

**Sri Lanka 2011 - Tourism
Management Practices across Sectors**

A. CONTROL INFORMATION [TO BE COMPLETED BEFORE INTERVIEW]

A.1 Country **a1=**

Sri Lanka

A.1a Language

**Language
a1a**

English	1
Sinhala	2
Tamil	3

A.2

**Sampling Region
a2**

Western	1
Central	2
Southern	3
Northern	4
Eastern	5
North-West	6
North-Central	7
Uva	8
Sabaragamuwa	9

A.3a

**Screener
Region(coded ex
post)
a3a**

Western	1
Central	2
Southern	3
Northern	4
Eastern	5
North-West	6
North-Central	7
Uva	8
Sabaragamuwa	9

A.3x1 Name of district

a3x1

A.3x Name of city

a3x

A.5 Sector match between screener information and sample frame **a5**

Yes, screener and sample frame info match	1
No, screener and sample frame do not match but establishment still does activities that match sample frame	2
No, does not match	3

A.6 Size

	Sampling size a6a	Screener size a6b
Micro <5	0	0
Small >=5 and <=19	1	1
Medium >=20 and <=99	2	2
Large >=100	3	3

HO.1a In what type of business is this establishment mainly active?

SHOW CARD 1

Hotel	1
Resort	2
Guest House	3
Bar	4
Nightclub	5
Restaurant	6
Tour agency	7
Travel agency	8
Community based enterprise	9
Other (PLEASE SPECIFY) ho1ax	10
DON'T KNOW (SPONTANEOUS)	-9

ho1a

HO.3 In what tourism specific subsector is this enterprise active? **SHOW CARD 2**

Industry	Yes	No	DON'T KNOW (SPONTANEOUS)
Local travel agencies	1	2	-9 ho3a
International travel agencies	1	2	-9 ho3b
Tour operators, taxis	1	2	-9 ho3c
Airline/air charter operators	1	2	-9 ho3e
Bars/Nightclubs	1	2	-9 ho3f
Hotels in Sri Lanka	1	2	-9 ho3g
Hotels in other countries	1	2	-9 ho3h
Restaurants	1	2	-9 ho3i
Food or beverage suppliers	1	2	-9 ho3j
Other enterprises in other industries	1	2	-9 ho3k

A.3 Size of locality

a3

City with population over 1 million – other than capital	2
Over 250,000 to 1 million	3
50,000 to 250,000	4
Less than 50,000	5

A.7 Is this establishment part of a larger firm? **a7**

Yes	1	
No, a firm on its own	2	SKIP TO A.12

A.7a Number of establishments that form the firm **a7a**

A.8 Type of establishment **a8**

HQ without production and/or sales in this location	1
HQ with production and/or sales in this location	2
Establishment physically separated from HQ and other establishments of the same firm	3
Establishment physically separated from HQ but with other establishments of the same firm	4
DOES NOT APPLY	-7

A.9 Are **this** establishment's financial statements prepared separately from HQ statements? **a9**

Yes	1
No	2
DOES NOT APPLY	-7

A.10 Are **this** establishment's financial statements prepared separately from other establishments of the same firm? **a10**

Yes	1
No	2
DOES NOT APPLY	-7

A.11 If HQ, are financial statements independent from the rest of establishments? **a11**

Yes	1
No	2
DOES NOT APPLY	-7

A.12 Interviewer code

a12

A.13 Supervisor code

a13

A.14 Time face-to-face interview begins:

Day (dd)	Month (mm)	Year (yyyy)	Hour (00 to 23)	Minutes (00 to 59)
a14d	a14m	a14y	a14h	a14min

READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING.

The goal of this survey is to gather information and opinions about the industrial environment establishments in Sri Lanka face. The information gathered here will help the World Bank to develop new policies and programs that enhance employment and economic growth.

The information obtained here will be held in the strictest confidentiality. Neither your name nor the name of your business will be used in any document based on this survey.

B. GENERAL INFORMATION

READ OUT THE FOLLOWING INTRODUCTORY SENTENCE ONLY IF A7 = 1 (yes):
The first few questions (B1 –B3) apply to the firm which this establishment is part of.

B.1 What is this firm's current legal status? **SHOW CARD 3**

Shareholding company with shares traded in the stock market	1
Shareholding company with non-traded shares or shares traded privately (public or private)	2
Sole proprietorship	3
Partnership	4
Limited partnership	5
Other (specify) <u> b1x </u>	6
DON'T KNOW (SPONTANEOUS)	-9

WRITE 100% and GO TO Question BD.1

b1

INTERVIEWER: PLEASE NOTE WHEN b1 IS 3 (SOLE PROPRIETORSHIP), WRITE 100% FOR QUESTION b3.

B.2 What percent of this firm is owned by each of the following: **SHOW CARD 4**

	Percent	Don't know (spontaneous)
Private domestic individuals, companies or organizations	%	-9 b2a
Private foreign individuals, companies or organizations	%	-9 b2b
Government	%	-9 b2c
Other	%	-9 b2d
100%		

IF 100% end interview

INTERVIEWER: CHECK THAT TOTAL SUMS TO 100% (UNLESS RESPONDENT DOES NOT KNOW)

B.3 What percent of this firm does the largest owner or owners own?

	Percent
Percentage held by largest owner or owners	% b3
DON'T KNOW (SPONTANEOUS)	-9

READ ONLY IF A7=1 (yes)

I want to proceed by asking you about this establishment only.

BD.1 Does this establishment rely on one or more family members in decision-making?

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

bd1

BD.2 Are any of this establishment's suppliers partially or fully owned by any of the major owners of this establishment?

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9
DOES NOT APPLY	-7

bd2

BD.4 What was the most recent event that led this establishment's current ownership structure? **SHOW CARD 5**

	Number
Type of event	bd4
Start-up from scratch	1
Merger	2
Spin-off of another firm	3
Transfer or inheritance of family establishment	4
DON'T KNOW (SPONTANEOUS)	-9

B.5 In what year did this establishment begin operations in this country?

	Year
Year establishment began operations	b5
DON'T KNOW (SPONTANEOUS)	-9

INTERVIEWER: PROVIDE FOUR DIGITS FOR YEAR

B.6 How many full-time employees did this establishment employ when it started operations? Please include all employees and managers (**INTERVIEWER: include respondent when applicable**)

	Number
Full-time employees at start-up	b6
DON'T KNOW (SPONTANEOUS)	-9

B.7 How many years of relevant experience working in this sector does the top manager have?

	Years
Manager's experience in sector	b7
LESS THAN ONE YEAR	1
DON'T KNOW (SPONTANEOUS)	-9

SARC.3 What position did the Top Manager of this establishment hold prior to this position?
SHOW CARD 6

Employed in the same position in another establishment	1
Employed in a different position, either in the same or in another establishment	2
Self-employed in a different sector	3
Self employed with another firm of the same sector	4
Unemployed	5
Other (for example housewife, student, etc.)	6
DON'T KNOW (SPONTANEOUS)	-9

SARc3

BD.6 Is this establishment fully or partially owned by the Top Manager?

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

bd6

BD.7 What is the highest completed level of education of the Top Manager? **SHOW CARD 7**

No education	1
Primary school (1-5 years)	2
Secondary School (6-10 years)	3
Higher Secondary School (11-12 years)	4
Vocational Training	5
University degree (BA, BSc etc.)	6
Masters degree from a Sri Lankan university	7
Masters degree from university in another country	8
Other post graduate degree (Ph.D, Masters) from a Sri Lankan university	9
Other post graduate degree (Ph.D, Masters) from university in another country	10
DON'T KNOW (SPONTANEOUS)	-9

bd7

B.8 Does this establishment have an internationally-recognized quality certification?
(**INTERVIEWER: if there is need for clarification, some examples are: ISO 9000 or 14000, or HACCP**)

Yes	1
No	2
STILL IN PROCESS	-6
DON'T KNOW (SPONTANEOUS)	-9

b8

D. SALES AND SUPPLIES

READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:

The next topic to be covered is how and where this establishment makes its sales and how and from where this establishment obtains inputs required for production.

C.1 What month does this establishment close its fiscal year?

	Month
End of fiscal year	c1
NOT APPLICABLE	-7

INTERVIEWER: PLEASE NOTE WE NEED THE TOTAL SALES OF ALL PRODUCTS AND SERVICES

D.2 In fiscal year 2010/11, what were this establishment's total annual sales for **ALL** products and services?

	SLRs
Last complete year's total sales	d2
DON'T KNOW (SPONTANEOUS)	-9
PLEASE ALSO WRITE OUT THE NUMBER (i.e. 50,000 as Fifty Thousand)	
	d2x

N.3 In year **2007/08**, three years ago, what were the total annual sales for this establishment?

	SLRs
Total annual sales three years ago	n3
IF ESTABLISHMENT WAS NOT IN BUSINESS THREE YEARS AGO	-7
DON'T KNOW (SPONTANEOUS)	-9

HO.4 In fiscal year 2010/11, what percent of this establishment's total annual sales came from the following sources? **SHOW CARD 8**

	Percent	DON'T KNOW (SPONTANEOUS)
Rooms	%	-9 ho4a
Restaurants	%	-9 ho4b
Bars/Night Club	%	-9 ho4c
Hosting functions	%	-9 ho4d
Tours/Transportation	%	-9 ho4e
Rents from shops and other in-house service providers	%	-9 ho4f
Other	%	-9 ho4g
	100 %	

**INTERVIEWER: CHECK THAT TOTAL SUMS TO 100%
(UNLESS RESPONDENT DOES NOT KNOW)**

HO.7 | In fiscal year 2010/11, what percent of this establishment's total annual sales were from:
READ OUT

	Percent	DON'T KNOW (SPONTANEOUS)
Business travelers from abroad	%	-9 ho7a
Business travelers from Sri Lanka	%	-9 ho7b
Vacation travelers from abroad	%	-9 ho7c
Vacation travelers from Sri Lanka	%	-9 ho7d
	100 %	

**INTERVIEWER: CHECK THAT TOTAL SUMS TO 100%
(UNLESS RESPONDENT DOES NOT KNOW)**

HO.7e | In fiscal year 2010/11, approximately what percent of this establishment's sales were from repeat customers?

Percentage	ho7a
DON'T KNOW (SPONTANEOUS)	-9

HO.10 | In fiscal year 2010/11, what were the three countries that accounted for the greatest share of international business and vacation travelers?

Country 1	Ho10a
Country 2	Ho10b
Country 3	Ho10c

BD.12 | Has this establishment ever jointly bought any inputs, machinery or equipment with other firms or or industry associations?

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

**IF NO, GO TO BD.14
bd12**

BD.13 | How was the main partner identified? **SHOW CARD 9**

Newspaper or media	1
Public officials	2
Internet	3
Family and Friends	4
Co-owners	5
Company group	6
Other private individuals or companies	7
DON'T KNOW (SPONTANEOUS)	-9

bd13

SARD.16 In fiscal year 2010/11, for the main input that this establishment purchases, how many suppliers did this establishment use?

	Number of suppliers used				
	None	One	2-5	More than 5	DON'T KNOW (SPONTANEOUS)
Main input	1	2	3	4	-9

sard16

SARD.17 In fiscal year 2010/11, for the main input that this establishment purchases, how many suppliers could this establishment have purchased from? **READ OUT**

	Number of potential suppliers				
	None	One	2-5	More than 5	DON'T KNOW (SPONTANEOUS)
Main input	1	2	3	4	-9

sard17

SARD.18 In fiscal year 2010/11, for the main product that this establishment sells, how many customers did this establishment have? **READ OUT**

	Number of customers				
	None	One	2-5	More than 5	DON'T KNOW (SPONTANEOUS)
Main Product	1	2	3	4	-9

sard18

BD.19 In fiscal year 2010/11, for the main product that this establishment sells, how many potential customers exist, whether they buy from this establishment or not? **READ OUT**

	Number of potential customers				
	None	One	2-5	More than 5	DON'T KNOW (SPONTANEOUS)
Main Product	1	2	3	4	-9

bd19a

HO.11 Does this establishment offer food and drink?

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

ho11

HO.12 In fiscal year 2010/11, as a proportion of all food purchased this year, what percent of were:

	Percent	DON'T KNOW (SPONTANEOUS)
Of domestic origin from firms owned by main owners of establishment	%	-9 ho12a
Of domestic origin from other firms	%	-9 ho12b
Imported directly	%	-9 ho12c
Imported indirectly	%	-9 ho12d
100 %		

**INTERVIEWER: CHECK THAT TOTAL SUMS TO 100%
(UNLESS RESPONDENT DOES NOT KNOW)**

HO.13 In fiscal year 2010/11, as a proportion of all beverages purchased this year, what percent of were:
SHOW CARD 10

	Percent	DON'T KNOW (SPONTANEOUS)
Of domestic origin from firms owned by main owners of establishment	%	-9 ho13a
Of domestic origin from other firms	%	-9 ho13b
Imported directly	%	-9 ho13c
Imported indirectly	%	-9 ho13d
	100 %	

**INTERVIEWER: CHECK THAT TOTAL SUMS TO 100%
(UNLESS RESPONDENT DOES NOT KNOW)**

HO.22 Please rate each obstacle to procuring food and drink locally?
SHOW CARD 11

	No obstacle	Minor obstacle	Moderate obstacle	Major obstacle	Very Severe Obstacle	DON'T KNOW (SPONTANEOUS)	DOES NOT APPLY (SPONTANEOUS)
Quality or standards	0	1	2	3	4	-9	-7 ho22a
Variety	0	1	2	3	4	-9	-7 ho22b
Reliability of providers	0	1	2	3	4	-9	-7 ho22c
Volume available	0	1	2	3	4	-9	-7 ho22d
Legal restriction	0	1	2	3	4	-9	-7 ho22e

E. DEGREE OF COMPETITION

READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:
The next section to be covered seeks to understand the competitive environment and how this establishment acts in it.

E.2 In fiscal year 2010/11, for the main market in which this establishment sold its main product, how many competitors did this establishment's main product face?

None	1
One	2
2-5	3
More than 5	4
DON'T KNOW (SPONTANEOUS)	-9

e2

SARD.22a Who sets the price of this establishment's main product set? **READ OUT**

The government	1
Association	2
This establishment	3

GO TO BD.23a

GO TO BD.23a

SARD.22b What is the most important determinant for the price of this establishment's main product? **READ OUT**

Prices are set according to cost and profit	1
Prices are set according to the price of competitor(s) or market	2
Other (specify __ sard22bx __)	5
DON'T KNOW (SPONTANEOUS)	-9

sard22b

BD.23a In fiscal year 2010/11, has this establishment reduced prices of its main product in response to price reductions by its competitors?

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9
DOES NOT APPLY	-7

bd23a

E.11 Does this establishment compete against unregistered or informal firms?

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

e11

SARD.24 In fiscal year 2010/11, for the main market in which this establishment sold its main product, what was the most important single factor that determined this establishment's competitiveness:

Price	1
Quality	2
Long Term Relationship with customers	3
Other, please specify sard24x	4
DOES NOT KNOW	-9

sard24

F. CAPACITY

HO.30a Does this establishment offer accommodation?

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

GO TO L.1
ho30a

HO.31 In fiscal year 2010/11, what was this establishment's average occupancy rate relative to its maximum capacity?

Percentage	ho31
DON'T KNOW (SPONTANEOUS)	-9

HO.32 In the high season of fiscal year 2010/11, what was this establishment's average occupancy rate relative to its maximum capacity?

Percentage	ho32
DON'T KNOW (SPONTANEOUS)	-9

HO.33 In the high season of fiscal year 2010/11, what is this establishment's current published rate (rack rate) for a standard double room?

Rate in SLRs	ho33
DON'T KNOW (SPONTANEOUS)	-9

HO.34 In the low season of fiscal year 2010/11, what was this establishment's average occupancy rate relative to its maximum capacity?

Percentage	ho34
DON'T KNOW (SPONTANEOUS)	-9

HO.35	In the low season of fiscal year 2010/11, what is this establishment's current published rate (rack rate) for a standard double room?
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Rate in SLRs	ho35
DON'T KNOW (SPONTANEOUS)	-9

G. LABOR

**READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:
Now I would like to ask you a few questions about this establishment's labor force.**

L.1	At the end of fiscal year 2010/11, how many permanent, full-time individual worked in this establishment? Please include all employees and managers (Permanent, full-time employees are defined as all paid employees that are contracted for a term of one or more fiscal years and/or have a guaranteed renewal of their employment contract and that work a full shift (INTERVIEWER: INCLUDE INTERVIWEE IF APPLICABLE).
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	Number
Permanent, full-time workers end of last fiscal year	11
DON'T KNOW (SPONTANEOUS)	-9

L.2	Three fiscal years ago, at the end of fiscal year 2007/2008 , how many permanent, full-time individuals worked in this establishment? Please include all employees and managers (INTERVIEWER: INCLUDE INTERVIWEE IF APPLICABLE).
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	Number
Permanent, full-time workers three fiscal years ago	12
IF ESTABLISHMENT WAS NOT IN BUSINESS THREE YEARS AGO	-7
DON'T KNOW (SPONTANEOUS)	-9

SARD.30	In fiscal year 2010/11, how many permanent, full-time workers did this establishment hire?
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	Number
Permanent, full-time workers hired	sard30
DON'T KNOW (SPONTANEOUS)	-9

SARD.31	In fiscal year 2010/11, how many permanent, full-time workers left this establishment, regardless of the reason?
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	Number
Permanent, full-time workers that left	sard31
DON'T KNOW (SPONTANEOUS)	-9

BD.32	What level of education is required for a permanent full-time worker? SHOW CARD 12
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No education	1	
Primary school (1-5 years)	2	
Secondary School (6-10 years)	3	
Higher Secondary School (11-12 years)	4	
Vocational Training	5	
University degree (BA, BSc etc.)	6	
Masters degree from a Sri Lankan university	7	
Masters degree from university in another country	8	
Other post graduate degree (Ph.D, Masters) from a Sri Lankan university	9	
Other post graduate degree (Ph.D, Masters) from university in another country	10	
DON'T KNOW (SPONTANEOUS)	-9	bd32

SARd32 | What skills are most required for permanent, full time employees? **READ OUT**

English	1
IT and computer skills	2
Leadership skills, team work, work ethics	3
Other	4
DON'T KNOW (SPONTANEOUS)	-9

sard32

L.5 | At the end of fiscal year 2010/11, how many permanent full-time individuals that worked in this establishment were female?

	Number	DON'T KNOW (SPONTANEOUS)
Female permanent full-time workers	15	-9

L.6 | How many full-time seasonal or temporary employees did this establishment employ throughout fiscal year **2010/11**?
(Full-time, temporary workers are all paid short-term (i.e. for less than a year) employees with no guarantee of renewal of contract employment and work full-time)

	Number
Full-time seasonal or temporary workers employed last fiscal year	16
DON'T KNOW (SPONTANEOUS)	-9

IF 0, GO TO QUESTION L.9b

L.6a | How many full-time seasonal or temporary employees employed throughout fiscal year **2010/11** were female?

	Number
Full-time female seasonal or temporary workers employed last fiscal year	16a
DON'T KNOW (SPONTANEOUS)	-9

L.8 | What was the average length of employment of all full-time seasonal or temporary employees in fiscal year 2010/11?

	Months
Average length full-time seasonal or temporary employment	18
LESS THAN ONE MONTH	1
DON'T KNOW (SPONTANEOUS)	-9

L.9b | What is the percentage of full-time permanent workers who completed secondary school?

	Percent
Percentage of full time permanent workers who completed secondary school	19b
DON'T KNOW (SPONTANEOUS)	-9

L.10 | Over fiscal year 2010/11, did this establishment have formal training programs for its permanent, full-time employees?

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

GO TO BD.35

GO TO BD.35

110

BD.33 What is the most important type of formal training that full-time permanent employees received? **SHOW CARD 13**

Technical skills for production of goods and services	1
Sales related training (e.g. marketing, presentation skills)	2
Accounting and Finance	3
English	4
Other (specify __ bd33x __)	5
DON'T KNOW (SPONTANEOUS)	-9

bd33

BD.34 For full-time permanent employees, which of the following organizations provided the formal training? **SHOW CARD 14**

Training institute	1
Vocational school	2
University	3
In-house	4
A private firm, consultant	5
Other (specify __ bd34x __)	6
DON'T KNOW (SPONTANEOUS)	-9

bd34

BD.35 For all permanent, full-time employees, what type of informal training is most common? **SHOW CARD 15**

Mentoring (i.e. informal transmission of knowledge by senior staff)	1
Learning by doing / training on the job	2
'Shadowing' (learning tasks by observing behavior of competent staff)	3
None of the above	4
DON'T KNOW (SPONTANEOUS)	-9

bd35

HO.50 At the end of fiscal year 2010/11, how many permanent, full-time employees were: **READ OUT**

	Employees	DON'T KNOW (SPONTANEOUS)
Managers		-9 ho50a
Professional staff (accountants/lawyers etc.)		-9 ho50b
Front desk staff/Receptionists		-9 ho50c
Cleaning staff		-9 ho50d
Cooks		-9 ho50e
Waiters/Bar men		-9 ho50f
Tour operators		-9 ho50g
Other:		-9 ho50h

HO.51 How serious an obstacle are the following categories? **SHOW CARD 16**

ROTATE OPTIONS	No obstacle	Minor obstacle	Moderate obstacle	Major obstacle	Very Severe Obstacle	DON'T KNOW (SPONTANEOUS)	DOES NOT APPLY (SPONTANEOUS)
Managers	0	1	2	3	4	-9	-7 ho51a
Professional staff (accountants/lawyers etc.)	0	1	2	3	4	-9	-7 ho51b
Front desk staff/Receptionists	0	1	2	3	4	-9	-7 ho51c
Cleaning staff	0	1	2	3	4	-9	-7 ho51d
Cooks	0	1	2	3	4	-9	-7 ho51e
Waiters/Barmen	0	1	2	3	4	-9	-7 ho51f
Tour operators	0	1	2	3	4	-9	-7 ho51g

BD.42 Which of the following human resource policies does this establishment apply?
INTERVIEWER : READ OUT STATEMENT

	Yes	No	DON'T KNOW (SPONTANEOUS)	
Reward system for non-managerial staff based on performance.	1	2	-9	bd42a
Reward system for managerial staff based on performance.	1	2	-9	bd42b
Reward system for non-managerial staff based on attendance	1	2	-9	bd42c
Top performers among staff are publicly identified regularly	1	2	-9	bd42d
Staff are rotated.	1	2	-9	bd42e
Feedback talks with staff are held on a regular basis.	1	2	-9	bd42f

BD.43 How do salaries and benefits paid by this establishment to its employees compare to the salaries and benefits paid by similar establishments?

A lot less	A little less	Just the same	A little more	A lot more	
1	2	3	4	5	bd43

Supervisor question to Enumerator

Who answered the section above?

The owner of the establishment	1
The top manager of the establishment	2
An employee of the establishment	3

bd44z

HO. Quality and management

READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:

The purpose of the following questions is to allow us to get insight into some management aspects.

HO.1b Is this establishment classified by the Sri Lanka Tourism boards?

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

ho1b

HO.30 What is your current classification with the Sri Lanka tourism board? **SHOW CARD 17**

No classification	0
One Star	1
Two Star	2
Three Star	3
Four Star	4
Five Star	5
DON'T KNOW (SPONTANEOUS)	-9

ho30

HO.17 What marketing channels does this establishment use? **SHOW CARD 18**

Channel	Yes	No	DON'T KNOW (SPONTANEOUS)	
Catalogs	1	2	-9	ho17a
Newspapers	1	2	-9	ho17b
Billboards	1	2	-9	ho17c
Magazines	1	2	-9	ho17d
TV	1	2	-9	ho17e
Radio	1	2	-9	ho17f
Direct mail/fax	1	2	-9	ho17g
Own website	1	2	-9	ho17h
National promotion website	1	2	-9	ho17i
Other websites	1	2	-9	ho17j

Other (Specify ho17k x)	1	2	-9 ho17k
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HO.20 Do you attend the following travel shows? **SHOW CARD 19**

Travel show	Yes	No	DON'T KNOW (SPONTANEOUS)
Tourism and Leisure show in England	1	2	-9 ho20a
International Tourism Bourse in Germany	1	2	-9 ho20b
International Tourism Bourse in Italy	1	2	-9 ho20c
JATA in Japan	1	2	-9 ho20d

HO.36a Does this establishment use information technologies?

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

If No, please go to BD.64 ho36a

HO.36b What specific tasks are information technologies used for? **READ OUT**

Task	Yes	No	DON'T KNOW (SPONTANEOUS)
Front-office applications (e.g., reservations, guest accounting, occupancy, room availability)	1	2	-9 ho36b
Back-office applications (e.g., personnel, payroll, inventory control, financial reporting)	1	2	-9 ho36c
Develop and manage guest databases	1	2	-9 ho36d
Market research and planning	1	2	-9 ho36e
Guest-related interfaces (e.g. in-room movies, voice mail, in-room safe)	1	2	-9 ho36f

BD.64 Using the response options on the card; Please rate the importance of the following sources of information in identifying market trends critical to this establishment.
SHOW CARD 20

	<i>Not important</i>	<i>Mostly important</i>	<i>Important</i>	<i>Very important</i>	DON'T KNOW	DOES NOT APPLY
Suppliers of equipment, materials, components, or software	1	2	3	4	-9	-7 bd64a
Clients or customers	1	2	3	4	-9	-7 bd64b
Competitors or other enterprises in the sector	1	2	3	4	-9	-7 bd64c
Family and friends	1	2	3	4	-9	-7 bd64d
Consultants (individual and firms)	1	2	3	4	-9	-7 bd64e
Government and government officials	1	2	3	4	-9	-7 bd64f
Universities and training institutes	1	2	3	4	-9	-7 bd64g
Professional or industry organization	1	2	3	4	-9	-7 bd64h

BD.65 Does this establishment hire external consultants (both individuals and firms)?

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

GO TO M.1 bd65

BD.66 If this establishment hired external consultants, how were they identified? **SHOW CARD 21**

Newspaper or media	1
Public officials	2
Internet	3
Family and Friends	4
Co-owners	5
Company group	6
Other private individuals or companies	7
DON'T KNOW (SPONTANEOUS)	-9

bd66

M. BUSINESS ENVIRONMENT

READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:

M.1 By looking at card 22 can you tell me which of the elements of the business environment included in the list, if any, currently represents the biggest obstacle faced by this establishment. **DO NOT READ OUT SHOW CARD 22**

1-Access to finance
2-Access to land
3-Business licensing and permits
4-Corruption
5-Courts
6-Crime, theft and disorder
7-Customs and trade regulations
8-Electricity
9-Inadequately educated workforce
10-Labor regulations
11-Political instability
12-Practices of competitors in the informal sector
13-Tax administration
14-Tax rates
15-Transport

Biggest obstacle	m1a
DON'T KNOW (SPONTANEOUS)	-9
DOES NOT APPLY (SPONTANEOUS)	-7

Rotation (option 1, 2 or 3)	m1d
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M.2 As I list some factors that can affect the current operations of a business, please look at this card and tell me if you think that each factor is No Obstacle, a Minor Obstacle, a Moderate Obstacle, a Major Obstacle, or a Very Severe Obstacle to the current operations of this establishment. **SHOW CARD 23**

ROTATE OPTIONS	No obstacle	Minor obstacle	Moderate obstacle	Major obstacle	Very Severe Obstacle	DON'T KNOW (SPONTANEOUS)	DOES NOT APPLY (SPONTANEOUS)	
Electricity	0	1	2	3	4	-9	-7	c30a
Access to Finance	0	1	2	3	4	-9	-7	k30
Access to Land	0	1	2	3	4	-9	-7	g30a
Corruption	0	1	2	3	4	-9	-7	j30f
Political Instability	0	1	2	3	4	-9	-7	j30e

J. BUSINESS-GOVERNMENT RELATIONS

READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:

The following questions assess how establishments, such as this one, deal with government officials and their agencies.

HO.40 In fiscal year 2010/11, how many inspections took place at this establishment?

Number of inspections	ho40
DON'T KNOW (SPONTANEOUS)	-9

**INTERVIEWER: IF 0,
PLEASE GO TO I.2**

-9

HO.41 Did any of the following agencies inspect this establishment?

Task	Yes	No	DON'T KNOW (SPONTANEOUS)
National Social Security Institute	1	2	-9 ho41a
Municipal Police	1	2	-9 ho41b
Hygiene / Epidemiology	1	2	-9 ho41c
Fire	1	2	-9 ho41d
Environmental	1	2	-9 ho41e
Tourism development authority	1	2	-9 ho41e

I.2 In fiscal year 2010/11, what percent of its total annual sales is paid for security, or what is the total annual cost of security?

	Percent
Percent of total annual sales for security	i2a
DON'T KNOW (SPONTANEOUS)	-9

PROVIDE EITHER ONE OR THE OTHER, NOT BOTH

	SLRs
Total annual cost of security	i2b
DON'T KNOW (SPONTANEOUS)	-9

BI.3 **INTERVIEWER: PLEASE NOTE WHETHER MANAGER CONSULTED ANY WRITTEN RECORDS OR ACCOUNTS WHEN ANSWERING QUESTION i2 above**

Consulted written records	bi3
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Yes	1
No	2

J.2 In a typical week over the last 12 months, what percentage of total senior management's time was spent in dealing with requirements imposed by government regulations?
[By senior management I mean managers, directors, and officers above direct supervisors of production/sales workers. Some examples of government regulations are taxes, customs, labor regulations, licensing and registration, including dealings with officials and completing forms]

	Percent
Senior management's time spent in dealing with regulations	j2 %
NO TIME WAS SPENT	0
DON'T KNOW (SPONTANEOUS)	-9

N. PERFORMANCE

READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:

Now, we would like to ask you a few questions about the financial results of this establishment. It is important that this information be as accurate as possible. The individual data are treated as confidential – the identity of this establishment will not be revealed at any point. Please provide the following information from the financial statements of this establishment.

N.1 In fiscal year 2010/11, what percent of this establishment’s total annual sales came from the following activities?

	Percent	DON'T KNOW (SPONTANEOUS)
Services	%	-9 n1b
Other	%	-9 n1c
100 %		

INTERVIEWER: CHECK THAT TOTAL SUMS TO 100% (UNLESS RESPONDENT DOES NOT KNOW)

N.2 For fiscal year 2010/11, please provide the following information about this establishment by referring directly to your income statement:
SHOW CARD 24

	SLRs	DON'T KNOW (SPONTANEOUS)
Total annual cost of labor (including wages, salaries, bonuses, social payments)		-9 n2a
Total annual cost of raw materials and intermediate goods used in production		-9 n2e
Total annual cost of fuel		-9 n2f
Total annual cost of electricity		-9 n2b
Other costs of production not included above		-9 n2j

N.6 Referring directly to your balance sheet, at the end of fiscal year 2010/11, what was the net book value, that is the value of assets after depreciation, of the following:

	SLRs	DON'T KNOW (SPONTANEOUS)
Machinery, vehicles, and equipment		-9 n6a
Land and buildings		-9 n6b

N.7 Hypothetically, if this establishment were to purchase the assets it uses now, in their current condition, how much would they cost?

	SLRs	DON'T KNOW (SPONTANEOUS)
Machinery, vehicles, and equipment		-9 n7a
Land and buildings		-9 n7b

A.15a Please complete the following information about the interviewee(s)

	Position in the firm	Years with the firm	Gender 1= Male , 2= Female
Main respondent	a15a1ax	a15a2a	1 2 a15a3
Second respondent	a15a1bx	a15a2b	1 2 a15b3
Third respondent	a15a1cx	a15a2c	1 2 a15c3

**THE SURVEY ENDS HERE
THANK YOU VERY MUCH FOR YOUR COOPERATION.**

A.15 Time face-to-face interview ends:

Day (dd)	Month (mm)	Year (yyyy)	Hour (00 to 23)	Minutes (00 to 59)
a15d	a15m	a15y	a15h	a15min

INTERVIEWERS PLEASE ANSWER AT END OF THE INTERVIEW:

A.16 It is my perception that the answers given to questions regarding opinions and perceptions were:

Truthful	1
Somewhat truthful	2
Not truthful	3

a16

A.17 The questions regarding figures (productivity and employment numbers):

Are taken directly from establishment records	1
Are estimates computed with some precision	2
Are arbitrary and unreliable numbers	3

a17

INTERVIEWER COMMENTS:

a17x

(Problems occurred/extraordinary circumstances which could influence results)

SUPERVISORS PLEASE ANSWER:

A.18 This questionnaire was completed in:

One visit in face-to-face interview with one person	1
One visit in face-to-face interview with different managers/staff	2
Several visits	3

STOP HERE

a18

A.19 If option 2 or 3 in **A.18**, estimate duration of the whole interview

Hour	Minutes

a19h

a19m