

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) <b>ho1ax</b>	10
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**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	<b>-9</b> <b>ho3a</b>
International travel agencies	1	2	<b>-9</b> <b>ho3b</b>
Tour operators, taxis	1	2	<b>-9</b> <b>ho3c</b>
Airline/air charter operators	1	2	<b>-9</b> <b>ho3e</b>
Bars/Nightclubs	1	2	<b>-9</b> <b>ho3f</b>
Hotels in Sri Lanka	1	2	<b>-9</b> <b>ho3g</b>
Hotels in other countries	1	2	<b>-9</b> <b>ho3h</b>
Restaurants	1	2	<b>-9</b> <b>ho3i</b>
Food or beverage suppliers	1	2	<b>-9</b> <b>ho3j</b>
Other enterprises in other industries	1	2	<b>- 9</b> <b>ho3k</b>

**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	<b>SKIP TO A.12</b>

**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
<b>DOES NOT APPLY</b>	<b>-7</b>

A.9	Are <b>this</b> establishment’s financial statements prepared separately from HQ statements?	<b>a9</b>
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Yes	1
No	2
<b>DOES NOT APPLY</b>	<b>-7</b>

A.10	Are <b>this</b> establishment’s financial statements prepared separately from other establishments of the same firm?	<b>a10</b>
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Yes	1
No	2
<b>DOES NOT APPLY</b>	<b>-7</b>

A.11	If HQ, are financial statements independent from the rest of establishments?	<b>a11</b>
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Yes	1
No	2
<b>DOES NOT APPLY</b>	<b>-7</b>

A.12	Interviewer code
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<b>a12</b>
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A.13	Supervisor code
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<b>a13</b>
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A.14 Time face-to-face interview begins:

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

**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? <b>SHOW CARD 3</b>
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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) <b>b1x</b>	6
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**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>B.6</b>	How many full-time employees did this establishment employ when it started operations? Please include all employees and managers ( <b>INTERVIEWER: include respondent when applicable</b> )
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	Number
Full-time employees at start-up	<b>b6</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>B.7</b>	How many years of relevant experience working in this sector does the top manager have?
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	Years
Manager's experience in sector	<b>b7</b>
<b>LESS THAN ONE YEAR</b>	<b>1</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>SARC.3</b>	What position did the Top Manager of this establishment hold prior to this position? <b>SHOW CARD 6</b>
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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
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**SARc3**

<b>BD.6</b>	Is this establishment fully or partially owned by the Top Manager?
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Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**bd6**

<b>BD.7</b>	What is the highest completed level of education of the Top Manager? <b>SHOW CARD 7</b>
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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
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**bd7**

<b>B.8</b>	Does this establishment have an internationally-recognized quality certification? ( <b>INTERVIEWER: if there is need for clarification, some examples are: ISO 9000 or 14000, or HACCP</b> )
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Yes	1
No	2
<b>STILL IN PROCESS</b>	<b>-6</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**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: <b>READ OUT</b>
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	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?
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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?
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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?
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Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9

IF NO, GO TO BD.14  
bd12

BD.13	How was the main partner identified? <b>SHOW CARD 9</b>
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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

<b>SARD.16</b>	In fiscal year 2010/11, for the main input that this establishment purchases, how many suppliers did this establishment use?
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	Number of suppliers used					
	None	One	2-5	More than 5	DON'T KNOW (SPONTANEOUS)	
Main input	1	2	3	4	-9	sard16

<b>SARD.17</b>	In fiscal year 2010/11, for the main input that this establishment purchases, how many suppliers could this establishment have purchased from? <b>READ OUT</b>
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	Number of potential suppliers					
	None	One	2-5	More than 5	DON'T KNOW (SPONTANEOUS)	
Main input	1	2	3	4	-9	sard17

<b>SARD.18</b>	In fiscal year 2010/11, for the main product that this establishment sells, how many customers did this establishment have? <b>READ OUT</b>
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	Number of customers					
	None	One	2-5	More than 5	DON'T KNOW (SPONTANEOUS)	
Main Product	1	2	3	4	-9	sard18

<b>BD.19</b>	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? <b>READ OUT</b>
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	Number of potential customers					
	None	One	2-5	More than 5	DON'T KNOW (SPONTANEOUS)	
Main Product	1	2	3	4	-9	bd19a

<b>HO.11</b>	Does this establishment offer food and drink?
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Yes	1	ho11
No	2	
DON'T KNOW (SPONTANEOUS)	-9	

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



<b>HO.13</b>	In fiscal year 2010/11, as a proportion of all beverages purchased this year, what percent of were: <b>SHOW CARD 10</b>
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	Percent	DON'T KNOW (SPONTANEOUS)
Of domestic origin from firms owned by main owners of establishment	%	-9 <b>ho13a</b>
Of domestic origin from other firms	%	-9 <b>ho13b</b>
Imported directly	%	-9 <b>ho13c</b>
Imported indirectly	%	-9 <b>ho13d</b>
	100 %	

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

<b>HO.22</b>	Please rate each obstacle to procuring food and drink locally? <b>SHOW CARD 11</b>
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	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 <b>ho22a</b>
Variety	0	1	2	3	4	-9	-7 <b>ho22b</b>
Reliability of providers	0	1	2	3	4	-9	-7 <b>ho22c</b>
Volume available	0	1	2	3	4	-9	-7 <b>ho22d</b>
Legal restriction	0	1	2	3	4	-9	-7 <b>ho22e</b>

**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.**

<b>E.2</b>	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?
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None	1
One	2
2-5	3
More than 5	4
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**e2**

<b>SARD.22a</b>	Who sets the price of this establishment’s main product set? <b>READ OUT</b>
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The government	1
Association	2
This establishment	3

**GO TO BD.23a**  
**GO TO BD.23a**

<b>SARD.22b</b>	What is the most important determinant for the price of this establishment’s main product? <b>READ OUT</b>
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Prices are set according to cost and profit	1
Prices are set according to the price of competitor(s) or market	2
Other (specify __ <b>sard22bx</b> __)	5
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**sard22b**

<b>BD.23a</b>	In fiscal year 2010/11, has this establishment reduced prices of its main product in response to price reductions by its competitors?
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Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>
<b>DOES NOT APPLY</b>	<b>-7</b>

**bd23a**

<b>E.11</b>	Does this establishment compete against unregistered or informal firms?
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Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**e11**

<b>SARD.24</b>	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:
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Price	1
Quality	2
Long Term Relationship with customers	3
Other, please specify <b>sard24x</b>	4
<b>DOES NOT KNOW</b>	<b>-9</b>

**sard24**

## F. CAPACITY

<b>HO.30a</b>	Does this establishment offer accommodation?
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Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**GO TO L.1**  
**ho30a**

<b>HO.31</b>	In fiscal year 2010/11, what was this establishment's average occupancy rate relative to its maximum capacity?
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Percentage	<b>ho31</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>HO.32</b>	In the high season of fiscal year 2010/11, what was this establishment's average occupancy rate relative to its maximum capacity?
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Percentage	<b>ho32</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>HO.33</b>	In the high 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	<b>ho33</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>HO.34</b>	In the low season of fiscal year 2010/11, what was this establishment's average occupancy rate relative to its maximum capacity?
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Percentage	<b>ho34</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>HO.35</b>	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	<b>ho35</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

# 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.**

<b>L.1</b>	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 <b>(INTERVIEWER: INCLUDE INTERVIWEE IF APPLICABLE).</b>
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	Number
Permanent, full-time workers end of last fiscal year	<b>11</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

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

<b>SARD.30</b>	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	<b>sard30</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>SARD.31</b>	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	<b>sard31</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>BD.32</b>	What level of education is required for a permanent full-time worker? <b>SHOW CARD 12</b>
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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
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**bd32**

<b>SARd32</b>	What skills are most required for permanent, full time employees? <b>READ OUT</b>
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English	1
IT and computer skills	2
Leadership skills, team work, work ethics	3
Other	4
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**sard32**

<b>L.5</b>	At the end of fiscal year 2010/11, how many permanent full-time individuals that worked in this establishment were female?
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	<b>Number</b>	<b>DON'T KNOW (SPONTANEOUS)</b>
Female permanent full-time workers	<b>15</b>	<b>-9</b>

<b>L.6</b>	How many full-time seasonal or temporary employees did this establishment employ throughout fiscal year <b>2010/11</b> ? (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)
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	<b>Number</b>
Full-time seasonal or temporary workers employed last fiscal year	<b>16</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**IF 0, GO TO QUESTION L.9b**

<b>L.6a</b>	How many full-time seasonal or temporary employees employed throughout fiscal year <b>2010/11</b> were female?
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	<b>Number</b>
Full-time female seasonal or temporary workers employed last fiscal year	<b>16a</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>L.8</b>	What was the average length of employment of all full-time seasonal or temporary employees in fiscal year 2010/11?
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	<b>Months</b>
Average length full-time seasonal or temporary employment	<b>18</b>
<b>LESS THAN ONE MONTH</b>	<b>1</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>L.9b</b>	What is the percentage of full-time permanent workers who completed secondary school?
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	<b>Percent</b>
Percentage of full time permanent workers who completed secondary school	<b>19b</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>L.10</b>	Over fiscal year 2010/11, did this establishment have formal training programs for its permanent, full-time employees?
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Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**GO TO BD.35**  
**GO TO BD.35**      **110**

<b>BD.33</b>	What is the most important type of formal training that full-time permanent employees received? <b>SHOW CARD 13</b>
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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 __ <b>bd33x</b> __)	5
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**bd33**

<b>BD.34</b>	For full-time permanent employees, which of the following organizations provided the formal training? <b>SHOW CARD 14</b>
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Training institute	1
Vocational school	2
University	3
In-house	4
A private firm, consultant	5
Other (specify __ <b>bd34x</b> __)	6
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**bd34**

<b>BD.35</b>	For all permanent, full-time employees, what type of informal training is most common? <b>SHOW CARD 15</b>
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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
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**bd35**

<b>HO.50</b>	At the end of fiscal year 2010/11, how many permanent, full-time employees were: <b>READ OUT</b>
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	Employees	<b>DON'T KNOW (SPONTANEOUS)</b>
Managers		<b>-9    ho50a</b>
Professional staff (accountants/lawyers etc.)		<b>-9    ho50b</b>
Front desk staff/Receptionists		<b>-9    ho50c</b>
Cleaning staff		<b>-9    ho50d</b>
Cooks		<b>-9    ho50e</b>
Waiters/Bar men		<b>-9    ho50f</b>
Tour operators		<b>-9    ho50g</b>
Other:		<b>-9    ho50h</b>

<b>HO.51</b>	How serious an obstacle are the following categories? <b>SHOW CARD 16</b>
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	No obstacle	Minor obstacle	Moderate obstacle	Major obstacle	Very Severe Obstacle	<b>DON'T KNOW (SPONTANEOUS)</b>	<b>DOES NOT APPLY (SPONTANEOUS)</b>
<b>ROTATE OPTIONS</b>							
Managers	0	1	2	3	4	<b>-9</b>	<b>-7    ho51a</b>
Professional staff (accountants/lawyers etc.)	0	1	2	3	4	<b>-9</b>	<b>-7    ho51b</b>
Front desk staff/Receptionists	0	1	2	3	4	<b>-9</b>	<b>-7    ho51c</b>
Cleaning staff	0	1	2	3	4	<b>-9</b>	<b>-7    ho51d</b>
Cooks	0	1	2	3	4	<b>-9</b>	<b>-7    ho51e</b>
Waiters/Barmen	0	1	2	3	4	<b>-9</b>	<b>-7    ho51f</b>
Tour operators	0	1	2	3	4	<b>-9</b>	<b>-7    ho51g</b>

<b>BD.42</b>	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 <b>bd42a</b>
Reward system for managerial staff based on performance.	1	2	-9 <b>bd42b</b>
Reward system for non-managerial staff based on attendance	1	2	-9 <b>bd42c</b>
Top performers among staff are publicly identified regularly	1	2	-9 <b>bd42d</b>
Staff are rotated.	1	2	-9 <b>bd42e</b>
Feedback talks with staff are held on a regular basis.	1	2	-9 <b>bd42f</b>

<b>BD.43</b>	How do salaries and benefits paid by this establishment to its employees compare to the salaries and benefits paid by similar establishments?
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A lot less	A little less	Just the same	A little more	A lot more	
1	2	3	4	5	<b>bd43</b>

**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.

<b>HO.1b</b>	Is this establishment classified by the Sri Lanka Tourism boards?
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Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	-9 <b>ho1b</b>

<b>HO.30</b>	What is your current classification with the Sri Lanka tourism board? <b>SHOW CARD 17</b>
--------------	---

No classification	0
One Star	1
Two Star	2
Three Star	3
Four Star	4
Five Star	5
<b>DON'T KNOW (SPONTANEOUS)</b>	-9 <b>ho30</b>

<b>HO.17</b>	What marketing channels does this establishment use? <b>SHOW CARD 18</b>
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Channel	Yes	No	DON'T KNOW (SPONTANEOUS)
Catalogs	1	2	-9 <b>ho17a</b>
Newspapers	1	2	-9 <b>ho17b</b>
Billboards	1	2	-9 <b>ho17c</b>
Magazines	1	2	-9 <b>ho17d</b>
TV	1	2	-9 <b>ho17e</b>
Radio	1	2	-9 <b>ho17f</b>
Direct mail/fax	1	2	-9 <b>ho17g</b>
Own website	1	2	-9 <b>ho17h</b>
National promotion website	1	2	-9 <b>ho17i</b>
Other websites	1	2	-9 <b>ho17j</b>

Other (Specify <b>ho17k</b> x )	1	2	<b>-9</b> <b>ho17k</b>
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<b>HO.20</b>	Do you attend the following travel shows? <b>SHOW CARD 19</b>
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Travel show	Yes	No	DON'T KNOW (SPONTANEOUS)
Tourism and Leisure show in England	1	2	<b>-9</b> <b>ho20a</b>
International Tourism Bourse in Germany	1	2	<b>-9</b> <b>ho20b</b>
International Tourism Bourse in Italy	1	2	<b>-9</b> <b>ho20c</b>
JATA in Japan	1	2	<b>-9</b> <b>ho20d</b>

<b>HO.36a</b>	Does this establishment use information technologies?
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Yes	1	<b>If No, please go to BD.64</b> <b>ho36a</b>
No	2	
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>	

<b>HO.36b</b>	What specific tasks are information technologies used for? <b>READ OUT</b>
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Task	Yes	No	DON'T KNOW (SPONTANEOUS)
Front-office applications (e.g., reservations, guest accounting, occupancy, room availability)	1	2	<b>-9</b> <b>ho36b</b>
Back-office applications (e.g., personnel, payroll, inventory control, financial reporting)	1	2	<b>-9</b> <b>ho36c</b>
Develop and manage guest databases	1	2	<b>-9</b> <b>ho36d</b>
Market research and planning	1	2	<b>-9</b> <b>ho36e</b>
Guest-related interfaces (e.g. in-room movies, voice mail, in-room safe)	1	2	<b>-9</b> <b>ho36f</b>

<b>BD.64</b>	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. <b>SHOW CARD 20</b>
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	<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	<b>-9</b>	<b>-7</b> <b>bd64a</b>
Clients or customers	1	2	3	4	<b>-9</b>	<b>-7</b> <b>bd64b</b>
Competitors or other enterprises in the sector	1	2	3	4	<b>-9</b>	<b>-7</b> <b>bd64c</b>
Family and friends	1	2	3	4	<b>-9</b>	<b>-7</b> <b>bd64d</b>
Consultants (individual and firms)	1	2	3	4	<b>-9</b>	<b>-7</b> <b>bd64e</b>
Government and government officials	1	2	3	4	<b>-9</b>	<b>-7</b> <b>bd64f</b>
Universities and training institutes	1	2	3	4	<b>-9</b>	<b>-7</b> <b>bd64g</b>
Professional or industry organization	1	2	3	4	<b>-9</b>	<b>-7</b> <b>bd64h</b>

<b>BD.65</b>	Does this establishment hire external consultants (both individuals and firms)?
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Yes	1	<b>GO TO M.1</b> <b>GO TO M.1</b> <b>bd65</b>
No	2	
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>	

<b>BD.66</b>	If this establishment hired external consultants, how were they identified? <b>SHOW CARD 21</b>
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Newspaper or media	1	<b>bd66</b>
Public officials	2	
Internet	3	
Family and Friends	4	
Co-owners	5	
Company group	6	
Other private individuals or companies	7	
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>	

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	INTERVIEWER: IF 0, PLEASE GO TO I.2
DON'T KNOW (SPONTANEOUS)	-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