

TOURISM QUESTIONNAIRE



BENCHMARKING - STRATEGY - INNOVATION

OPERATIONS PEOPLE MONEY

AN ENTERPRISE SURVEY UNLOCKING THE PATH TO FUTURE VALUE

Questionnaire ID							
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Equivalence tables for all variables of many enterprise surveys including PROTEqIN, FINGEN and LACES are available upon request.

To be read to the representative of the establishment or of the firm

This survey has been designed and is being conducted under the supervision of Economic Expertise & Consulting (EEC International). The survey in your country is part of a global initiative targeting over 165 countries that aims to collect information from country-wide representative samples of establishments.

Your establishment has been invited to participate in a comprehensive survey covering numerous topics including general information on your firm, on your sales and marketing, on your production and operations management, on your innovation, on your risk management and safety / security issues, on your human resource management, on your financial situation, and on your business strategy. You will be asked questions requiring the provision of quantitative and qualitative information, as well as the expression of your opinions / perceptions relative to many investment climate dimensions which may affect the operations of your establishment or your firm. You will also be asked some knowledge questions on various managerial functions.

One of the key objectives of this global initiative is to allow business owners / managers to benchmark key business practices (in strategy, innovation, production / operations, marketing, finance and human resource management) of their firm / establishment against similar / comparable entities (by size, type, sector / industry, market, gender characteristics, country, and region, etc.).

Your participation to this survey is voluntary: you may refuse to participate entirely with no consequences to you, or you may refuse to answer any question during the course of the interview.

The duration of the interview may take between one hour and up to eight hours and may be divided in numerous visits to accommodate your schedule, or to allow the participation of more than one respondent in your firm / establishment. You can expect follow-up or control calls from EEC International. These calls can come from the country managers of EEC International or from the headquarters of the firm.

The nominal information which directly identifies the respondent or their firm / establishment will be removed from the data set. In addition, precautions will be taken to ensure the protection of firm / establishment level of data when there are less than five (5) sector / industry respondents in a country. The rest of the information provided may be published to allow compilations, analysis and benchmarking.

Notwithstanding the aforementioned confidentiality undertaking by EEC International, and subject to your specific authorization, EEC International may present an extract of your responses, including identifying information, to international development organizations or to the entities they support / finance in your country. This extract will be presented to you after the completion of quality control procedures that follow the submission of the data collected to EEC International headquarters.

DECLARATION OF THE REPRESENTATIVE OF THE ESTABLISHMENT OR OF THE FIRM

I read and understood the Declaration of EEC International (hereafter "Declaration"). I understand the overall description of the survey and accept that our establishment / firm will participate in the survey under the conditions described in the Declaration. I understand that the survey may be conducted with one or many decision makers of our establishment / firm, and that the interview time may take between one hour and up to eight hours, using various means, and that EEC International may be conducting control calls at a later stage.

I understand that my participation to the survey is voluntary and that I may refuse to participate entirely with no consequences to me or that I can refuse to answer any question during the course of the interview. I also accept to be approached at later points in time for ad-hoc short surveys and understand that I may at that time refuse to participate, in part or in full, to those ad-hoc surveys.

I understand the confidentiality undertaking and

I accept that EEC International may present an extract of my responses, including identifying information, to international development organizations or to the entities they support / finance in my country. This extract will be presented to me after the completion of quality control procedures that follow the submission of the data collected to EEC International headquarters.

OR

I refuse that EEC International may present an extract of my responses, including identifying information, to international development organizations or to the entities they support / finance in my country.

With this Declaration read and understood, I am consenting to participate in this survey:

Full name and surname (please print): _____

Signature: _____

Date: _____

Please do not hesitate to submit any questions you may have pertaining to this survey to EEC International at info@groupeeci.com

A1)

Country	Sampling stratification option (table A1a)			Sampling stratum
Sector code (table A1b)	Interviewer code	Supervisor code		Supervisor callback (Y/N)
Main interview date	Day (DD)	Month (MM)	Year (YYYY)	
Establishment's name	Last fiscal year			
Address				
City / Village	Main phone			

A2)

Respondent information	Name	Gender (table A2a)	
	Mobile phone	Email	Website
Are you the main decision maker? (Y/N)			
If no , what function do you have in the firm (table A2b)?			

A3)

Is your establishment part of larger firm?	Y/N	If "no", skip to B1
If yes , how many establishments are part of the firm?		
What type of establishment is this (table A3)?		
Are this establishment's financial statements prepared separately from the rest of the firm's?		
If no , how many establishments – including headquarters – are included in the financial statements?		

Interview special codes			
Yes	1	Not applicable	-77
No	2	No answer	-88
Don't know	-66	Refuse to answer	-99

A1a. Sampling stratification options			
1.Manufacturing and 2.Services	1	1.Food, 2.Other manufacturing, 3.Retail non-tourism, 4.Services excluding all kind of retail activities, hospitality and tourism, 5.Retail tourism and 6.Hospitality and tourism excluding all kind of retail activities	5
1.Manufacturing, 2.Retail and 3.Other services	2		
1.Manufacturing, 2.Hospitality and tourism and 3.Other services	3	1.Basic Metals/Fabricated Metals/Machinery & Equip, 2.Chemicals, Plastics & Rubber, 3.Food, 4.Other manufacturing, 5.Retail non-tourism, 6.Services excluding all kind of retail activities, hospitality and tourism, 7.Retail tourism and 8.Hospitality and tourism excluding all kind of retail activities	6
1.Manufacturing, 2.Retail non-tourism, 3.Services excluding all kind of retail activities, hospitality and tourism, 4.Retail tourism and 5.Hospitality and tourism excluding all kind of retail activities	4		
		Other, specify	7

A1b. Sector code			
Food, beverage, tobacco	10-12		
Textiles	13	Other services (excluding tour operations, travel agencies, recreational activity providers, cultural activity providers, attraction sites)	69-82
Garments & leather products	14-15		
Wood products (except furniture), paper products, printing & recorded media	16-18	Food and beverage service activities	56
Coke and refined products, chemicals and chemical products, pharmaceutical, medicinal chemical and botanical products	19-21	Crafts, souvenirs, vendors, and tourism retail	47A
Plastics & rubber and other non-metallic mineral products	22-23	Tourism related ICT	62-63A
Basic metals - fabricated metal products (except machinery)	24-25	Passenger transportation	49-52A
Computer and electronics	26	Tour operations	7912
Manufacturing of electrical equipment, machinery and other equipment	27-28	Travel agencies	7911
Vehicles and transportation equipment	29-30	Recreational activity providers	92-93
Furniture	31	Cultural activity providers	90-91
Other manufacturing	32	Attraction sites	932
Retail (except crafts, souvenirs, vendors and retail of tourism-specific products)	47	Health services	86-88
Wholesale	45-46	Education	85
Transportation and storage (excluding passenger transportation)	49-52	Agriculture	1-3
Construction	41-43	Mining and quarrying	5-9
Information and communication (except tourism related ICT)	58-63	Water supply - sewage - waste management and remediation activities	36-39
Accommodation	55	Financial and insurance activities	64-66
		Real estate	68

A2a. Gender	
Male	1
Female	2

A2b. Respondent	
Main decision maker	1
Marketing and sales	2
Production and operations management	3
Finance and accounting	4
Human resource	5

A3. Type of establishment	
Headquarters with no production/no sales at this location	1
Headquarters with production and/or sales at 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

B1)

What is the current legal status of this establishment (table B1)?	If “sole proprietorship” (3), skip to B3
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B1. Firm's current legal status	
Shareholding company with shares trade in the stock market	1
Shareholding company with non-traded shares or shares traded privately	2
Sole proprietorship	3
Partnership (including limited liability companies)	4
Limited partnership	5
Other, specify	6

B2)

What percentage of this firm does the largest owner or owners own?	%
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B3) What percentage of this firm is owned by each of the following:

• Private domestic individuals, companies or organizations	%
• Private foreign individuals, companies or organizations	%
• Government/State	%
• Other	%
TOTAL	100%

B4)

In what year did this establishment begin operations?	
	Y/N
Is your establishment formally registered?	
If yes, what year was this establishment formally registered?	

B5)

How would you characterize the gender composition of the owners/shareholders of this firm (table B5a)?		If “all men” (1), skip to B6
If not equal to “all men” (1):	Y/N	
Is the largest owner/shareholder female?		
If yes, what was the main reason for her to start this business (table B5b)?		
With regards to the largest female owner/shareholder:	Y/N	
Is she related to any of the other owners of this firm?		
What percentage of ownership does she own?	%	
To what extent does she get involved in the management of this firm (table B5c)?		
How many years of experience does she have working in this firm?	years	
How many years of experience does she have working in another firm?	years	

B5a. Gender composition	
All men	1
Predominantly men	2
Equally men and women	3
Predominantly women	4
All women	5

B5b. Reason to start this business	
Husband wanted her to start	1
A male friend or relative wanted her to start	2
A female friend or relative wanted her to start	3
Her previous business failed	4
There was extra money available and she wanted to do something with it	5
Simply to earn more	6
She noted that there was a high demand for the product(s) / service(s) her business offers	7
Other	8

B5c. Extent	
Makes major strategic and financial decisions	1
Makes decisions in consultation with other partners	2
Delegates decisions to other partners	3

B6. Gender	
Male	1
Female	2

B6)

How would you characterize the gender composition of the management group of this firm (table B5a)?	
What is the gender of the top manager (table B6)?	
What is the gender of the person responsible for dealing with tax inspectors / authorities (table B6)?	
What is the gender of the person responsible for dealing with banks / financial institutions (table B6)?	
How many years of experience working in this sector does the top manager have?	years

Interviewer reads: The following questions will be about this establishment only (unless otherwise specified in the question).

C1)

Over the last two years, did this establishment submit an application to obtain:		If yes,	
		Approximately how many days did it take to obtain it from the day of the application to the day the service was received?	Was an informal gift or payment expected or requested?
Y/N		day(s)	Y/N
• an electrical connection?		day(s)	
• a water connection?		day(s)	
• a telephone connection?		day(s)	
• an internet connection?		day(s)	
• an import license?		day(s)	
• a construction-related permit?		day(s)	
• an operating license?		day(s)	

C2)

Over the last fiscal year, did this establishment experience outages/interruptions for:		If yes,		
		In a typical month, how many?	How long on average (in hours)?	Estimated losses in annual sales (in % or value)
Y/N		%	LCU	
• Power				
• Mobile phone connexion				
• Internet access				
• Water for production				

C4)

		Y/N	
Over the last year, was this establishment visited or inspected by tax officials?			If “no”, skip to C6
If yes, how many times was this establishment either inspected by tax officials or required to meet with them?			
		Y/N	
In any of these inspections or meetings was a gift or informal payment expected or requested?			

C6)

It is said that establishments are sometimes required to make gifts or informal payments to public officials to “get things done” with regard to customs, taxes, licenses, regulations, services etc. On average, what percentage of total annual sales, or estimated total annual value, do establishments like this one pay in informal payments or gifts to public officials for this purpose?	%	LCU
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C7)

In a typical week over the last year, what percentage of total senior management's time was spent on dealing with requirements imposed by government regulations?	%
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C8)

	Y/N
To what extent would you consider compliance to environmental protection laws to be difficult (table C8a)?	
To what extent would you consider compliance to environmental protection laws to be costly (table C8b)?	

C8a. Extent of difficulty	
No difficulty	0
Minor difficulty	1
Moderate difficulty	2
Major difficulty	3
Very severe difficulty	4

C8b. Extent of cost	
No cost	0
Minor cost	1
Moderate cost	2
Major cost	3
Very severe cost	4

C10)

To what extent do you agree or disagree with the following characteristics of the court system when resolving business disputes (matters of payment for goods or services, liability and property right enforcement. Labour disputes are not included.) (table C10)?	
Fair, impartial and uncorrupted	
Quick	
Affordable	
Able to enforce its decision	

C11)

Do you think that female owners or managers have more or less problems dealing with the following transactions than their male counterparts: (table C11)	
Obtaining licenses	
Dealing with taxes and tax collection	
Dealing with labor inspections	
Dealing with courts	
Dealing with the police	
Obtaining credit	
Getting a government contract	

C10. Level of agreement	
Strongly agree	1
Tend to agree	2
Tend to disagree	3
Strongly disagree	4

C11. Problems	
Significantly less problems	0
Slightly less problems	1
No difference	2
Slightly more problems	3
Significantly more problems	4

C12)

To what extent do you agree or disagree with the following statements: (table C12)	
Men pay less in bribes than women when dealing with government officials	
Banks are more likely to lend to men than to women other things being equal	
Banks charge lower interest rates on loans to male run businesses than they do on loans for female-run businesses	
Men are more likely to get trade credit (supplies on credit) than women	
Men are more likely to get favorable treatment in the courts compared to women	
Customers prefer to deal with male-run businesses than female-run business	

C12. Agree or disagree	
Strongly agree	1
Tend to agree	2
Tend to disagree	3
Strongly disagree	4

C14) Please rate each one of these factors as obstacles that can affect the current operations of your establishment (table C14)?

1	Telecommunications	
2	Electricity	
3	Transportation	
4	Access to land for expansion / relocation	
	If either 3 or 4, why is access to land for expansion / relocation an obstacle?	Y/N
	• The procurement process	
	• Cost of land	
	• Availability of infrastructure	
	• Disputed ownership	
	• Small size of land ownership	
	• Government ownership of land	
	• Other	
5	Tax rates	
6	Tax administration	
7	Customs and trade regulations	
8	Labor regulations	
9	Inadequately educated workforce	
10	Business licensing and permits	
11	Access to finance (e.g. collateral)	
12	Cost of finance (e.g. interest rates)	
13	Political environment	
14	Macroeconomic environment (inflation, exchange rate, interest rate)	
15	Corruption	
16	Crime, theft and disorder	
17	Practices of competitors in the informal sector	
	If either 3 or 4, why are practices of competitors in the informal sector an obstacle?	Y/N
	• They circumvent rules and regulations	
	• They face no rules of entry	
	• They have larger or more flexible working hours	
	• There is limited recourse against them in the face of adversity	
	• Other	

C14. Obstacle	
No obstacle	0
Minor obstacle	1
Moderate obstacle	2
Major obstacle	3
Very severe obstacle	4

C15) Please indicate which element of the previous list of issues constitutes (using codes 1 to 17):

The most serious obstacle	
The second most serious obstacle	
The third most serious obstacle	

FOR THIS SECTION:

Which decision maker was the respondent (table CXa)?	
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CXa. Respondent	
Main decision maker	1
Marketing and sales	2
Production and operations management	3
Finance and accounting	4
Human resource	5

D1) For the last fiscal year, fill out the following table about your establishment's main products/services and the percentage of total sales each represents

Product (1) / Service (2)	Product / Service description	Product / Service code (CPC 2.1)	Percentage of total sales
			%
			%
	Other		%
TOTAL			100%

D2)		Y/N
Do you have a sales or marketing department?		
During your <u>last fiscal year</u> , how much did you spend on sales or marketing, in LCU or percentage of sales?		LCU %

D4)		Y/N
Does this establishment <u>currently</u> use mobile phones for the operations of the establishment?		
At the present time, does this establishment use e-mail to communicate with clients or suppliers?		
At the present time, does this establishment use social media ?		
At the present time, does this establishment use a website ?		
If yes , have you heard of user experience (UX)?		
If yes , do you manage / curate user experience on your website (UX)?		
In the <u>last fiscal year</u> , what percentage of your sales were paid online?		%

D5) Which, if any, of the following best describes your marketing efforts during your <u>last fiscal year</u> ?	Did you dedicate efforts to any of the following?	If yes, What percentage of your annual marketing budget did you dedicate to it?
	Y/N	
Product development		%
Market intelligence		%
Market penetration		%
Assessing potential sales		%
Developing and implementing promotion(s)		%
Developing and implementing advertising, of which:		%
Advertising in traditional media (radio, TV)		%
Social media (Facebook)		%
Other advertising efforts		%
Participating in sector fairs and trade shows		%
Developing pricing strategy		%
Distribution and merchandising		%
Client relations		%

D6) The following questions pertain to the sales channels used during your last fiscal year.

	In-house sales force	Distributors, agents, wholesalers, dealers, retailers	Network of strategic partners (franchisor, supplier, etc.)	Direct sales through media		Other
				all media	only digital media	
Did you use this channel to generate sales (Y/N)?						
If yes , what percentage of sales did it generate?	%	%	%	%	%	%
How would you rate the efficacy of this channel (table D6a)?						
Which dominant factor influenced your choice of channel (table D6b)?						

D6a. Efficacy	
Very effective	1
Effective	2
Ineffective	3
Very ineffective	4

D6b. Dominant factor	
Upkeep	1
Cost efficiency	2
Industry standard / tradition	3
Product / service requirement	4
Best targets clients/potential clients	5
Other	6

D7) For the last fiscal year, considering this establishment's main product line:

What was its main market (table D7a)?	
What was its local market share?	%
For the <u>last fiscal year</u> , considering this establishment's main market for its main product line:	
How would you describe the change in your quantities sold (table D7b)?	
How would you describe the change in your prices (table D7b)?	
What would best define your pricing approach (table D7c)?	
Who was the principal buyer for this establishment's output (table D7d)?	
Did you experience in the past decreases in demand? (Y/N)	
If yes , how did you adjust your behaviour (table D7e)?	
Did you experience in the past increases in demand? (Y/N)	
If yes , how did you adjust your behaviour (table D7f)?	

D8) In the last fiscal year, considering this establishment's main product line and the competitive landscape:

	Y/N
Did this establishment compete against unregistered or informal firms?	
Did this establishment compete against registered firms selling goods or services without records or receipt?	
Did this establishment compete against registered firms hiring workers without formal contracts?	
In the last fiscal year, how many competitors did you face (table D8)?	

D7a. Main market	
Local	1
National	2
International	3

D7b. Change	
Increased	1
Remained the same	2
Decreased	3

D7d. Principal buyer	
Your parent company or affiliated establishments	1
Large private firms (more than 100 employees)	2
Medium private firms (20 -100 employees)	3
Small private firms (less than 20 employees)	4
Individuals	5
Government or government agencies (including state-owned enterprises)	6
Other	7

D7f. Adjustments for increase	
Hire permanent employees	1
Hire temporary employees	2
Increase working hours of existing staff	3
Other	4
None of the above	5

D7c. Pricing approach	
I follow market prices	1
I set my prices slightly above market prices	2
I set my prices slightly below market prices	3
I set my prices based on my costs and profit targets	4
A combination of these models	5
None of the above	6

D7e. Adjustments for decrease	
Let fixed term contracts expire	1
Reduce working hours of existing staff	2
Retrenchment	3
Delay the payment of salaries	4
Send some staff on early retirement	5
None of the above	6

D8. Competitors	
None	1
One	2
Two to five	3
More than five	4

D13)

Have you heard of the following payment methods?	Y/N	If yes,			
		has your establishment ever accepted this payment method?	If no, you have never accepted it, why not (table D13)?	do you currently accept this payment method?	If no, you do not currently accept it, why not (table D13)?
		Y/N		Y/N	
Cash					
Credit card					
Check					
Bank transfer					
Mobile money (e.g. Mpesa)					
Electronic payments through a mobile phone					
Electronic payments through a money transfer service (e.g. Western Union)					
Letter of credit					
Other					

D13. Main reason	
No need	1
I don't trust this type of service	2
I don't know enough about it	3
Not easy to use	4
Too expensive	5
My establishment doesn't qualify	6
Products available don't suit my needs	7
Other	8

D19)

How would you describe your understanding of marketing concepts including notions such as distribution, positioning, advertising and pricing (table D19)?		If "little" (1), skip to E1
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D20)

Which of the following statements best describe the meaning of "marketing mix" for a company (table D20a)?	
What is a niche market (table D20b)?	

D19. Extent of understanding	
Little understanding	1
Fair understanding	2
Expert understanding	3

D20a. Meaning of marketing mix	
The way a company prices their product to increase market share	1
The strategy with which a company spends its marketing budget	2
The actions a company uses to promote its brand or product in the market	3
The combination of elements under a firm's control to drive its sales	4

D20b. Niche market	
A specialized market (a market with a specific set of characteristics)	1
A market in the town of Niche	2
A market only wholesalers can access	3
The market in which niches are sold	4

FOR THIS SECTION:

Which decision maker was the respondent (table DXa)?	
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DXa. Respondent	
Main decision maker	1
Marketing and sales	2
Production and operations management	3
Finance and accounting	4
Human resource	5

E11) Are you aware/familiar with the following terms:

	Y/N
Industry 4.0	
Internet of things (IoT)	
Internet of services (IoS)	
New forms of human/machine interaction (augmented reality, robotics, etc.)	
Low-power wide area networks (LPWAN)	
	If "no" to all, skip to E14

E13)

What would you consider to be the biggest obstacle in Industry 4.0 (table E13)?	
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E13. Biggest obstacle	
Equipment / machines	1
Financial resources	2
Knowledge	3
Human resources	4

E14)

How would you describe your understanding of production and operations management concepts? (table E14)		If "little" (1), skip to G1
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E15)

Why would a firm keep the lowest inventory level possible (table E15a)?	
Which of the following is typically not a question production and operations managers deal with (table E15b)?	

E14. Extent of understanding	
Little understanding	1
Fair understanding	2
Expert understanding	3

E15a. Not a reason to keep inventory	
For quality control purposes	1
Decoupling production from distribution	2
Meeting unexpected surges in demand	3
Minimizing the cost of holding inventory	4
Taking advantage of quantity discounts	5

E15b. Not a question of operations managers	
Which products/services should the firm offer?	1
How much capacity will be needed in the months ahead?	2
How can quality control procedures be designed?	3
How can production schedules be planned, implemented and controlled?	4
They are all typical questions of operations managers.	5

FOR THIS SECTION:

Which decision maker was the respondent (table EXa)?	
--	--

EXa. Respondent	
Main decision maker	1
Marketing and sales	2
Production and operations management	3
Finance and accounting	4
Human resource	5

G1)	Y/N
Are you concerned that your normal business operations might be interrupted by a natural or human caused disaster?	

G2)	Y/N	
In the last fiscal year, did this establishment spend money for security, for example equipment, insurance, personnel, or professional security services?		
If yes , what percentage of this establishment's total annual sales was paid for security, for example equipment, personnel, or professional security services, or what was the total annual cost of security?		% LCU

G3) In the last fiscal year, did anyone commit or try to commit the following crimes in the premises of this establishment?

	Category of incident
	Y/N
Burglary	
Attempted burglary	
Robbery	
Attempted robbery	
Deliberate damage/ vandalism	
Theft	

FOR THIS SECTION:

Which decision maker was the respondent (table GXa)?	
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GXa. Respondent	
Main decision maker	1
Marketing and sales	2
Production and operations management	3
Finance and accounting	4
Human resource	5

FOR THIS SECTION PLEASE REFER TO THE FOLLOWING DEFINITIONS

Skilled production workers	Persons involved directly in the production process or at a supervisor level and whom management considers to be skilled
Unskilled production workers	Persons involved in production processes but whom management considers to be unskilled
Non-production workers	Professional, support, administrative, sale employees and others
Management workers	Persons involved in the management of employees, and the leadership, strategy, improvement and growth of the enterprise
Temporary/seasonal workforce	All paid short-term (i.e. for less than a fiscal year) employees that work 8 or more hours per day with no guarantee of renewal of employment contract
Permanent workforce	All paid employees that work 8 or more hours per day and that are contracted for a term of one or more fiscal years and/or have a guaranteed renewal of their employment contract
Part-time workers	All paid workers that work less than 8 hours per day

H1)

How many full-time employees did this establishment employ when it started operations?	
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H2)

Please describe the full-time permanent workforce of your establishment	Total		Management	Production & non-production workers	
	workers	annual wage		Skilled	Unskilled
Number/wage of employees at the end of <u>last fiscal year</u>		LCU			
• of which females		LCU			
• of which foreign nationals		LCU			

H3)

Please describe the full-time seasonal/temporary workforce of your establishment	Total		Management	Production & non-production workers	
	workers	annual wage		Skilled	Unskilled
Number/wage of employees at the end of <u>last fiscal year</u>		LCU			
• of which females		LCU			
• of which foreign nationals		LCU			
Average length of employment in months		month(s)	month(s)	month(s)	month(s)

H4)

At the end of last fiscal year , how many part-time workers did you employ?	
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H6)

In your opinion, what percentage of total workforce is reported for payroll taxes and labor regulations in typical establishments of your sector?	%
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H10)

	Y/N
Do you offer your employees health and insurance coverage?	
Do you give your employees maternity leave?	

H11)

	Y/N
Have you observed any of the following at your establishment?	
Gender discrimination	
Sexual harassment	
Do you have a protocol in place to address workplace sexual harassment?	
If yes , do you have a dedicated hotline or person to handle harassment complaints confidentially?	
If no , how do you deal with such complaints (table H11)?	

H11. Dealing with complaints	
Dedicated person at enterprise	1
Complaints are emailed	2
HR handles complaints	3
Written complaints sent to HR	4
Other	5

H12) Specify the following for your firm for each of these categories of job for the **full-time permanent** or the **full-time seasonal/temporary workforce** employed at the end of the last fiscal year:

Job type	Last fiscal year		Previous fiscal year		12 months from now	
	No. of employees	Average wage (gross)/year	No. of employees	Average wage (gross)/year	No. of employees	Average wage (gross)/year
Managers		LCU		LCU		LCU
Professionals		LCU		LCU		LCU
Technicians and associate professionals		LCU		LCU		LCU
Clerical support workers		LCU		LCU		LCU
Service and Sales workers		LCU		LCU		LCU
Skilled agricultural, forestry, and fishery workers		LCU		LCU		LCU
Craft and related trades workers		LCU		LCU		LCU
Plant and machine operators, and assemblers		LCU		LCU		LCU
Elementary occupations		LCU		LCU		LCU
Total						
If total employees are different in the last 2 fiscal years, please specify reason for increase/decrease (table H12)						

H12. Reason for increase/decrease	
New production methods	1
Increased/decreased demand for goods	2
Increased demand for higher quality product	3
New products require new skills	4
Economic upturn/downturn	5
Other specify:	6

H13) And for those categories that the firm employs (as determined in question H12), please specify the following (table H13):

More precisely, of your total number of employees (full-time, part-time, and temporary employees), specify how many have the following highest level of formal education:	
University graduates or post-graduates:	
of which: Post-graduate completed	
Graduate completed	
Vocational or other post-secondary completed	
Secondary completed	
Primary completed	
Less than primary completed	

H14)

Rate the importance of the following characteristics when you recruit a new employee for the following categories of jobs (table H14):	Director, manager or professional	Skilled (production, administrative, sales, technical, craftsmen)
• Education		
• Previous experience in this industry		
• Overall work experience		
• Job related training outside of school		
• References from people you know		
• Prior familiarity with the applicant		
• Other		

H14. Importance	
Not important	1
Slightly important	2
Important	3
Very important	4
Critical	5

H22)	Y/N
Does your establishment actively seek to employ, retain, develop and promote women?	
If yes , does your establishment have any of the following measures in place to do so?	Y/N
Programs to help women balance work and family life	
Organizing opportunities for women to network amongst each other and share experiences	
Flexible working conditions, schedules and offering the possibility to work remotely	
Offering on-site childcare and related services	
Programs to ensure equal pay and benefits between men and women	
Establishing policies and quotas for hiring, promoting, training and developing women employees	
To what extent do you agree or disagree with the following statements (table H22)?	
No gender-specific employment policy exists in this establishment	
There aren't enough male resources available in the labor market so we must hire women	
Women employees cost less than their male counterparts	
Women employees have less demands and expectations for growth and promotion within the establishment	
Female employees are typically more reliable and committed to their work than their male counterparts	
This establishment has socially responsible employment policies including diversity and inclusion	

H22. Agreement	
Strongly agree	1
Tend to agree	2
Tend to disagree	3
Strongly disagree	4

H23a. Reason not to run any training programs	
The benefits of training are smaller than the costs	1
The firm cannot afford the optimal level of training	2
The firm is afraid of investing in workers that after the training may leave the firm	3
The firm does not have enough information about training programs	4
Other	5

H23)	Y/N
In the last fiscal year , did this establishment run formal training programs for its permanent, full-time employees?	
If yes , what percentage in each category below received formal training?	
Production workers (skilled and unskilled)	%
Non-production workers	%
Over the last three years, did this establishment receive any public support (financial or other types of assistance) for training-related activities? (Y/N)	
If no , what was the main reason why this establishment did not run any training programs (table H23a)?	

H28)

How would you describe your understanding of human resource concepts including notions such as optimizing resource scheduling, training and developing resources and managing employee benefits (table H28)?		If “ little ” (1), skip to I4
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H29)

Which of the following statements best describes the need for human resource management (table H29a)?	
Which of the following are key operational responsibilities human resource staff members are typically involved in (table H29b)?	

H28. Extent of understanding	
Little understanding	1
Fair understanding	2
Expert understanding	3

H29a. Need for human resource management	
To simplify the organization of work within the enterprise	1
To support the achievement of enterprise goals by hiring, training, developing and keeping the best suited resources	2
To ensure employees are well managed and understood in order to get the best results from them	3
To give managers the necessary tools to hire, fire and promote resources	4

H29b. Key responsibilities	
Set goals and objectives	1
Interpret health and safety laws	2
Interpret human rights legislation	3
Collect metrics	4
Analyze metrics	5

FOR THIS SECTION:

Which decision maker was the respondent (table HXa)?	
--	--

HXa. Respondent	
Main decision maker	1
Marketing and sales	2
Production and operations management	3
Finance and accounting	4
Human resource	5

14)

Of the land or building occupied by this establishment, what percentage does it:	Land	Building
Own	%	%
Lease	%	%
Other, specify	%	%

15)

	Short-term loans			Medium / long-term loans	Equity financing
	Line of credit	Overdraft facility	Credit card		
Have you heard of the following financial services? (Y/N)					
If yes , has your establishment ever used it? (Y/N)					
If no , why not (table I5a)?					
If yes , were you satisfied? (Y/N)					

I5a. Main reason	
No need	1
I don't trust this type of service	2
I don't know enough about it	3
Not easy to use	4
Too expensive	5
My establishment doesn't qualify	6
Products available don't suit my needs	7
Other	8

18)

	Two fiscal years ago (LCU)	One fiscal year ago (LCU)	Last fiscal year (LCU)
What were the total sales of your establishment in:			

19)

Please provide the following information on your establishment's costs:	One fiscal year ago (LCU)	Last fiscal year (LCU)
IF MANUFACTURING: Total cost of raw materials and intermediate goods used in production		
IF RETAIL: Total annual cost of finished goods and materials purchased to sell		
Total cost of labor, including wages, social payments, salaries and bonuses		
Total annual depreciation		
Total cost of rental of land/buildings, equipment, furniture		

I10)

Please provide the following information on your establishment's costs:	One fiscal year ago (LCU)	Last fiscal year (LCU)
Electricity		
Fuel		
Water		
Transportation for goods (not including fuel)		
Communications services		

I11)

How much did your establishment spend on purchases of:	One fiscal year ago (LCU)	Last fiscal year (LCU)
Machinery, vehicles and equipment (new and/or used)		
Land and buildings		

I14)

	Working capital	Fixed assets
	Y/N	Y/N
In the <u>next 12 months</u> , will your firm apply for working capital or fixed assets financing?		

I16)

How would you describe your understanding of finance and accounting concepts including notions such as net present value, financial ratios, assets and liabilities (table I16)?		If "little" (1), skip to J1
How would you describe your understanding of accounting concepts including notions such as assets, liabilities, and profits (table I16)?		If "little" (1), skip to J1

I16. Extent of understanding	
Little understanding	1
Fair understanding	2
Expert understanding	3

I17)

Which of the following statements best describes the meaning of the term 'assets' for a company (table I17a)?	
Which of the following statements best describes the meaning of the term 'liabilities' for a company (table I17b)?	
Which of the following statements best describes the meaning of the term 'profits' for a company (table I17c)?	

I17a. Meaning of assets	
Investments, machinery and inventory owned by a company	1
All that is owned by a company	2
Money and cash of the company	3

I17b. Meaning of liabilities	
Money owed to employees and others	1
Bank debt of the company	2
Sources of external funds of the company	3

I17c. Meaning of profits	
Difference between all revenue and all expenses / costs	1
Money for the next cycle of acquisitions	2
Surplus of cash in the bank from operations	3

FOR THIS SECTION:

Which decision maker was the respondent (table IXa)?	
--	--

IXa. Respondent	
Main decision maker	1
Marketing and sales	2
Production and operations management	3
Finance and accounting	4
Human resource	5

J1)

Please answer the following questions:	Do the following define the success of your establishment?
	Y/N
Attaining a pre-established level of profit	
Gain market share	
Grow / expand operations	
Enter new market	
Expand customer base	
Expand range of services/products provided	
Still being in business in 10 years	
Providing employment for family	
Providing employment for others outside the family	

J2)

When profits occur, do you systematically reinvest more than 50% in your establishment?	
If yes , where do you mostly reinvest (table J2)?	

J2. Reinvest	
In physical assets	1
In human capital	2
In market or product development	3
In working capital	4

J6)

Do you think that the following brings competitive advantages to your establishment (table J6)?	
Networking to support market development	
Networking to maintain good supply relationships	
Networking to maintain access to financing	
Networking to maintain access to human resources	
Positive discrimination to promote gender equality in the workplace	
Introducing in the workplace policies and programs to facilitate an equilibrium between family responsibilities and work requirements	
Integrating environmental sustainability when designing business strategy	

J6. Competitive advantages	
No competitive advantage	0
Minor competitive advantage	1
Moderate competitive advantage	2
Major competitive advantage	3
Very strong competitive advantage	4

J7)

Over the last two years, has this establishment tried to achieve any of the following goals	
	Y/N
To obtain quality certification?	
To make business alliances with other suppliers or clients?	
To support innovation?	
To promote exports?	
To develop new foreign markets?	
To increase national markets?	
To improve quality of goods or services?	
To reduce cost?	
To increase the number of goods or services offered by this establishment?	
To reduce environmental impact?	
To reduce energy consumption?	

J8)

Are you aware the following programs available in your country?	Y/N
Programs to improve quality and obtain certification	
Training programs for employees	
Programs for cluster development	
Tax credit programs for innovation	
Subsidy programs for innovation	
Technical assistance programs for technology adoption and management improvements	
Entrepreneurial support programs	
Export promotion programs	
Gender equality support programs	

J12)

How would you describe your understanding of strategy concepts including notions such as business plan, short and long-term enterprise goals and key performance indicators (table J12)?		If "little" (1), skip to K1
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J13)

Which of the following time frames is generally considered when conceiving a strategy (table J13a)?	
Which statements best defines business strategy (table J13b)?	

J12. Extent of understanding	
Little understanding	1
Fair understanding	2
Expert understanding	3

J13a. Time frames	
Next fiscal year	1
Next quarter	2
3 to 5 years	3

J13b. Business strategy	
Setting long term goals / objectives, identifying the actions to attain these objectives and allocate resources accordingly	1
Deciding how to beat competition and obtain higher sales than usual	2
All of the above	3

FOR THIS SECTION:

Which decision maker was the respondent (table JXa)?	
--	--

JXa. Respondent	
Main decision maker	1
Marketing and sales	2
Production and operations management	3
Finance and accounting	4
Human resource	5

PLEASE FILL THE FOLLOWING QUESTIONS ONCE THE INTERVIEW IS COMPLETE

FOR MAIN INTERVIEW ONLY		
Day (DD)	Month (MM)	Year (YYYY)

K1)

I perceive the answers to questions regarding opinions and perceptions to be (table K1a)	
The answers to questions regarding figures (table K1b)	
This questionnaire was completed in (table K1c)	
The interview was done through which mode (table K1d)?	

K1a. Opinions and perceptions	
Truthful (reflect real opinions)	1
Somewhat truthful	2
Not truthful	3

K1b. Figures	
Are taken directly from establishments' records	1
Are estimates computed with some precision	2
Are arbitrary and unreliable numbers	3

K1c. Questionnaire	
One visit in face-to-face interview with one person	1
One visit in face-to-face interview with different managers/staff	2
Several interviews	3

K1d. Interview mode	
Face-to-face visit	1
Web-enabled	2
Telephone	3
Email	4
Videoconference	5
Combination	6

Interviewer comments
