobacco                                     | 16                                | 16                               |
|                                 | Textiles                                    | 17                                | 17                               |
|                                 | Garments                                    | 18                                | 18                               |
|                                 | Leather                                     | 19                                | 19                               |
|                                 | Wood                                        | 20                                | 20                               |
|                                 | Paper                                       | 21                                | 21                               |
|                                 | Publishing, printing, and<br>Recorded media | 22                                | 22                               |
|                                 | Refined petroleum product                   | 23                                | 23                               |
|                                 | Chemicals                                   | 24                                | 24                               |
|                                 | Plastics & rubber                           | 25                                | 25                               |
|                                 | Non metallic mineral products               | 26                                | 26                               |
|                                 | Basic metals                                | 27                                | 27                               |
|                                 | Fabricated metal products                   | 28                                | 28                               |
|                                 | Machinery and equipment (29 &<br>30)        | 29                                | 29                               |
|                                 | Electronics (31 & 32)                       | 31                                | 31                               |
|                                 | Precision instruments                       | 33                                | 33                               |
|                                 | Transport machines (34&35)                  | 34                                | 34                               |
|                                 | Furniture                                   | 36                                | 36                               |
|                                 | Recycling                                   | 37                                | 37                               |
| <b>Retail</b>                   | Retail                                      | 52                                | 52                               |
| <b>Other<br/>Service<br/>s</b>  | Wholesale                                   | 51                                | 51                               |
|                                 | IT                                          | 72                                | 72                               |
|                                 | Hotel and restaurants: section H            | 55                                | 55                               |
|                                 | Services of motor vehicles                  | 50                                | 50                               |
|                                 | Construction Section F:                     | 45                                | 45                               |
|                                 | Transport Section I: (60-64)                | 60                                | 60                               |

A.6 Size

|                      | Sampling<br>size<br><b>a6a</b> | Screener<br>Size<br><b>a6b</b> |
|----------------------|--------------------------------|--------------------------------|
| Micro <5             | 0                              | 0                              |
| Small >=5 and <=19   | 1                              | 1                              |
| Medium >=20 and <=99 | 2                              | 2                              |
| Large >=100          | 3                              | 3                              |

HA.0 Questionnaire

**ha0**

**Module**

|               |   |
|---------------|---|
| Manufacturing | 1 |
| Services      | 2 |

**B.5**

**Year b5**

|                                     |    |
|-------------------------------------|----|
| Year establishment began operations |    |
| DON'T KNOW                          | -9 |

**COMPLETE AT THE BEGINNING OF THE INTERVIEW**

**HA.14 Time face-to-face interview begins**

| Day (dd) | Month (mm) | Year (yyyy) | Hour (00 to 23) | Minutes (00 to 59) |
|----------|------------|-------------|-----------------|--------------------|
| ha14d    | ha14m      | ha14y       | ha14h           | ha14min            |

|                                                    |   |
|----------------------------------------------------|---|
| <b>HA.0b</b> Same respondent as the ES <b>ha0b</b> |   |
| YES                                                | 1 |
| NO                                                 | 2 |

**INTERVIEWER READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING**

The goal of this survey is to follow-up on the interview recently carried out about the business environment in [insert country] and to collect additional information on innovation.

**B. PRODUCT INNOVATION**

**INTERVIEWER READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING**

I would like to start by asking you some questions about any new or significantly improved product or service introduced by this establishment, where “new” means new to the establishment and not necessarily new to the market.

|             |                                                                                                                                                               |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HB.1</b> | From financial year [insert FY] thru [insert FY-2], did this establishment introduce any new or significantly improved product or service? <b>SHOW CARD 1</b> |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                 |           |                     |
|---------------------------------|-----------|---------------------|
| Yes                             | 1         |                     |
| No                              | 2         | <b>GO TO HB. 19</b> |
| <b>DON'T KNOW (SPONTANEOUS)</b> | <b>-9</b> | <b>GO TO HB. 19</b> |
|                                 |           | <b>hb1</b>          |

**INTERVIEWER READ THE FOLLOWING**

The next questions are about this establishment's main new or significantly improved product or service. The main innovative product or service is the one that represented the largest proportion of this establishment's sales in value (not volume) during financial year [insert FY].

|             |                                                                                                                                                                                   |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HB.5</b> | Please describe in detail the <u>main</u> new or significantly improved product or service that this establishment introduced from financial year [insert FY] thru [insert FY-2]. |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Description**

**DESCRIPTION SHOULD BE AS DETAILED AS POSSIBLE**

**hb5x**

|             |                                                                                                           |
|-------------|-----------------------------------------------------------------------------------------------------------|
| <b>HB.6</b> | In which year did this establishment introduce the main new or significantly improved product or service? |
|-------------|-----------------------------------------------------------------------------------------------------------|

|                                                                               | Year       |
|-------------------------------------------------------------------------------|------------|
| Year the main new or significantly improved product or service was introduced | <b>hb6</b> |
| <b>DON'T KNOW (SPONTANEOUS)</b>                                               | <b>-9</b>  |

|             |                                                                                                                                                                                     |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HB.4</b> | In financial year <b>[insert FY]</b> , what percentage of this establishment's total sales was represented by sales from the main new or significantly improved product or service? |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                           | Percent     |
|-------------------------------------------------------------------------------------------|-------------|
| Percentage of sales from the <u>main</u> new or significantly improved product or service | <b>hb4%</b> |
| <b>DON'T KNOW (SPONTANEOUS)</b>                                                           | <b>-9</b>   |

|              |                                                                                              |
|--------------|----------------------------------------------------------------------------------------------|
| <b>HB.5a</b> | Is the main new or significantly improved product or service produced by this establishment? |
|--------------|----------------------------------------------------------------------------------------------|

|                                 |           |                    |
|---------------------------------|-----------|--------------------|
| Yes                             | 1         | <b>GO TO HB. 9</b> |
| No                              | 2         |                    |
| <b>DON'T KNOW (SPONTANEOUS)</b> | <b>-9</b> |                    |
|                                 |           | <b>Hb5a</b>        |

|              |                                                                                                                     |
|--------------|---------------------------------------------------------------------------------------------------------------------|
| <b>HB.5b</b> | Is the main new or significantly improved product or service a product that this establishment purchases to resell? |
|--------------|---------------------------------------------------------------------------------------------------------------------|

|                                 |           |             |
|---------------------------------|-----------|-------------|
| Yes                             | 1         |             |
| No                              | 2         |             |
| <b>DON'T KNOW (SPONTANEOUS)</b> | <b>-9</b> |             |
|                                 |           | <b>hb5b</b> |

|             |                                                                                                                                                                                                                                  |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HB.9</b> | I will now ask you a few questions about the main new or significantly improved product or service compared with <u>all other</u> products and services already produced in this establishment.<br><b>READ EACH OPTION ALOUD</b> |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                    |             | Yes | No | DON'T KNOW<br>(SPONT.) | DOESN'T APPLY<br>(SPONT.) |
|------------------------------------|-------------|-----|----|------------------------|---------------------------|
| Does it have different functions?  | <b>hb9a</b> | 1   | 2  | -9                     | -7                        |
| Does it have different features?   | <b>hb9b</b> | 1   | 2  | -9                     | -7                        |
| Is it cheaper to produce or offer? | <b>hb9c</b> | 1   | 2  | -9                     | -7                        |
| Does it look different?            | <b>hb9d</b> | 1   | 2  | -9                     | -7                        |
| Does it use different inputs?      | <b>hb9e</b> | 1   | 2  | -9                     | -7                        |

|              |                                                                                                                                                              |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HB.10</b> | Do any of the following describe why this establishment introduced this main new or significantly improved product or service: <b>READ EACH OPTION ALOUD</b> |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                    |              | Yes | No | DON'T KNOW<br>(SPONT.) |
|------------------------------------------------------------------------------------|--------------|-----|----|------------------------|
| To replace a product or service offered by this establishment                      | <b>hb10a</b> | 1   | 2  | -9                     |
| To extend the range of products or service offered by this establishment           | <b>hb10b</b> | 1   | 2  | -9                     |
| To open up new markets or increase market share                                    | <b>hb10c</b> | 1   | 2  | -9                     |
| To decrease the cost of production or offering the service                         | <b>hb10d</b> | 1   | 2  | -9                     |
| To offer products or service already offered by competitors                        | <b>hb10e</b> | 1   | 2  | -9                     |
| To comply with regulations or standards (e.g. safety or environmental regulations) | <b>hb10f</b> | 1   | 2  | -9                     |
| To deal with a decrease in the demand for other products or service                | <b>hb10g</b> | 1   | 2  | -9                     |

|              |                                                                                                                                   |
|--------------|-----------------------------------------------------------------------------------------------------------------------------------|
| <b>HB.11</b> | When this main new or significantly improved product or service was introduced by this establishment, was it<br><b>[READ OUT]</b> |
|--------------|-----------------------------------------------------------------------------------------------------------------------------------|

|                                 |              | Yes | No | DON'T KNOW<br>(SPONT.) |
|---------------------------------|--------------|-----|----|------------------------|
| New to the local market         | <b>hb11a</b> | 1   | 2  | -9                     |
| New to the national market      | <b>hb11b</b> | 1   | 2  | -9                     |
| New to the international market | <b>hb11c</b> | 1   | 2  | -9                     |

|              |                                                                                                                     |
|--------------|---------------------------------------------------------------------------------------------------------------------|
| <b>HB.12</b> | How did this establishment develop the main new or significantly improved product or service?<br><b>SHOW CARD 2</b> |
|--------------|---------------------------------------------------------------------------------------------------------------------|

|                                                                             |   |
|-----------------------------------------------------------------------------|---|
| By adapting a product or service already sold or offered by another firm    | 1 |
| By reproducing a product or service already sold or offered by another firm | 2 |
| This establishment originated this innovative product or service            | 3 |
| By selling a product that was purchased to resell                           | 4 |

**hb12**

|              |                                                                                             |
|--------------|---------------------------------------------------------------------------------------------|
| <b>HB.13</b> | Who developed the main new or significantly improved product or service? <b>SHOW CARD 3</b> |
|--------------|---------------------------------------------------------------------------------------------|

|                                                                       |           |
|-----------------------------------------------------------------------|-----------|
| Entirely by this establishment                                        | 1         |
| Entirely by another establishment part of the same group              | 2         |
| Entirely by another establishment independent from this establishment | 3         |
| This establishment in cooperation with other firms or institutions    | 4         |
| <b>DON'T KNOW (SPONTANEOUS)</b>                                       | <b>-9</b> |

|              |                                                                                                                                                                                                |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HB.19</b> | From financial year <b>[insert FY]</b> thru <b>[insert FY-2]</b> , did this establishment <b>attempt to develop</b> an innovative product or service that was<br><b>READ EACH OPTION ALOUD</b> |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                            | Yes | No | <b>DON'T KNOW (SPONT.)</b> |
|----------------------------------------------------------------------------|-----|----|----------------------------|
| Abandoned or suspended before completion <b>hb19a</b>                      | 1   | 2  | <b>-9</b>                  |
| Still ongoing at the end of financial year <b>[insert FY]</b> <b>hb19b</b> | 1   | 2  | <b>-9</b>                  |

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**C. PROCESS INNOVATION**

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**INTERVIEWER READ OUT THE FOLLOWING INTRODUCTORY SENTENCE.**

I would now like to ask you some questions related to any new or significantly improved process introduced by this establishment.

**HC.1** From financial year [insert FY] thru [insert FY-2], did this establishment introduce any new or significantly improved methods of manufacturing products or offering services?  
**SHOW CARD 4**

|                                 |           |
|---------------------------------|-----------|
| Yes                             | 1         |
| No                              | 2         |
| <b>DON'T KNOW (SPONTANEOUS)</b> | <b>-9</b> |

**hc1**

**HC.2** From financial year [insert FY] thru [insert FY-2], did this establishment introduce any new or significantly improved logistics, delivery, or distribution methods for inputs, products, or services?  
**SHOW CARD 5**

|                                 |           |
|---------------------------------|-----------|
| Yes                             | 1         |
| No                              | 2         |
| <b>DON'T KNOW (SPONTANEOUS)</b> | <b>-9</b> |

**hc2**

**HC.3** From financial year [insert FY] thru [insert FY-2], did this establishment introduce any new or significantly improved supporting activity for processes, such as maintenance systems or operations for purchasing, accounting, or computing?  
**SHOW CARD 6**

|                                 |           |
|---------------------------------|-----------|
| Yes                             | 1         |
| No                              | 2         |
| <b>DON'T KNOW (SPONTANEOUS)</b> | <b>-9</b> |

**hc3****INTERVIEWER, PLEASE MARK THE FOLLOWING BASED ON THE ABOVE 3 QUESTIONS**

|                                                    |   |                           |
|----------------------------------------------------|---|---------------------------|
| <b>AT LEAST ONE</b> of above 3 questions are "yes" | 1 | <b>CONTINUE WITH HC.5</b> |
| <b>NONE</b> of 3 above questions are "yes"         | 2 | <b>GO TO HD.1</b>         |

**hc4**

**INTERVIEWER READ OUT THE FOLLOWING**

The next questions refer to this establishment's main new or significantly improved process, that is, the innovative process that had the largest impact on the operations of the establishment.

**HC.5** Please describe in detail this establishment's main new or significantly improved process

**Description**

**DESCRIPTION SHOULD BE AS DETAILED AS POSSIBLE**

**hc5x**

**HC.5a** Is this main new or significantly improved process  
**SHOW CARD 7**

|                                                                                    |           |
|------------------------------------------------------------------------------------|-----------|
| A new technology, new technique, or new equipment                                  | 1         |
| A new software                                                                     | 2         |
| A new or significantly improved logistics method for inputs, products, or services | 3         |
| A new or significantly improved delivery method for inputs                         | 4         |
| A new or significantly improved distribution method for products, or services      | 5         |
| A new or significantly improved supporting activity                                | 6         |
| <b>DON'T KNOW (SPONTANEOUS)</b>                                                    | <b>-9</b> |

**Hc5a**

**HC.6** In which year did this establishment introduce this most important new or significantly improved process?

|                                                           | <b>Year</b> |
|-----------------------------------------------------------|-------------|
| Year the most important innovative process was introduced | <b>hc6</b>  |
| <b>DON'T KNOW (SPONTANEOUS)</b>                           | <b>-9</b>   |

**HC.8** Does the most important new or significantly improved process automate manual processes, partially or fully

**READ EACH OPTION ALOUD**

|                                 |           |
|---------------------------------|-----------|
| Yes                             | 1         |
| No                              | 2         |
| <b>DON'T KNOW (SPONTANEOUS)</b> | <b>-9</b> |

**hc8**

Formatted: Highlight

|             |                                                                                                                                                |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HC.9</b> | Is the most important new or significantly improved process associated with an innovative product or service introduced by this establishment? |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------|

|                                 |           |
|---------------------------------|-----------|
| Yes                             | 1         |
| No                              | 2         |
| <b>DON'T KNOW (SPONTANEOUS)</b> | <b>-9</b> |

**hc9**

|              |                                                                                                                                                            |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HC.10</b> | Do any of the following describe why this establishment introduced the most important new or significantly improved process? <b>READ EACH OPTION ALOUD</b> |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                 | Yes | No | <b>DON'T KNOW (SPONT.)</b> |
|-------------------------------------------------------------------------------------------------|-----|----|----------------------------|
| To introduce or support a new or significantly improved product or service <b>hc10i</b>         | 1   | 2  | <b>-9</b>                  |
| To increase the quality of products or services <b>hc10a</b>                                    | 1   | 2  | <b>-9</b>                  |
| To increase the flexibility of production or offering service <b>hc10c</b>                      | 1   | 2  | <b>-9</b>                  |
| To increase the speed of production or offering service <b>hc10d</b>                            | 1   | 2  | <b>-9</b>                  |
| To increase the speed of delivery to the customer <b>hc10e</b>                                  | 1   | 2  | <b>-9</b>                  |
| To decrease the cost of production or offering service <b>hc10f</b>                             | 1   | 2  | <b>-9</b>                  |
| To reduce waste or errors (defect rate or rejection rate ) <b>hc10g</b>                         | 1   | 2  | <b>-9</b>                  |
| To comply with regulations or standards (e.g. safety or environmental regulations) <b>hc10h</b> | 1   | 2  | <b>-9</b>                  |

|              |                                                                                                             |
|--------------|-------------------------------------------------------------------------------------------------------------|
| <b>HC.11</b> | When the most important new or significantly improved process was introduced in this establishment, was it? |
|--------------|-------------------------------------------------------------------------------------------------------------|

|                                              | Yes | No | <b>DON'T KNOW (SPONT.)</b> |
|----------------------------------------------|-----|----|----------------------------|
| New to the local market <b>hc11a</b>         | 1   | 2  | <b>-9</b>                  |
| New to the national market <b>hc11b</b>      | 1   | 2  | <b>-9</b>                  |
| New to the international market <b>hc11c</b> | 1   | 2  | <b>-9</b>                  |

|              |                                                                                                                                  |
|--------------|----------------------------------------------------------------------------------------------------------------------------------|
| <b>HC.12</b> | How did this establishment develop the idea for this most important new or significantly improved process?<br><b>SHOW CARD 8</b> |
|--------------|----------------------------------------------------------------------------------------------------------------------------------|

|                                                       |   |
|-------------------------------------------------------|---|
| By adapting a process already used by another firm    | 1 |
| By reproducing a process already used by another firm | 2 |
| This establishment originated this innovative process | 3 |

**hc12**



|              |                                                                                  |
|--------------|----------------------------------------------------------------------------------|
| <b>HC.13</b> | Who developed the main new or significantly improved process? <b>SHOW CARD 9</b> |
|--------------|----------------------------------------------------------------------------------|

|                                                                    |           |
|--------------------------------------------------------------------|-----------|
| Entirely this establishment                                        | 1         |
| Entirely another establishment part of the same group              | 2         |
| Entirely another establishment independent from this establishment | 3         |
| This establishment in cooperation with other firms or institutions | 4         |
| <b>DON'T KNOW (SPONTANEOUS)</b>                                    | <b>-9</b> |

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**D. ORGANIZATIONAL INNOVATION**

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INTERVIEWER THIS SECTION IS ONLY ASKED TO FIRMS WITH 20+ EMPLOYEES (a6b=2 or 3)

**INTERVIEWER READ OUT THE FOLLOWING**

I would now like to ask you some questions related to innovation in organization or management. Please note that these changes in organization or management do not necessarily need to be related to other innovations, such as product or process innovations.

All questions are about the situation in financial years [insert FY] and [insert FY-2].

- HD.1** In financial year [insert FY], how many employees reported directly to the Top Manager of this establishment? (An employee who reports directly implies the employee meets with the Top Manager on a regular basis (middle manager)).
- In financial year [insert FY-2], how many employees reported directly to the Top Manager of this establishment?

|                                                                                       | Number | DON'T KNOW<br>(SPONT.) | DOESN'T APPLY<br>(SPONT.) |
|---------------------------------------------------------------------------------------|--------|------------------------|---------------------------|
| Number of employees reporting directly to Top Manager in financial year [insert FY]   | hd1a   | -9                     | -7                        |
| Number of employees reporting directly to Top Manager in financial year [insert FY-2] | hd1b   | -9                     | -7                        |

- HD.2** In financial year [insert FY], how many layers of direct reporting were there in this establishment from the Top Manager down to the lowest-level of employee? **SHOW CARD 10**
- In financial year [insert FY-2], how many layers of direct reporting were there in this establishment from the Top Manager down to the lowest-level of employee?

|                                                                      | Number | DON'T KNOW<br>(SPONT.) | DOESN'T APPLY<br>(SPONT.) |
|----------------------------------------------------------------------|--------|------------------------|---------------------------|
| Number of layers of direct reporting in financial year [insert FY]   | hd2a   | -9                     | -7                        |
| Number of layers of direct reporting in financial year [insert FY-2] | hd2b   | -9                     | -7                        |

|             |                                                                                                                                                                                           |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HD.3</b> | From financial year [insert FY] thru [insert FY-2], did the establishment make any changes in its organizational structure in any of the following ways:<br><b>READ EACH OPTION ALOUD</b> |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                  |             | Yes | No | DON'T KNOW (SPONT.) | DOESN'T APPLY (SPONT.) |
|----------------------------------|-------------|-----|----|---------------------|------------------------|
| Create a new unit or department  | <b>hd3a</b> | 1   | 2  | -9                  | -7                     |
| Dissolve any units or department | <b>hd3b</b> | 1   | 2  | -9                  | -7                     |
| Merge any units or department    | <b>hd3c</b> | 1   | 2  | -9                  | -7                     |

|             |                                                                                                                                                                   |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HD.7</b> | From financial year [insert FY] thru [insert FY-2], did this establishment contract other firms to perform any activities previously done in-house (outsourcing)? |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                 |           |
|---------------------------------|-----------|
| Yes                             | 1         |
| No                              | 2         |
| <b>DON'T KNOW (SPONTANEOUS)</b> | <b>-9</b> |

**hd7**

|             |                                                                                                                                                                   |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HD.8</b> | From financial year [insert FY] thru [insert FY-2], did this establishment start doing in-house any activities previously contracted to other firms (insourcing)? |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                 |           |
|---------------------------------|-----------|
| Yes                             | 1         |
| No                              | 2         |
| <b>DON'T KNOW (SPONTANEOUS)</b> | <b>-9</b> |

**hd8**

|             |                                                                                                                                                                                |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HD.4</b> | From financial year [insert FY] thru [insert FY-2], did this establishment introduce any change in the method of hiring employees, excluding managerial and supervisory staff? |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                 |           |
|---------------------------------|-----------|
| Yes                             | 1         |
| No                              | 2         |
| <b>DON'T KNOW (SPONTANEOUS)</b> | <b>-9</b> |

**hd4**

|             |                                                                                                                                                           |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HD.5</b> | From financial year [insert FY] thru [insert FY-2], did this establishment introduce any change in the method of hiring managerial and supervisory staff? |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                 |           |
|---------------------------------|-----------|
| Yes                             | 1         |
| No                              | 2         |
| <b>DON'T KNOW (SPONTANEOUS)</b> | <b>-9</b> |

**hd5**

|             |                                                                                                                                                             |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HD.6</b> | From financial year [insert FY] thru [insert FY-2], did the manager(s) at this establishment adopt management practices from <b>READ EACH OPTION ALOUD:</b> |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                 |             | Yes | No | <b>DON'T<br/>KNOW<br/>(SPONT.)</b> |
|---------------------------------|-------------|-----|----|------------------------------------|
| Suppliers or customers          | <b>hd6a</b> | 1   | 2  | <b>-9</b>                          |
| Trade associations or workshops | <b>hd6b</b> | 1   | 2  | <b>-9</b>                          |
| New employees                   | <b>hd6c</b> | 1   | 2  | <b>-9</b>                          |
| Competitors                     | <b>hd6d</b> | 1   | 2  | <b>-9</b>                          |
| Consultants                     | <b>hd6e</b> | 1   | 2  | <b>-9</b>                          |

**INTERVIEWER READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING**

**The next questions are about changes in management practices**

|              |                                                                                                                                                                                                                                      |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HD.9a</b> | In financial year [insert FY] what best describes what happened at this establishment when a problem arose in the <b>production process</b> , such as a quality defect or machinery or equipment break-downs?<br><b>SHOW CARD 11</b> |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                         |           |
|-----------------------------------------------------------------------------------------|-----------|
| There were no production process problems                                               | 1         |
| No action was taken                                                                     | 2         |
| Problem was fixed but no further actions were taken                                     | 3         |
| Problem was fixed and actions were taken in order to ensure that it didn't happen again | 4         |
| <b>DON'T KNOW (SPONTANEOUS)</b>                                                         | <b>-9</b> |
| <b>DOESN'T APPLY (SPONTANEOUS)</b>                                                      | <b>-7</b> |

**hd9a**

|              |                                                                                                                                                                                                                                        |
|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HD.9b</b> | In financial year [insert FY-2] what best describes what happened at this establishment when a problem arose in the <b>production process</b> , such as a quality defect or machinery or equipment break-downs?<br><b>SHOW CARD 11</b> |
|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                         |           |
|-----------------------------------------------------------------------------------------|-----------|
| There were no production process problems                                               | 1         |
| No action was taken                                                                     | 2         |
| Problem was fixed but no further actions were taken                                     | 3         |
| Problem was fixed and actions were taken in order to ensure that it didn't happen again | 4         |
| <b>DON'T KNOW (SPONTANEOUS)</b>                                                         | <b>-9</b> |
| <b>DOESN'T APPLY (SPONTANEOUS)</b>                                                      | <b>-7</b> |

**hd9b**

|               |                                                                                                                                                                                                                                                            |
|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HD.10a</b> | In financial year <b>[insert FY]</b> , were <b>key performance indicators</b> monitored at this establishment?<br>Examples of performance indicators are metrics on production, cost, waste, quality, inventory, energy, absenteeism and on-time delivery. |
|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                    | <b>[FY],</b> |  |
|------------------------------------|--------------|--|
| Yes                                | 1            |  |
| No                                 | 2            |  |
| <b>DON'T KNOW (SPONTANEOUS)</b>    | <b>-9</b>    |  |
| <b>DOESN'T APPLY (SPONTANEOUS)</b> | <b>-7</b>    |  |
|                                    | <b>hd10a</b> |  |

|               |                                                                                                                     |
|---------------|---------------------------------------------------------------------------------------------------------------------|
| <b>HD.11a</b> | And were <b>key performance indicators</b> monitored at this establishment in financial year <b>[insert FY-2]</b> ? |
|---------------|---------------------------------------------------------------------------------------------------------------------|

|                                    | <b>[FY-2]</b> |
|------------------------------------|---------------|
| Yes                                | 1             |
| No                                 | 2             |
| <b>DON'T KNOW (SPONTANEOUS)</b>    | <b>-9</b>     |
| <b>DOESN'T APPLY (SPONTANEOUS)</b> | <b>-7</b>     |
|                                    | <b>hd11a</b>  |

**INTERVIEWER IF YES AT FY OR FY2, OR YES AT BOTH, ASK HD.10c. OTHERWISE SKIP TO HD.12a**

|               |                                                                                                                                                           |
|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HD.10c</b> | In financial year <b>[insert FY]</b> , how frequently were the key performance indicators reviewed by managers at this establishment? <b>SHOW CARD 12</b> |
|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                    | <b>[FY],</b> |  |
|------------------------------------|--------------|--|
| Yearly                             | 1            |  |
| Semiannually or Quarterly          | 2            |  |
| Monthly                            | 3            |  |
| Weekly or more frequently          | 4            |  |
| Never                              | 5            |  |
| <b>DON'T KNOW (SPONTANEOUS)</b>    | <b>-9</b>    |  |
| <b>DOESN'T APPLY (SPONTANEOUS)</b> | <b>-7</b>    |  |
|                                    | <b>hd10c</b> |  |

|               |                                                                                                                                                                         |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HD.11c</b> | And how frequently were the key performance indicators reviewed by managers at this establishment in financial year <a href="#">[insert FY-2]</a> ? <b>SHOW CARD 12</b> |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                    | <b>[FY-2]</b> |
|------------------------------------|---------------|
| Yearly                             | 1             |
| Semiannually or Quarterly          | 2             |
| Monthly                            | 3             |
| Weekly or more frequently          | 4             |
| Never                              | 5             |
| <b>DON'T KNOW (SPONTANEOUS)</b>    | <b>-9</b>     |
| <b>DOESN'T APPLY (SPONTANEOUS)</b> | <b>-7</b>     |
|                                    | <b>hd11c</b>  |

|               |                                                                                                                                                                                                                                                                                                         |
|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HD.12a</b> | In financial year <a href="#">[insert FY]</a> , what best describes the time frame of <b>production/sales targets</b> at this establishment? ( <b>Production targets</b> may include desired amounts of production, quality, efficiency, waste reduction, and on-time delivery).<br><b>SHOW CARD 13</b> |
|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                           |           |
|-----------------------------------------------------------|-----------|
| Main focus was on short-term (a year or less than a year) | 1         |
| Main focus was on long-term (more than a year)            | 2         |
| Combination of short-term and long-term                   | 3         |
| No production targets                                     | 4         |
| <b>DON'T KNOW (SPONTANEOUS)</b>                           | <b>-9</b> |

**hd12a**

|               |                                                                                                                                                                    |
|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HD.13a</b> | In financial year <a href="#">[insert FY-2]</a> , what best describes the time frame of <b>production/sales targets</b> at this establishment? <b>SHOW CARD 13</b> |
|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                           |           |
|-----------------------------------------------------------|-----------|
| Main focus was on short-term (a year or less than a year) | 1         |
| Main focus was on long-term (more than a year)            | 2         |
| Combination of short-term and long-term                   | 3         |
| No production targets                                     | 4         |
| <b>DON'T KNOW (SPONTANEOUS)</b>                           | <b>-9</b> |
| <b>DOESN'T APPLY (SPONTANEOUS)</b>                        | <b>-7</b> |

**hd13a**

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## E. MARKETING INNOVATION

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### INTERVIEWER: READ OUT THE FOLLOWING

I would now like to ask some questions related to any innovative marketing methods.

|              |                                                                                                                                                                                 |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HE.1a</b> | From financial year [insert FY] thru [insert FY-2], did this establishment introduce or significantly change packaging, branding, logo, name, trademark, or product appearance. |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                            | Yes | No | DON'T<br>KNOW<br>(SPONT.) | DOES<br>NOT<br>APPLY<br>(SPONT.) |
|----------------------------------------------------------------------------|-----|----|---------------------------|----------------------------------|
| Packaging, branding, logo, name, trademark, or product appearance.<br>he1a | 1   | 2  | -9                        | -7                               |

|              |                                                                                                                                                                               |
|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HE.1b</b> | From financial year [insert FY] thru [insert FY-2], did this establishment introduce or significantly change advertising methods, promotions, sales channels or sales points? |
|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                         | Yes | No | DON'T<br>KNOW<br>(SPONT.) | DOES<br>NOT<br>APPLY<br>(SPONT.) |
|-------------------------------------------------------------------------|-----|----|---------------------------|----------------------------------|
| Advertising methods, promotions, sales channels or sales points<br>he1b | 1   | 2  | -9                        | -7                               |

|              |                                                                                                                                                                                             |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HE.1c</b> | From financial year [insert FY] thru [insert FY], did this establishment introduce or significantly change pricing strategy, discount scheme, payment scheme, or customer loyalty programs. |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                          | Yes | No | DON'T<br>KNOW<br>(SPONT.) | DOES<br>NOT<br>APPLY<br>(SPONT.) |
|------------------------------------------------------------------------------------------|-----|----|---------------------------|----------------------------------|
| Pricing strategy, discount scheme, payment scheme, or customer loyalty programs.<br>he1c | 1   | 2  | -9                        | -7                               |

## F. INNOVATION ACTIVITIES

### INTERVIEWER: READ OUT THE FOLLOWING

Now, I would like to ask you a few questions about activities associated with the development of innovation.

**HF.1a** From financial year [insert FY] thru [insert FY-2] did this establishment conduct **internal R&D**? (Internal R&D is defined as creative work undertaken to increase knowledge for developing innovative products and processes.)

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

GO TO QUESTION HF.2a  
GO TO QUESTION HF.2a

hf1a

**HF.1b** How much did this establishment spend in total from financial year [insert FY] thru [insert FY-2] on internal R&D?

|                            | KES  |
|----------------------------|------|
| Total cost of internal R&D | hf1b |
| NONE (SPONTANEOUS)         | 0    |
| DON'T KNOW (SPONTANEOUS)   | -9   |

**HF.2a** From financial year [insert FY] thru [insert FY-2] did this establishment conduct **external R&D**? (External R&D is defined as creative work, undertaken by other enterprises, public or private research organizations, which was paid for by this establishment.)

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

GO TO QUESTION HF.3a  
GO TO QUESTION HF.3a

hf2a

**HF.2b** How much did this establishment spend in total from financial year [insert FY] thru [insert FY-2] on external R&D?

|                            | KES  |
|----------------------------|------|
| Total cost of external R&D | hf2b |
| NONE (SPONTANEOUS)         | 0    |
| DON'T KNOW (SPONTANEOUS)   | -9   |



|              |                                                                                                                                                                                                                                         |
|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HF.3a</b> | From financial year [insert FY] thru [insert FY-2] did this establishment provide <b>formal training</b> to any of its employees specifically for the development and/or introduction of innovative products or services and processes? |
|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                 |           |
|---------------------------------|-----------|
| Yes                             | 1         |
| No                              | 2         |
| <b>DON'T KNOW (SPONTANEOUS)</b> | <b>-9</b> |

**GO TO QUESTION HF.4a**

**GO TO QUESTION HF.4a**

**hf3a**

|              |                                                                                                                            |
|--------------|----------------------------------------------------------------------------------------------------------------------------|
| <b>HF.3b</b> | How much did this establishment spend in total from financial year [insert FY] thru [insert FY-2] on that formal training? |
|--------------|----------------------------------------------------------------------------------------------------------------------------|

|                                             | KES         |
|---------------------------------------------|-------------|
| Total cost of formal training for employees | <b>hf3b</b> |
| <b>NONE (SPONTANEOUS)</b>                   | <b>0</b>    |
| <b>DON'T KNOW (SPONTANEOUS)</b>             | <b>-9</b>   |

|              |                                                                                                                                                                                                   |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HF.4a</b> | From financial year [insert FY] thru [insert FY-2] did this establishment <b>purchase new equipment, machinery, or software</b> for R&D use on any innovative products or services and processes? |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                 |           |
|---------------------------------|-----------|
| Yes                             | 1         |
| No                              | 2         |
| <b>DON'T KNOW (SPONTANEOUS)</b> | <b>-9</b> |

**GO TO QUESTION HF.5a**

**GO TO QUESTION HF.5a**

**hf4a**

|              |                                                                                                                                                                  |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HF.4b</b> | How much did this establishment spend in total from financial year [insert FY] thru [insert FY-2] on the purchase of that new equipment, machinery, or software? |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                     | KES         |
|-----------------------------------------------------|-------------|
| Total cost of new equipment, machinery, or software | <b>hf4b</b> |
| <b>NONE (SPONTANEOUS)</b>                           | <b>0</b>    |
| <b>DON'T KNOW (SPONTANEOUS)</b>                     | <b>-9</b>   |

|              |                                                                                                                                                                                                                                                 |
|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HF.5a</b> | From financial year [insert FY] thru [insert FY-2] did this establishment <b>purchase or license any patented or non-patented inventions, or other types of knowledge</b> for the development of innovative products or services and processes? |
|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                 |           |
|---------------------------------|-----------|
| Yes                             | 1         |
| No                              | 2         |
| <b>DON'T KNOW (SPONTANEOUS)</b> | <b>-9</b> |

**GO TO QUESTION HF.5b**

**GO TO QUESTION HF.5b**

**hf5a**

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|             |                                                                                                                                                                                                                                                                                                                                                                        |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HF.8</b> | Between financial years <b>[insert FY]</b> and <b>[insert FY-2]</b> , did this establishment receive any <b><u>non-financial support</u></b> from the government for innovation-related activities? (This includes training in the use of innovation equipment, assistance in research and product development, and assistance and training for marketing innovations) |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                 |           |
|---------------------------------|-----------|
| Yes                             | 1         |
| No                              | 2         |
| <b>DON'T KNOW (SPONTANEOUS)</b> | <b>-9</b> |

**hf8**

|              |                                                                                                                                        |
|--------------|----------------------------------------------------------------------------------------------------------------------------------------|
| <b>HF.8b</b> | Between financial years <b>[insert FY]</b> and <b>[insert FY-2]</b> , did this establishment spend any money on innovation activities? |
|--------------|----------------------------------------------------------------------------------------------------------------------------------------|

|                                 |           |
|---------------------------------|-----------|
| Yes                             | 1         |
| No                              | 2         |
| <b>DON'T KNOW (SPONTANEOUS)</b> | <b>-9</b> |

**GO TO QUESTION HF.6**

**GO TO QUESTION HF.6**

**hf8b**

|             |                                                                                                                                                                                              |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HF.7</b> | From financial year <b>[insert FY]</b> thru <b>[insert FY-2]</b> , did this establishment fund its innovation activities from any of the following sources:<br><b>READ EACH OPTION ALOUD</b> |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                               |             | Yes | No | <b>DON'T KNOW (SPONT.)</b> |  |
|-----------------------------------------------|-------------|-----|----|----------------------------|--|
| Own funds                                     | <b>hf7a</b> | 1   | 2  | <b>-9</b>                  |  |
| Private or state-owned banks                  | <b>hf7b</b> | 1   | 2  | <b>-9</b>                  |  |
| Government agencies or departments            | <b>hf7c</b> | 1   | 2  | <b>-9</b>                  |  |
| NGOs or international organizations           | <b>hf7d</b> | 1   | 2  | <b>-9</b>                  |  |
| Other, moneylenders, friends, relatives, etc. | <b>hf7e</b> | 1   | 2  | <b>-9</b>                  |  |

|             |                                                                                                                                                                                   |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HF.6</b> | Thinking about innovation, which of the following is the most important source of information or ideas for any innovation activity for this establishment?<br><b>SHOW CARD 14</b> |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**INTERVIEWER: DO NOT READ OPTIONS UNLESS RESPONDENT CANNOT READ**

|                                                   |
|---------------------------------------------------|
| 1- In-house R&D and personnel                     |
| 2- Recent hires from other firms                  |
| 3- Knowledge from parent or another firm          |
| 4 -Suppliers                                      |
| 5- Consultancy firms                              |
| 6- Business associations and conferences/exhibits |
| 7- Professional journals and trade publications   |
| 8- Products or services available in the market   |
| 9- Government ministries or programs              |
| 10- Universities and research institutes          |
| 11- Internet                                      |
| 12- Customer feedback                             |

|                                      |            |
|--------------------------------------|------------|
| Most important source of information | <b>hf6</b> |
| <b>DON'T KNOW (SPONTANEOUS)</b>      | <b>-9</b>  |

**hb13**

|              |                                                                                                                                             |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HF.10</b> | Did this establishment cooperate with any of the following institutions for innovation related activities?<br><b>READ EACH OPTION ALOUD</b> |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------|

|                                                  |              | Yes | No | <b>DON'T KNOW (SPONT.)</b> |
|--------------------------------------------------|--------------|-----|----|----------------------------|
| Any domestic firms                               | <b>hf10a</b> | 1   | 2  | <b>-9</b>                  |
| Any foreign firms or a foreign-owned parent firm | <b>hf10b</b> | 1   | 2  | <b>-9</b>                  |
| Domestic academic or research institutions       | <b>hf10c</b> | 1   | 2  | <b>-9</b>                  |
| Foreign academic or research institutions        | <b>hf10d</b> | 1   | 2  | <b>-9</b>                  |
| Private consulting company or individuals        | <b>hf10e</b> | 1   | 2  | <b>-9</b>                  |
| Government                                       | <b>hf10f</b> | 1   | 2  | <b>-9</b>                  |

|             |                                                                                                              |
|-------------|--------------------------------------------------------------------------------------------------------------|
| <b>HF.9</b> | From financial year [insert FY] thru [insert FY-2], did this establishment:<br><b>READ EACH OPTION ALOUD</b> |
|-------------|--------------------------------------------------------------------------------------------------------------|

|                                                                           | Yes | No | DON'T<br>KNOW<br>(SPONT.) |
|---------------------------------------------------------------------------|-----|----|---------------------------|
| Apply for a patent concerning a product or process innovation <b>hf9a</b> | 1   | 2  | -9                        |
| Apply for a utility model <b>hf9c</b>                                     | 1   | 2  | -9                        |
| Register an industrial design <b>hf9d</b>                                 | 1   | 2  | -9                        |
| Apply for a trademark <b>hf9e</b>                                         | 1   | 2  | -9                        |
| Apply for a copyright <b>hf9f</b>                                         | 1   | 2  | -9                        |

**If the establishment answered “Yes” to any of the items in HF.9 please ask the respondent to answer HF.9x**

|              |                                                                                              |
|--------------|----------------------------------------------------------------------------------------------|
| <b>HF.9x</b> | With which agencies or authorities did this establishment apply for or register these items? |
|--------------|----------------------------------------------------------------------------------------------|

**INTERVIEWER: IF THE FIRM REGISTERED WITH DIFFERENT AGENCIES FOR DIFFERENT ITEMS ABOVE THEN PLEASE SPECIFY EACH BELOW. FOR EXAMPLE:  
hf9d: MINISTRY OF TRADE. hf9e: NATIONAL PATENTS AUTHORITY, ETC.**

**Description of agency or authority**

**DESCRIPTION OF APPLICATION SHOULD BE AS DETAILED AS POSSIBLE**

**HF9x**

## A. GENERAL QUESTIONS ON USE OF ICT

### INTERVIEWER READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING

I would like to ask you some questions about the use of computers and the internet in this establishment

**HA.1** Currently, what percentage of this establishment's employees regularly uses computers in their jobs, including management?

|                                                   | Percent |                          |
|---------------------------------------------------|---------|--------------------------|
| Percentage of employees regularly using computers | ha1 %   | IF 0 GO TO QUESTION HA.6 |
| DON'T KNOW (SPONTANEOUS)                          | -9      | GO TO QUESTION HA.6      |

**HA.2** From financial year [insert FY] thru [insert FY-2], did this establishment purchase or develop in-house any software, which was customized to meet its needs?

|                          |    |     |
|--------------------------|----|-----|
| Yes                      | 1  |     |
| No                       | 2  |     |
| DON'T KNOW (SPONTANEOUS) | -9 |     |
|                          |    | ha2 |

**HA.3** From financial year [insert FY] thru [insert FY-2], did this establishment have any employees entirely designated for IT?

|                          |    |     |
|--------------------------|----|-----|
| Yes                      | 1  |     |
| No                       | 2  |     |
| DON'T KNOW (SPONTANEOUS) | -9 |     |
|                          |    | ha3 |

**HA.4** From financial year [insert FY] thru [insert FY-2], did this establishment use the services of an external IT consultant?

|                          |    |                     |
|--------------------------|----|---------------------|
| Yes                      | 1  |                     |
| No                       | 2  | GO TO QUESTION HA.6 |
| DON'T KNOW (SPONTANEOUS) | -9 | GO TO QUESTION HA.6 |
|                          |    | ha4                 |

**HA.5** From financial year [insert FY] thru [insert FY-2], what was the total cost of these external computer consultant or software consultant?

|                                                         | KES |
|---------------------------------------------------------|-----|
| Total cost of external computer or software consultants | ha5 |
| NONE (SPONTANEOUS)                                      | 0   |
| DON'T KNOW (SPONTANEOUS)                                | -9  |

|             |                                                                 |
|-------------|-----------------------------------------------------------------|
| <b>HA.6</b> | Currently, does this establishment have an internet connection? |
|-------------|-----------------------------------------------------------------|

|                                 |           |
|---------------------------------|-----------|
| Yes                             | 1         |
| No                              | 2         |
| <b>DON'T KNOW (SPONTANEOUS)</b> | <b>-9</b> |

~~END INTERVIEW GO TO HA.15~~ **GO TO**

**HA.8**

~~END INTERVIEW GO TO HA.15~~ **GO TO**

**HA.8**

**ha6**

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|             |                                                                  |
|-------------|------------------------------------------------------------------|
| <b>HA.7</b> | When did this establishment first obtain an internet connection? |
|-------------|------------------------------------------------------------------|

|                                                            | Year       |
|------------------------------------------------------------|------------|
| Year the establishment first obtain an internet connection | <b>ha7</b> |
| <b>DON'T KNOW (SPONTANEOUS)</b>                            | <b>-9</b>  |

|             |                                                                                                                                  |
|-------------|----------------------------------------------------------------------------------------------------------------------------------|
| <b>HA.8</b> | Currently, does this establishment use the internet to conduct any of the following activities:<br><b>READ EACH OPTION ALOUD</b> |
|-------------|----------------------------------------------------------------------------------------------------------------------------------|

|                                                                  |             | Yes | No | <b>DON'T KNOW (SPONT.)</b> | <b>DOESN'T APPLY (SPONT.)</b> |
|------------------------------------------------------------------|-------------|-----|----|----------------------------|-------------------------------|
| E-mail with clients and suppliers                                | <b>ha8a</b> | 1   | 2  | <b>-9</b>                  | <b>-7</b>                     |
| Internal communication amongst employees                         | <b>ha8b</b> | 1   | 2  | <b>-9</b>                  | <b>-7</b>                     |
| Online purchases of inputs or finished goods purchased to resell | <b>ha8c</b> | 1   | 2  | <b>-9</b>                  | <b>-7</b>                     |
| Online sales and order fulfillment                               | <b>ha8d</b> | 1   | 2  | <b>-9</b>                  | <b>-7</b>                     |
| Manage the inventory                                             | <b>ha8e</b> | 1   | 2  | <b>-9</b>                  | <b>-7</b>                     |
| Marketing of products                                            | <b>ha8f</b> | 1   | 2  | <b>-9</b>                  | <b>-7</b>                     |
| Do research and develop ideas on new products and services       | <b>ha8g</b> | 1   | 2  | <b>-9</b>                  | <b>-7</b>                     |

**END OF THE INTERVIEW**

**HA.15 Time innovation module interview ends:**

| Day (dd) | Month (mm) | Year (yyyy) | Hour (00 to 23) | Minutes (00 to 59) |
|----------|------------|-------------|-----------------|--------------------|
| ha15d    | ha15m      | ha15y       | ha15h           | ha15min            |

**Information about the respondent for the innovation module**

|                   | Position in the firm | Years with the firm<br>IF LESS THAN 1, RECORD 1 | Gender<br>Male.....1<br>Female....2 |
|-------------------|----------------------|-------------------------------------------------|-------------------------------------|
| Main respondent   | ha21x                | ha21a                                           | ha21c                               |
| Second respondent | ha22x                | ha22a                                           | ha22c                               |
| Third respondent  | ha23x                | ha23a                                           | ha23c                               |

**INTERVIEWER COMMENTS:**

ha17x

(Problems occurred/extraordinary circumstances which could influence results)