The Management, Organisation and Innovation (MOI) survey 2009

A Report on methodology and observations
July 2010

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1 Background

The Management, Organisation and Innovation (MOI) survey is a joint initiative of the European Bank for Reconstruction and Development (EBRD) and the World Bank Group (the World Bank), building on the work of and in close cooperation with Nicholas Bloom and John Van Reenen (see http://www.stanford.edu/~nbloom/index_files/Page371.htm). The MOI survey was undertaken for the first time in 2008-2009, covering 1777 manufacturing enterprises in 12 countries: Belarus, Bulgaria, Kazakhstan, Lithuania, Poland, Romania, Russia, Serbia, Ukraine, Uzbekistan, Germany as a developed country benchmark and India as a developing country benchmark.

The Survey uses a standardized survey instrument and a uniform sampling methodology to minimize measurement error and to yield data that are comparable across the economies. The MOI survey questionnaire partly overlaps with the EBRD and World Bank Business Environment and Enterprise Performance Survey (BEEPS) questionnaire, which makes it possible to use BEEPS variables in the analysis (for example, by matching the establishments on characteristics such as industry, number of employees and region). None of the establishments participated in both BEEPS and MOI survey.

The objective of the survey is to measure and compare management practices across countries, to assess the constraints to private sector growth and enterprise performance resulting from management practices and to stimulate policy dialogue on the management practices and innovation and to help shape the agenda for reform.

The report outlines and describes the sampling design of the data, the data set structure as well as additional information that may be useful when using the data, such as information on non-response cases and the appropriate use of weights.

The first round of MOI survey was implemented by TNS Opinion in cooperation with local partners in the first 11 countries and by AC Nielsen in India. For details, refer to Annex A.

2 MOI Methodology

2.1 Survey universe, sample population and sampling frames

The survey universe was defined as manufacturing establishments with at least fifty, but less than 5000, full-time employees. The survey was administered face-to-face, with generally the same person – the factory, production or operation manager - responding to all sections.

In most countries the sample frame used was an extract from the Orbis database of Bureau van Dijk, which was provided to the Consultant by the EBRD. The sample frame contained details of company names, location, company size (number of employees), company performance measures and contact details. The sample frame downloaded from Orbis was cleaned by the EBRD through the addition of regional variables, updating addresses and phone numbers of companies. In Kazakhstan, the sampling frame was the official frame of establishments obtained from the Agency of Statistics of the Republic of Kazakhstan and in Uzbekistan the Uniform State register of Enterprises and Organisations published by the State Department of Statistics of the Republic of Uzbekistan was used. In Germany, India and Poland several establishments that participated in a previous survey on management practices by Bloom and Van Reenen (2009)[1]

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[1] In principle the German, Indian and Polish firms in the MOI survey could fall outside the 50- 5000 employees size range if they had grown or shrunk very rapidly in the 2006-2008 period.

were re-interviewed as well. The sample frame in India and Poland consisted of panel companies only.

2.2   Specifications of the survey

2.2.1   Coverage of countries:
First round of MOI survey was implemented in 12 countries: Belarus, Bulgaria, Kazakhstan, Lithuania, Poland, Romania, Russia, Serbia, Ukraine, Uzbekistan, Germany and India.

2.2.2   Sampling structure
The sample was selected using random sampling, following the methodology explained in the Sampling Manual (available at INSERT LINK WHEN ADDRESS IS KNOWN. Stratified random sampling was required for Russia (where the Far East region was not covered during the first round of MOI survey). For other countries, there was a requirement that all regions must be covered and that the percentage of the sample in each region was required to be equal to at least one half of the percentage of the sample frame population in each region.

2.3   Sampling implementation
Examination of the Orbis sample frames showed their geographic distributions to be wide with many locations, a large number of which had only a small number of records. Each establishment was selected with two substitutes that can be used if it proves impossible to conduct an interview at the first establishment. In practice selection was confined to locations with the most records in the sample frame, so the sample frame was filtered to just the cities with the most establishments.

The number of establishments in the cities in the reduced sample frame was such that at least two establishments would be selected as first preferences in each. The actual numbers selected were in proportion to the total number of establishments in each city. Then matched replicates were selected so that each sampled establishment had two matched substitutes in the event of non-contact or refusal.

Table 1: Targeted and achieved number of interviews

Country	Number of interviews		
	Target	*Completed*	*- Panel*
Belarus	100	102	0
Bulgaria	150	154	0
Germany	250	222	101
India	200	200	200
Kazakhstan	125	125	0
Lithuania	100	100	0
Poland	200	103	103
Romania	150	152	0
Russia	250	214	0
Serbia	125	135	0
Ukraine	150	147	0
Uzbekistan	125	123	0
TOTAL	**1925**	**1777**	**404**

Table 1 depicts the targeted number of interviews for MOI survey, along with achieved total number of interviews and number of interviews with panel establishments. Note that the number of completed interviews refers to the number of completed interviews in the final database after cleaning, during which some number of completed interviews was discarded due to poor quality.

3 Survey and item non-response

Survey non-response must be differentiated from item non-response. The former refers to refusals to participate in the survey altogether whereas the latter refers to the refusals to answer some specific questions. MOI suffers from both problems and different strategies were used to address these issues.

Item non-response was addressed by two strategies:
- For sensitive questions that may generate negative reactions from the respondent, such as ownership information, enumerators were instructed to collect the refusal to respond as (-8).
- Establishments with incomplete information were re-contacted in order to complete this information, whenever necessary. However, there were clear cases of low response.

Survey non-response was addressed by maximising efforts to contact establishments that were initially selected for interviews. Up to 15 attempts (but at least 4 attempts) were made to contact an establishment for interview at different times/days of the week before a replacement establishment (with similar characteristics) was suggested for interview. Survey non-response did occur, but substitutions were made in order to potentially achieve the goals.

4 MOI Database

4.1 Database structure

The structure of the database reflects the fact that two different versions of the questionnaire were used. Questionnaire A was used when interviewing establishments that are part of multi-establishment firms, while Questionnaire B was used when interviewing single-establishment firms. Questionnaire A incorporates all questions from Questionnaire B, the only difference is in the reference point, which is the so-called national firm in the first part of Questionnaire A and firm in Questionnaire B. Second part of the questionnaire refers to the interviewed establishment only in both Questionnaire A and Questionnaire B. Each variation of the questionnaire is identified by the index variable, *a0*.

All variables are named using, first, the letter of each section and, second, the number of the variable within the section (i.e., *a1* denotes section A, question 1). All variables are numeric, with the exception of the variables ending with "*x*". The suffix "*x*" denotes that the variable is alpha-numeric.

There are two establishment identifiers, *id* and *a23a*. The first is a country unique identifier, while the second is the Bureau van Dijk's firm identifier. The variables *a2* (sampling region), *a6a* (sampling establishment's size) and *a4a* (sampling sector) contain the establishment's classification for each country using information from the sample frame.

All of the following variables contain information from the sampling frame and were defined with the sampling design. They may not coincide with the reality of individual establishments as sample frames may contain inaccurate information. The variables containing the sample frame

information are included in the data set for researchers who may want to further investigate statistical features of the survey and the effect of the survey design on their results:
- *a2* is the variable describing sampling regions
- *a6a*: coded using the same standard for small, medium, and large establishments as defined above
- *a4a*: coded using ISIC codes for the chosen industries for stratification.

The surveys were implemented following a two-stage procedure. In the first stage, a screener questionnaire was applied over the phone[2] to determine eligibility and to make appointments; in the second stage, a face-to-face interview took place with the factory/production/operations manager of each establishment. The variables *a4b* and *a6b* contain the industry and size of the establishment from the screener questionnaire. Variables *a7, moia10* and *moia11* contain additional information and were also collected in the screening phase.

There are additional variables for location (*a3x*), industry (*d1a2*) and size (*l1*, *l6* and *l8*) that reflect more accurately the reality of each establishment:
- Variable *a3x* indicates the actual location of the establishment. There may be divergencies between the location in the sampling frame and the actual location, as the establishment may be listed in one place but the actual physical location is in another place.
- Variable *d1a2* indicates the actual ISIC code of the main output of the establishment as answered by the respondent. This is probably the most accurate variable to classify establishments by activity.
- Variables *l1*, *l6* and *l8* were designed to obtain a more accurate measure of employment accounting for permanent and temporary employment. Special efforts were made to make sure that this information was not missing for most establishments.
- Variable *a17x* gives interviewer comments, including problems that occurred during an interview and extraordinary circumstances which could influence results.

Note that certain variables (including *a23a*, Bureau van Dijk's firm identification number, *a23ax*, firm name from Bureau Van Dijk's database, and *a3x*, actual location of the establishment) have been removed from the public version of the dataset for confidentiality reasons.

5   Bibliography

1. Nicholas Bloom and John Van Reenen, J. "Why do Management Practices Differ Across Firms and Countries?", Journal of Economic Perspectives, Volume 24, Number 1, Winter 2010, pages 203-224.

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[2] In Poland, the screener was applied face-to-face as that proved to result in higher response rates.

Annex A   Country-specific information on MOI survey

A.1   Belarus

A.1.1. Sampling structure and implementation

The sample frame used was extracted from the Orbis database of Bureau van Dijk, which was provided to the Consultant by the EBRD. The quality of the frame was assessed at the onset of the project. The frame proved to be useful though it showed positive rates of non-eligibility, repetition, non-existent units, etc. These problems are typical of establishment surveys. The percentage of confirmed non-eligible units as a proportion of the total number of contacts to complete the survey was 30.6% (83 out of 271 establishments).

Fresh sample frame

Region	Number of firms	
	Total	Large cities
Brestskaya	196	114
Gomelskaya	230	128
Gorod Minsk	336	336
Grodnenskaya	182	108
Minskaya	226	82
Mogilevskaya	142	95
Vitebskaya	184	109
Grand Total	1496	972

Source: Bureau Van Dijk's Orbis database, as downloaded on May 12, 2008.

Sample design and achieved interviews

Region	Frame distribution	Design	Achieved interviews
Brestskaya	13	12	12
Gomelskaya	15	14	13
Gorod Minsk	22	30	40
Grodnenskaya	12	11	8
Minskaya	15	13	13
Mogilevskaya	9	9	9
Vitebskaya	12	11	7
Grand Total	100	100	102

A.1.2. Local agency team involved in the study and its comments on the implementation of the MOI

Local agency team involved in the survey

Local agency	Name: Laboratory of Axiometrical studies "NOVAK", Minsk Country: Republic of Belarus Membership of international organization: None Activities since: 1992
Name of Project Manager	Tatiana Krygina
Name and position of other key persons of the project	Sociologist, project coordinator on Minsk, Vitebsk and Mogilev oblasts Sociologist, project coordinator on Brest, Gomel and Grodno oblasts
Enumerators involved	Enumerators: 17 The work was organized in the following way: the interviewers recruited and interviewed the representatives of the enterprises themselves which saved time – no extra time was required for coordinating and passing the information regarding the date and location of the interview.
Other staff involved	Fieldwork Coordinators: 2 Translator: 1 Editing: 2 people Data Entry (open-ended questions): 1 person

Sample Frame

Characteristic of sample frame used	– BvD id (firm id), – Company name, – Company address (street name and number), – Phone number, – Fax number, – Website address, – Email address, – Postal code, – City, – Regional variables (either or a combination of the following: – Municipality, County, District, NUTS3 region, Oblast, Region, NUTS1 region), – Country, – NACE industry code (4 digits), – Last available year of data, – Number of employees in the last available year (t), – Number of employees in year t-1, – Indicator for imputed number of employees, – Cost of goods sold in the last available year (t), thousand USD, – Cost of goods sold in year t-1, thousand USD, – Sales in the last available year (t), thousand USD, – Sales in year t-1, thousand USD, – Indicator for listed companies
Source	ORBIS – a global database of companies, sourced from Bureau van Dijk. The source sample frame was cleaned and prepared, with additional regional variables added, by the EBRD.
Year of publication	Downloaded from Bureau van Dijk on May 12, 2008
Comments on the quality of the sample frame	About 30% of the enterprises contact phones were found via information bureau and Internet. Many enterprises didn't fit the required criteria of the field of activities. Among those there were libraries, mercantile businesses, etc. which should not have been included in the database. Some enterprises were duplicated. Overalls the database is not outdated and acceptable for the survey.

Sample

Comments/problems for particular regions	On regions: Minsk: 43 enterprises didn't fit the required criteria of the field of activities. Additional contacts were required. Additional contacts were also required in Brest and Gomel oblasts.
Comments on the response rate	The survey could be conducted smoothly and practically without refusals in the cities where the interviewers had personal contacts and opportunities to directly contact top managers of the enterprises (Pinsk, Mozyr, Molodechno). 345 contacts resulted in 102 completed interviews, which represent 30% of the total number of contacts. 83 contacts – the enterprises that did not fit the requited criteria of the fields of activities which is 23% of the total number of contacts. 69 enterprises refused to be surveyed which is 35 % of the total number of contacts.
Comments on the sample design	The sample design was appropriate.
Other comments	The survey would have been conducted more smoothly and quickly if the sample had allowed interviewing establishments using the snowball method, especially in small towns.

Fieldwork

Date of fieldwork	October 2008 – February 2009
Country	Belarus
Number of interviews	102
Problems found during fieldwork	Lack of interest on the survey. The period of the survey coincided with the long New Year holidays (Here in Belarus we celebrate Catholic Christmas, Orthodox Christmas and New Year).
Other observations	We had to contact some enterprises 10 -15 times ("please call tomorrow", etc.). We didn't receive concrete refusals, they just bought time and we had to consider those contacts as indirect refusals in the end.

Questionnaires

Problems for the understanding of questions (write question number)	Incorrect translation of some questions. Belarus was the first country which the EBRD Task Manager visited to see how the survey was being conducted. All the issues were settled and the filled questionnaires were corrected via call backs.
Problems found in the navigability of questionnaires (for example, skip patterns)	We had no problems with the navigability of questionnaires.
Comments on questionnaire length	Very lengthy questionnaire. In some cases this irritated the respondents.
Suggestions or other comments on the questionnaires	To simplify the numbering of questions for the convenience of interviewers. To divide the questionnaire into two global blocks: 1 –to interview production man, 2 – economist/clerk of personnel department

Database

Data entry program chosen	PERTS Data entry was done in Georgia, by the local coordinator GORBI.
Comments on the data entry program	None.
Comments on the data cleaning	None.

Country situation

General aspects of economic, political or social situation of the country that could affect the results of the survey	The Belarusian economy has become officially open for foreign investments. Participation of Prime Minister S. Sidorsky in the London Investment Forum which received broad coverage in the media. This event had a positive effect on the participation of the directors of enterprises in the survey. January 2, 2009 - devaluation of the Belarusian ruble.
Relevant country events that occurred during fieldwork	January 2, 2009 - devaluation of the Belarusian ruble.
Other aspects	None.

A.2   Bulgaria

A.2.1. Sampling structure and implementation

The sample frame used was extracted from the Orbis database of Bureau van Dijk, which was provided to the Consultant by the EBRD. The quality of the frame was assessed at the onset of the project. The frame proved to be useful though it showed positive rates of non-eligibility, repetition, non-existent units, etc. These problems are typical of establishment surveys. The percentage of confirmed non-eligible units as a proportion of the total number of contacts to complete the survey was 4.2% (21 out of 499 establishments).

Fresh sample frame

	Number of firms	
Region	Total	Large cities
Severen Tsentralen	370	239
Severoiztochen	250	157
Severozapaden	268	159
Yugoiztochen	283	221
Yugozapaden	806	593
Yuzhen Tsentralen	527	268
Grand Total	2504	1637

Source: Bureau Van Dijk's Orbis database, as downloaded on September 4, 2008.

Sample design and achieved interviews

Region	Frame distribution	Design	Achieved interviews
Severen Tsentralen	22	22	15
Severoiztochen	15	14	59
Severozapaden	16	14	3
Yugoiztochen	17	21	6
Yugozapaden	48	54	49
Yuzhen Tsentralen	32	25	22
Grand Total	150	150	154

A.2.2. Local agency team involved in the study and its comments on the implementation of the MOI

Local agency team involved in the survey

Local agency	Name: TNS BBSS Country: Bulgaria Membership of international organisation: ESOMAR, Gallup International Association Activities since: 1991
Name of Project Manager	Mrs Marchella Abrasheva - Regional Director and CEO of TNS BBSS
Name and position of other key persons of the project	Deputy Regional Director Head of Research Department Fieldwork Supervisor Deputy Fieldwork Manager IT Specialist
Enumerators involved	Enumerators / recruiters: 36. The interviewers were in charge of setting the appointments for the survey.
Other staff involved	Fieldwork Coordinators: 22 Editing: 2 Data Entry: 1 Data Processing: 3

Sample Frame

Characteristic of sample frame used	– BvD id (firm id), – Company name, – Company address (street name and number), – Phone number, – Fax number, – Website address, – Email address, – Postal code, – City, – Regional variables (Municipality, NUTS2 region), – Country, – NACE industry code (4 digits), – Number of employees in the last available year (t), – Indicator for listed companies
Source	ORBIS – a global database of companies, sourced from Bureau van Dijk. The

	source sample frame was cleaned and prepared, with additional regional variables added, by the EBRD.
Year of publication	Downloaded from Bureau van Dijk on September 4, 2008.
Comments on the quality of the sample frame	Many outdated contacts, especially in terms of contact details - phone number, address, sometimes company's name.

Sample

Comments/problems for particular regions	Higher level of refusals and unavailable companies in Southern regions.
Comments on the response rate	Very good response rate, especially taking into account the target respondent and the interview length.
Comments on the sample design	No special comments

Fieldwork

Date of fieldwork	October 2008 - January 2009
Country	Bulgaria
Number of interviews	154
Problems found during fieldwork	– Difficulties in achieving updated contact details (especially phone numbers) – Difficulties in reaching target respondents which are, in many cases, personally involved in the production process. – Increasing refusal rate, especially in comparison with several years ago. – Increasing amount of companies with discontinued business or with reduced activities / employees
Other observations	No

Questionnaires

Problems for the understanding of questions (write question number)	MOIs1a vs. MOIs1b and MOIs2a vs. MOIs2b - difficulties found in trying to differentiate between the questions in the pairs quoted. MOIs10 and MOIs12 - some of the respondents were embarrassed to define and/or differentiate the managing levels
Problems found in the navigability of questionnaires (for example, skip patterns)	MOIb3a - too complicated skipping pattern
Comments on questionnaire length	Too long - this is actually the biggest problem encountered (similar to the situation with BEEPS survey, even if the MOI interviews were shorter than BEEPS). In many cases we had to arrange several appointments with one and the same respondent in order to be able to complete the questionnaire. It was very difficult to keep the respondent's attention till the end of the questionnaire
Suggestions or other comments on the questionnaires	Shorter and fewer questions - focus on fewer areas with 20 minutes average duration. Considering revision of some questions which produced difficulties, as MOIs1a, MOIs1b quoted above. Part of the wording could be also revised in order to make it easier to follow both by respondents and enumerators

Database

Data entry program chosen	PERTS
Comments on the data entry program	Difficulties encountered during the data entry process. This is a program which the data entry people were not used to handle. Also, the program had some mistakes which were easily solved once spotted.
Comments on the data cleaning	Concerning the process organized by TNS BBSS - each completed questionnaire was checked on three levels - by the enumerator itself, by the regional supervisor and by head-office team. Concerning the data validation checks prepared by TNS Opinion – no special comments, maybe just few of the notifications seemed not applicable for the Bulgarian situation

Country situation

General aspects of economic, political or social situation of the country that could affect the results of the survey	The beginning of year 2007 was very optimistic and enthusiastic in Bulgaria - joining EU was celebrated by almost all and was, actually, one of the only few points that were basis for public consensus in Bulgaria. Somewhere at the middle or even at the end of year 2007, the Bulgarians realized that the general economic and social situation will not change either dramatically or fast. Year 2008 started with more moderate evaluations and expectations and continued with increase in pessimistic attitudes, especially after the first news and comments about the global crisis. Thus, at the end of year 2008, at the time of our survey, the most widespread feeling within the Bulgarians, employees and employers, was uncertainty.
Relevant country events that occurred during fieldwork	Another source of pessimism was series of political scandals, mainly connected with the way of spending the money from EU funds. This is actually a process, started maybe before a year, which is still not completed. In the same time, there is still no effective sentence on any of the bigger scandals.
Other aspects	Significant part of the EU funding targeted to Bulgaria was stopped after revealed malpractices in Bulgaria. This was one other reason for increased pessimism. Other public "burden" that add to the pessimistic attitudes is the widespread believe that the corruption in the country is strong and presented within all levels of government.

A.3   Germany

A.3.1. Sampling structure and implementation

The first sample frame consisted of firms interviewed in Bloom and Van Reenen (2009) management project – this is the so-called panel sample frame. The second sample frame used was extracted from the Orbis database of Bureau van Dijk, which was provided to the Consultant by the EBRD. The quality of the frame was assessed at the onset of the project. The frame proved to be useful though it showed positive rates of non-eligibility, repetition, non-existent units, etc. These problems are typical of establishment surveys. The percentage of confirmed non-eligible units as a proportion of the total number of contacts to complete the survey was 14.6% (261 out of 1791 establishments).

Fresh sample frame

	Number of firms	
Region	Total	Large cities
East	2556	384
North	2669	573
South	6587	665
West	6611	1134
Grand Total	18423	2756

Source: Bureau Van Dijk's Orbis database, as downloaded on May 12, 2008.

Panel sample frame

	Number of firms
Region	Total
East	90
North	89
South	205
West	215
Grand Total	599

Source: Bloom and Van Reenen (2010).

Sample design and achieved interviews

Region	Frame distribution	Design	Achieved interviews
East	35	35	32
North	36	36	25
South	89	89	94
West	90	90	71
Grand Total	250	250	222

A.3.2. Local agency team involved in the study and its comments on the implementation of the MOI

Local agency team involved in the survey

Local agency	Name: TNS Emnid Country: Germany Membership of international organization: ESOMAR, Gallup Activities since: 1947
Name of Project Manager	Torsten Schneider-Haase
Name and position of other key persons of the project	Assistant Project Manager
Enumerators involved	Enumerators: 90 Recruiters: Enumerators did the recruitment themselves
Other staff involved	Fieldwork Coordinators: 9 Editing: 1 Data Entry: - Data Processing: 4

Sample Frame

Characteristic of sample frame used	– BvD id (firm id), – Company name, – Company address (street name and number), – Phone number, – Fax number, – Website address, – Email address, – Postal code, – City, – Regional variables (either or a combination of the following: Municipality, County, District, NUTS3 region, Oblast, Region, NUTS1 region), – Country, – NACE industry code (4 digits), – Last available year of data, – Number of employees in the last available year (t), – Number of employees in year t-1, – Indicator for imputed number of employees, – Cost of goods sold in the last available year (t), thousand USD, – Cost of goods sold in year t-1, thousand USD, – Sales in the last available year (t), thousand USD, – Sales in year t-1, thousand USD, – Indicator for listed companies
Source	ORBIS – a global database of companies, sourced from Bureau van Dijk. The source sample frame was cleaned and prepared, with additional regional variables added, by the EBRD.
Year of publication	Downloaded from Bureau van Dijk on May 12, 2008.
Comments on the quality of the sample frame	Poor for about 20 percent of non-panel addresses (i.e. no manufacturing industry, no production at the locality or in Germany at all)

Sample

Comments/problems for particular regions	No comments.
Comments on the response rate	Low response rate for fresh addresses was primarily due to the poor quality of the addresses. The problem was not the poor quality of contact details (as for example telephone numbers) but the fact that more of the fresh addresses did not belong to the target i.e. no manufacturing firm or no production in Germany. Panel firms should be part of the target group because they took part in a similar survey before. Those being out of target probably were filtered out at that time. Additionally the higher response rate among panel firms perhaps results from a higher willingness in general to take part in surveys. Otherwise they already might have denied taking part in the former survey. The response rate was significantly lower in the North region. The quality controls that we apply confirm that there is no quality-based explanation for this. However, such response patterns are common in many countries, where regional differentiation is political, economical, or cultural, which might impact on the willingness to participate in such surveys. This is certainly true in big and diverse countries like Germany but we see this also in Belgium, for example, where the Northern part is culturally very different from the rest of the country and we always see similar response differences here as well. In general: long questionnaire and respondents were not interested in the topic
Comments on the sample design	None.
Other comments	None.

Fieldwork

Date of fieldwork	November 2008 – March 2009
Country	Germany
Number of interviews	218
Problems found during fieldwork	– Poor quality of the addresses particularly in the fresh sample frame with a high proportion of these establishments deemed ineligible or out of target as mentioned in sample frame section above. – Accessibility of target persons. – Length of the questionnaire and willingness of target persons to participate – Many target persons were not interested in the topic.
Other observations	At the start of February 2009, following discussions with the EBRD, it was agreed that the local institute would offer a 50€ incentive to panel contacts at the recruitment stage as a last effort to boost response rate. The respondent could decide to keep this for themselves or offer as a donation to a charity. Incentives had some impact on panel response rates but we have no information to which extent.

Questionnaires

Problems for the understanding of questions (write question number)	MOIs10 was difficult to implement on the field. The problem with mois10 was that many respondents told and interviewers wrote down as first level "production employee" and as last level "CEO" whereas only levels in between shall be counted. We corrected the open ends and the number of levels but this process needed some time.
Problems found in the navigability of questionnaires (for example, skip patterns)	None.
Comments on questionnaire length	Too long.
Suggestions or other comments on the questionnaires	None.

Database

Data entry program chosen	CAPI questionnaires
Comments on the data entry program	No data entry necessary.
Comments on the data cleaning	None.

Country situation

General aspects of economic, political or social situation of the country that could affect the results of the survey	None.
Relevant country events that occurred during fieldwork	Economic and financial crisis Discussions about data protection. These concerned the confidentiality aspects of some of the information shared during the course of the interview; interviewers reassured respondents of the anonymity of the data.
Other aspects	No.

A.4   India

A.4.1. Sampling structure and implementation

The sample frame used consisted of firms that participated in the Bloom and Van Reenen (2010) management project. The quality of the frame was assessed at the onset of the project. The frame proved to be useful though it showed positive rates of non-eligibility, repetition, non-existent units, etc. These problems are typical of establishment surveys. The percentage of confirmed non-eligible units as a proportion of the total number of contacts to complete the survey was 6.2% (26 out of 420 establishments).

Panel sample frame

Region	Number of firms Total
East	34
North	58
South	99
West	268
Grand Total	459

Source : Bloom and Van Reenen (2010).

Sample design and achieved interviews

Region	Frame distribution	Design	Achieved interviews
East	15	18	16
North	25	35	35
South	43	44	46
West	117	103	103
Grand Total	200	200	200

A.4.2. Local agency team involved in the study and its comments on the implementation of the MOI

Local agency team involved in the survey

Local agency	Name: ACNielsen ORG MARG Pvt Ltd Country: India Membership of international organization: ESOMAR & MRSI (Market Research Society of India) Activities since: 1964
Name of Project Manager	Jyoti Katke, Senior Manager – Client Solutions
Name and position of other key persons of the project	Client Solution Executive Research Associate
Enumerators involved	Enumerators: 11 Recruiters: Enumerators did the recruitment themselves
Other staff involved	Fieldwork Coordinators: 5 Editing: 1 Data Entry: 3 Data Processing: 1

Sample Frame

Characteristic of sample frame used	The Centre for Monitoring the Indian Economy, which has been supplemented with data from ORBIS (2009) supplied by Bureau Van Dijk.
Source	First Source
Year of publication	2005
Comments on the quality of the sample frame	The sample provided lacked proper contact details.

Sample

Comments/problems for particular regions	– **West:** Scheduling of interviews was continuously going on. For every company, follow ups were done. The concerned person being very busy, continuous follow ups were made to fix appointment and get his feedback. During this phase, major problems faced were due to continuous holidays in establishment for varied reason from Navratri, Dasera & Id. Due to the reduced number of working days, manufacturing units were more busy and fixing appointments was very difficult. – **East:** As Navratri (which is called as Vijaya dashmi in East) is considered as a biggest festival in East, most of the manufacturing units are closed down in this period for 10 days. Thus, the number of interviews was quite slow in this period affecting the whole survey period. – **North:** Dasera is celebrated in North India and thus most of the people are on leave in this period. Thus, getting interviews from target respondents was difficult. **Overall:** other major problem in the month of September was the occurrence of Holy Islamic Month Ramadan. Due to Ramadan also the main focus of the establishments was on more production within the stipulated time-period. Thus, they didn't provide us appointments and again asked for follow-up.

Comments on the response rate	– **North**: Initially, there were problems in getting appointments but later on as we moved farther from Delhi, we received good response in terms of achieving numbers. – **East**: Initially response was good and achieving numbers seemed quite easy but later on the pace of scheduling appointments was very slow. The major factor affecting this was the biggest festival of East i.e. Vijayadashmi. – **West**: In Gujarat and Pune, the response for interviews was good as compared to Mumbai. Only period when it was slow was during Diwali & id when the manufacturing units are closed down. – In **Mumbai**, the response rate of achieving numbers was not satisfactory. Initially the respondents were not willing to participate in the study. After introducing Certificate of participation, the number increased. – **South**: The response in South was good.
Comments on the sample design	N/A
Other comments	N/A

Fieldwork

Date of fieldwork	19th August 2009 to 5th November 2009
Country	India
Number of interviews	200
Problems found during fieldwork	– Contact details in database were wrong – It was difficult to execute the screener as respondents were not willing to share the information on the same. – Respondents were not willing to participate in the study as they felt that it was not beneficial for them.
Other observations	N/A

Questionnaires

Problems for the understanding of questions (write question number)	R.5: Respondents were bit confused in the questions related to external consultants O.15: Respondent didn't understand this question O.1: Respondents were unable to differentiate between new products and slight amendments in products
Problems found in the navigability of questionnaires (for example, skip patterns)	Initially, interviewer faced problems in following the skip patterns, but later on as they got equipped with it, no such problem existed further.
Comments on questionnaire length	The questionnaire was very lengthy. In execution of translated questionnaire, almost 1 hour or more than that time was consumed
Suggestions or other comments on the questionnaires	B.5: Respondents were not able to answer this question at times. B.6: This information was also not readily available with the respondents O.3: Respondents usually use to answer about the investment made by organization in R&D rather than investments made by that establishment. B.2a: In Indian context, even if the father is not currently working with the company but still he has the authority to make decisions and hence he is considered as the top manager of the organization

Database

Data entry program chosen	MS Excel
Comments on the data entry program	MS Excel is most used format in India. In ACNielsen, same format is used for majority projects as multiple activities could be done for analysis purpose as well as this format being compatible to many soft wares, data can be easily transferred from Excel to any other format.
Comments on the data cleaning	By applying logical assumptions, data cleaning becomes much more easier as well as cleaning in terms of editing the entry made in case of data entry errors can be easily detected.

Country situation

General aspects of economic, political or social situation of the country that could affect the results of the survey	Political: Due to elections in Maharashtra and Punjab, there was difficulty in approaching the respondents within the stipulated time period Social: Due to festive season in various regions, achieving target seemed difficult. The festivals were as follows: 3rd September 2009 – Ganesh Visarjan Holiday 19th September to 27th September 2009 – Vijayadashmi 21st September 2009 – Ramzan Id 28th September 2009 – Dasera 15th September to 20th September 2009 – Diwali Apart from this, there were holidays on 2nd October 2009 for Gandhi Jayanti
Relevant country events that occurred during fieldwork	N/A
Other aspects	N/A

A.5   Kazakhstan

A.5.1. Sampling structure and implementation

The sample frame for Kazakhstan was a file of establishments obtained from the Agency of Statistics of the Republic of Kazakhstan. A copy of that frame was sent to the statistical team in London to select the establishments for interview.

The quality of the frame was assessed at the onset of the project. The frame proved to be useful though it showed positive rates of non-eligibility, repetition, non-existent units, etc. These problems are typical of establishment surveys. The percentage of confirmed non-eligible units as a proportion of the total number of contacts to complete the survey was 2.7% (7 out of 258 establishments).

Fresh sample frame

	Number of firms	
Region	**Total**	**Large cities**
Center	103	52
East	104	80
North	248	155
South	421	337
West	128	104
Grand Total	1004	728

Source: Agency of Statistics of the Republic of Kazakhstan, 2007.

Sample design and achieved interviews

Region	**Frame distribution**	**Design**	**Achieved interviews**
Center	13	8	8
East	13	13	13
North	31	29	29
South	52	58	58
West	16	17	17
Grand Total	125	125	125

A.5.2. Local agency team involved in the study and its comments on the implementation of the MOI

Local agency team involved in the survey

Local agency	Name: BRIF Research Group LLP Country: Kazakhstan Membership of international organisation: ESOMAR, IRIS Activities since: 1991
Name of Project Manager	Aynur Akhmatullina
Name and position of other key persons of the project	Head of Quantitative Department
Enumerators involved	Enumerators: 28 Supervisors: 18 Recruiters: 28 All interviewers acted as both recruiters and interviewers.
Other staff involved	Fieldwork Coordinators: 1 fieldwork supervisor Editing: - Data Entry: 3 Data Processing: 1

Sample Frame

Characteristic of sample frame used	• Company name • Activity description • ISIC 2-digit code • Number of employees • Region • Phone number • Company address (Oblast, city, street name and number) • Name of the company boss
Source	Agency of Statistics of the Republic of Kazakhstan
Year of publication	2007
Comments on the quality of the sample frame	22% of all contacts were impossible to contact mainly because there was no reply after calling different days of the week and different times of the day.

Sample

Comments/problems for particular regions	No comments.
Comments on the response rate	– • 22% of all contacts were impossible to contact – • 35% of all eligible establishments refused to answer In the South (especially in Taraz city) there were many categorical refusals to be interviewed. We assume that refusals are mainly connected with the topic of the interview. As for the East, we would say that 61.9% is quite a high response rate. And taking into account the relatively low number of "eligible" in all regions (except South where the number of "eligible" is 99) we would not recommend comparing them to each other.
Comments on the sample design	No comments.

Fieldwork

Date of fieldwork	October 2008 – January 2009
Country	Kazakhstan
Number of interviews	125
Problems found during fieldwork	In the West we faced some problems because there are a lot of closed establishments where one can not go in without special permission.
Other observations	Generally the willingness to partake in the survey was not very high, especially when it comes to large firms.

Questionnaires

Problems for the understanding of questions (write question number)	No comments.
Problems found in the navigability of questionnaires (for example, skip patterns)	No comments.
Comments on questionnaire length	No comments.
Suggestions or other comments on the questionnaires	No comments.

Database

Data entry program chosen	PERTS
Comments on the data entry program	No comments. Any problems that appeared were solved with TNS opinion before the data entry process started
Comments on the data cleaning	No comments.

Country situation

General aspects of economic, political or social situation of the country that could affect the results of the survey	The financial crisis: – A lot of people lost their jobs, especially in the finance and construction sectors – Some enterprises were in liquidation when interviewers contacted them
Relevant country events that occurred during fieldwork	None
Other aspects	None

A.6   Lithuania

A.6.1. Sampling structure and implementation

The sample frame used was extracted from the Orbis database of Bureau van Dijk, which was provided to the Consultant by the EBRD. The quality of the frame was assessed at the onset of the project. The frame proved to be useful though it showed positive rates of non-eligibility, repetition, non-existent units, etc. These problems are typical of establishment surveys. The percentage of confirmed non-eligible units as a proportion of the total number of contacts to complete the survey was 10.7% (49 out of 460 establishments).

Fresh sample frame

Region	Number of firms	
	Total	Large cities
Coast and West	137	77
North-East	194	123
South-West	325	233
Vilniaus	249	200
Grand Total	905	633

Source: Bureau Van Dijk's Orbis database, as downloaded on April 21, 2008.

Sample design and achieved interviews

Region	Frame distribution	Design	Achieved interviews
Coast and West	15	13	13
North-East	21	19	23
South-West	36	36	37
Vilniaus	28	32	27
Grand Total	100	100	100

A.6.2. Local agency team involved in the study and its comments on the implementation of the MOI

Local agency team involved in the survey

Local agency	Name: RAIT Ltd. Country: Lithuania Membership of international organization: ESOMAR, Factum group / MSPA ("Mystery Shopper" providers association) Activities since: 2002
Name of Project Manager	Jolanta Vonseviciute, Project Manager
Name and position of other key persons of the project	Project Manager Assistant (responsible for data punching, administration; data control).
Enumerators involved	Enumerators: 30 Recruiters: 10
Other staff involved	Fieldwork Coordinators: 5 Editing: 0 Data Entry: 2 Data Processing: 0

Sample Frame

Characteristic of sample frame used	– BvD id (firm id), – Company name, – Company address (street name and number), – Phone number, – Fax number, – Website address, – Email address, – Postal code, – City, – Regional variables (either or a combination of the following: Municipality, County, District, NUTS3 region, Oblast, Region, NUTS1 region), – Country, – NACE industry code (4 digits), – Last available year of data, – Number of employees in the last available year (t), – Number of employees in year t-1, – Indicator for imputed number of employees, – Cost of goods sold in the last available year (t), thousand USD, – Cost of goods sold in year t-1, thousand USD, – Sales in the last available year (t), thousand USD, – Sales in year t-1, thousand USD, – Indicator for listed companies
Source	ORBIS – a global database of companies, sourced from Bureau van Dijk. The source sample frame was cleaned and prepared, with additional regional variables added, by the EBRD.
Year of publication	Downloaded from Bureau van Dijk on April 21, 2008.

Sample

Comments/problems for particular regions	In Vilnius there was a lower response rate than in the rest of the country. Vilnius is the capital city. People in bigger cities (especially capital cities) are usually less willing to express their opinions and participate in the surveys. They indicate they have "no time for the interviews" more often than in smaller cities.
Comments on the response rate	Low response rate due to difficult target group (managers), the interview length (~30-40 min.) and the methodology (face-to-face).
Comments on the sample design	None.
Other comments	The sample provided was too small for making on time necessary number of interviews. Additional samples were helpful, but if all material would have been provided at the beginning of the fieldwork, the fieldwork could had been finished earlier.

Fieldwork

Date of fieldwork	October 2008 - January 2009
Country	Lithuania
Number of interviews	100
Problems found during fieldwork	No comments.
Other observations	No comments.

Questionnaires

Problems for the understanding of questions (write question number)	Quite difficult structure for question MOIs10 for both interviewers and recruiters.
Problems found in the navigability of questionnaires (for example, skip patterns)	No comments.
Comments on questionnaire length	The questionnaires are too long, even for a face-to-face interview.
Suggestions or other comments on the questionnaires	Recommended to use CATI interviews. Also, the interview length should not go beyond 30 minutes.

Database

Data entry program chosen	CONFIRMIT
Comments on the data entry program	None.
Comments on the data cleaning	None.

Country situation

General aspects of economic, political or social situation of the country that could affect the results of the survey	Economic crisis. It started to be felt in the Lithuanian business sector in November 2008.
Relevant country events that occurred during fieldwork	None.
Other aspects	None.

A.7   Poland

A.7.1. Sampling structure and implementation

The sample frame consisted of firms interviewed in Bloom and Van Reenen (2009) management project – this is the so-called panel sample frame. The quality of the frame was assessed at the onset of the project. The frame proved to be useful though it showed positive rates of non-eligibility, repetition, non-existent units, etc. These problems are typical of establishment surveys.

Panel sample frame

Region	Number of firms Total
Central	155
Eastern	96
Northern	90
North-western	104
Southern	124
South-western	80
Grand Total	649

Sample design and achieved interviews

Region	Frame distribution	Design	Achieved interviews
Central	63	63	25
Eastern	21	21	15
Northern	23	23	12
North-western	34	34	10
Southern	42	42	27
South-western	17	17	14
Grand Total	200	200	103

A.7.2. Local agency team involved in the study and its comments on the implementation of the MOI

Local agency team involved in the survey

Local agency	Name: TNS OBOP Country: Poland Membership of international organisation: ESOMAR Activities since: 1958
Name of Project Manager	Agata Zadrożna
Name and position of other key persons of the project	Fieldwork Manager
Enumerators involved	Enumerators: 46 Recruiters: 46 The fieldwork was face-to-face only and all enumerators worked as recruiters.
Other staff involved	Fieldwork Coordinators: 20 Editing: 1 Data Entry: - Data Processing: 1

Sample Frame

Characteristic of sample frame used	– BvD id (firm id), – Company name, – Company address (street name and number), – Phone number, – Fax number, – Website address, – Email address, – Postal code, – City, – Regional variables (either or a combination of the following: Municipality, County, District, NUTS3 region, Oblast, Region, NUTS1 region), – Country, – NACE industry code (4 digits), – Last available year of data, – Number of employees in the last available year (t), – Number of employees in year t-1, – Indicator for imputed number of employees, – Cost of goods sold in the last available year (t), thousand USD, – Cost of goods sold in year t-1, thousand USD, – Sales in the last available year (t), thousand USD, – Sales in year t-1, thousand USD, – Indicator for listed companies
Source	ORBIS – a global database of companies, sourced from Bureau van Dijk. The source sample frame was cleaned and prepared, with additional regional variables added, by the EBRD.
Year of publication	Downloaded from Bureau van Dijk on September 23, 2008.

Comments on the quality of the sample frame	– 17 companies in the sample were inactive, 26 were out of target (services not production) and 20 were impossible to contact (wrong address, correct address impossible to fix). – The quality of the sample was good overall.

Sample

Comments/problems for particular regions	We had more problems in big cities like Warsaw (Central region), Poznań (Northern-western region), Cracow (Southern region or Wrocław (South-western region) – appointments were rescheduled most often there. In big cities, mostly headquarters of companies were selected. Often they employ more than 100 people in one place. It was difficult to get in or respondents had no time for the interview. It was much easier to conduct interviews in smaller towns – in smaller towns and in smaller companies people have more time.
Comments on the response rate	– 4-5 companies (active, manufacturing companies) had to be contacted for one successful interview. – Lack of time was the most common reason for refusals. Respondents were busy (they were not willing to reserve time for the interview), they rescheduled appointments for the following reasons: difficult time in the company, Christmas period, end of a year, yearly settlements; too many responsibilities.
Comments on the sample design	– N/A
Other comments	– The target group for the MOI survey (production managers) is in general very difficult to reach because of the complicated internal structures of the companies. – In Poland some companies are officially both manufacturing and services. In the sample firms which were out of target appeared because even if officially they are manufacturing they are in fact only services.

Fieldwork

Date of fieldwork	November 2008 – March 2009
Country	Poland
Number of interviews	103
Problems found during fieldwork	– Appointments with respondents were usually rescheduled many times. In often happened that an interviewer had an appointment for a particular date but when he/she came to the company, he/she was not let in – the whole difficult process of setting an appointment started again. – It is much more difficult to arrange an interview with a production manager than with a top manager. Production managers have lots of doubts about what they can say (company information policy etc.). The top manager consent is usually required, so we had to persuade two people instead of one. Top managers are difficult to reach so sometimes we did not get the interview because we were not able to receive their consent. – Respondents do not believe in confidentiality and even if they do, they are still afraid of saying too much. They do not understand why someone from the top management was not chosen for the interview. – We conducted interviews in quite big companies. Interviewers had problems to reach the production manager as they were not let into the buildings. Everything had to be settled through the reception desk. It very often happens that it is the receptionist/ secretary who refuses to let the interviewer in (calling by phone is not very helpful here as receptionists do not want to put the recruiter through to production manager).

Other observations	– Respondents wanted to know the questions before the interview. Because of the methodology we were not able to tell them before the interview what questions were in the questionnaire. This made getting consent for the interview difficult. – Many respondents proposed to fill in the questionnaire themselves if it could have been sent by e-mail. It is much easier to interview respondents in firms by phone and it is really difficult to get consent for a face-to-face interview.

Questionnaires

Problems for the understanding of questions (write question number)	– In MOIs2a and MOIs2b (regardless that the word "directly" was underlined) respondents had problems with understanding. Often the number of all employees was given, or the same number in both questions. The same problems occurred in MOIs1a and MOIs1b. – MOIs10 and MOIs12 were extremely difficult for respondents and interviewers (irrespective of detailed training concerning this issue). – In MOIb3d, ECAo1 and other it is not clear how last 3 years should be defined – as last 36 months or last 3 closed fiscal years. – In d1a1x if there are several products it was difficult for respondents to choose the main one. – Question b6 concerns past and MOIb2f current situation. Respondents were sometimes disoriented and some answers for MOIb2f may concern past. – In MOIs12, MOIs1a and other relevant questions the translation of "factory manager" was changed after first few interviews (from "kierownik zakładu" into "osoba kierująca produkcją"). Despite this many interviewers have problems with differentiating between factory manager and top manager.
Problems found in the navigability of questionnaires (for example, skip patterns)	In Poland CAPI was used so no such problems occurred.
Comments on questionnaire length	According to many respondents (and interviewers) the questionnaire was too long. In fact the average length of the interview was about 45 minutes – it was too long mostly because of respondents' reluctance to participate in the survey and their lack of time.
Suggestions or other comments on the questionnaires	– According to respondents questions are too detailed. Sometimes they are difficult to understand and answer (it is difficult find a respondent with sufficient knowledge about the company). Respondents have problems when precise answers for questions concerning the past of the establishment (number of employees, patents) are required. – Some questions concern establishment and some the company as a whole. It is difficult for respondents to change from the company to the establishment reference. Cards are helpful but they weren't always enough. Especially in Polish it was difficult to translate the word "establishment" in a way that it would not be mixed with "company".

Database

Data entry program chosen	In Poland CAPI was used so no data entry was needed.
Comments on the data entry program	As in Poland CAPI was used there were no problems with skip patterns. Some problems occurred in financial questions with number "0".
Comments on the data cleaning	SPSS 14.0 PL for Windows was used for cleaning the data. In MOIs10 and MOIs12 the number of levels in many cases had to be corrected. It was done on the basis of names of levels written down in the data base. These names were usually correct.

Country situation

General aspects of economic, political or social situation of the country that could affect the results of the survey	During the fieldwork the economic crisis started to be an issue in Poland, but it seems not to have had an influence on the fieldwork.
Relevant country events that occurred during fieldwork	None.
Other aspects	None.

A.8 Romania

A.8.1. Sampling structure and implementation

The sample frame used was extracted from the Orbis database of Bureau van Dijk, which was provided to the Consultant by the EBRD. The quality of the frame was assessed at the onset of the project. The frame proved to be useful though it showed positive rates of non-eligibility, repetition, non-existent units, etc. These problems are typical of establishment surveys. The percentage of confirmed non-eligible units as a proportion of the total number of contacts to complete the survey was 6.2% (34 out of 552 establishments).

Fresh sample frame

	Number of firms	
Region	**Total**	**Large cities**
Bucuresti Ilfov	884	756
Centru	936	423
Nord Est	680	329
Nord Vest	874	482
Sud Est	625	451
Sud Muntenia	705	234
Sud Vest Oltenia	379	223
Vest	682	395
Grand Total	5765	3293

Source: Bureau Van Dijk's Orbis database, as downloaded on August 16, 2008.

Sample design and achieved interviews

Region	**Frame distribution**	**Design**	**Achieved interviews**
Bucuresti Ilfov	23	34	39
Centru	24	19	23
Nord Est	18	16	18
Nord Vest	23	22	23
Sud Est	16	21	16
Sud Muntenia	18	11	10
Sud Vest Oltenia	10	9	13
Vest	18	18	10
Grand Total	150	150	152

A.8.2. Local agency team involved in the study and its comments on the implementation of the MOI

Local agency team involved in the survey

Local agency	Name: Center for Urban and Regional Sociology - CURS Country: Romania Membership of international organisation: - Activities since: 1990
Name of Project Manager	Catalin Augustin Stoica
Name and position of other key persons of the project	
Enumerators involved	Enumerators: 40 Recruiters: 18
Other staff involved	Fieldwork Coordinators: 29 Editing: 3 Data Entry: 2 Data Processing: 2

Sample Frame

Characteristic of sample frame used	– BvD id (firm id), – Company name, – Company address (street name and number), – Phone number, – Fax number, – Website address, – Email address, – Postal code, – City, – Regional variables (either or a combination of the following: Municipality, County, District, NUTS3 region, Oblast, Region, NUTS1 region), – Country, – NACE industry code (4 digits), – Last available year of data, – Number of employees in the last available year (t), – Number of employees in year t-1, – Indicator for imputed number of employees, – Cost of goods sold in the last available year (t), thousand USD, – Cost of goods sold in year t-1, thousand USD, – Sales in the last available year (t), thousand USD, – Sales in year t-1, thousand USD, – Indicator for listed companies
Source	ORBIS – a global database of companies, sourced from Bureau van Dijk. The source sample frame was cleaned and prepared, with additional regional variables added, by the EBRD.
Year of publication	Downloaded from Bureau van Dijk on August 16, 2008.
Comments on the quality of the sample frame	– Many firms didn't exist at all or their contact details were not accurate - for these we tried to find other sources to update their contacts but we weren't able to find all of them We were able to use only about 30% of the firms from the sample frame

Sample

Comments/problems for particular regions	The main problem for contacting the establishments and firms was that the quality of the sample was really bad. The contact information was either wrong or missing completely. In addition, the number of contacts provided in the selected sample was insufficient to complete the requested number of interviews. Our interviewers did their best to find these companies with little success. In addition, this caused our prices to soar. North East – the region is poorer and people are generally less communicative, less educated and the refusal rate is usually higher for this region in our firms' surveys. The Vest region also shows a relatively lower response rate when compared to other regions. The response rate was significantly lower in the North region. We can confirm that there is no quality-based explanation for this. However, such response patterns are common in many countries, where regional differentiation is political, economical, or cultural, which might impact on the willingness to participate in such surveys. The Vest region is located in a more developed area of the country, close to the capital city. This is what we can call more of a "business culture" and people are busier than in other regions.
Comments on the response rate	The low response rate is mainly due to the length of the questionnaire. Many respondents got bored and annoyed by this, also some of them refused to go on with the questionnaire when they realized how much time it was taking.
Comments on the sample design	The sample design was quite complicated, strict and didn't allow us much flexibility, which in Romania is very much appreciated due to the economic environment. Many firms appear and disappear from one year to the other, the refusal rate for such surveys is generally quite high, and the companies are not easy at all to access. The client constantly asked us for feedback regarding the sample design and refusal rates.

Fieldwork

Date of fieldwork	October 2008 – February 2009
Country	Romania
Number of interviews	152
Problems found during fieldwork	No comments.
Other observations	No comments.

Questionnaires

Problems for the understanding of questions (write question number)	Financial and human resources information were approximated in several cases, thus the numbers might not always add up perfectly.
Problems found in the navigability of questionnaires (for example, skip patterns)	None.
Comments on questionnaire length	The questionnaire took a long to complete, many respondents and interviewers were not pleased with this.
Suggestions or other comments on the questionnaires	None.

Database

Data entry program chosen	CONFIRMIT
Comments on the data entry program	None.
Comments on the data cleaning	We had no direct access to the database so we weren't able to run any filters or cleaning programs on it. The cleaning process took longer because all corrections needed to be implemented in excel files (data validation reports) provided by TNS Opinion.

Country situation

General aspects of economic, political or social situation of the country that could affect the results of the survey	From our previous experience, due to various reasons – fiscal, political, grey-market economy - we can say that large multinational and national companies in Romania have quite strict rules regarding answering such surveys and some of them definitely refuse to participate due to internal regulations.
Relevant country events that occurred during fieldwork	Christmas and New Year Holidays; parliamentary election on November 28
Other aspects	None.

A.9   Russia

A.9.1. Sampling structure and implementation

The sample frame used was extracted from the Orbis database of Bureau van Dijk, which was provided to the Consultant by the EBRD. The quality of the frame was assessed at the onset of the project. The frame proved to be useful though it showed positive rates of non-eligibility, repetition, non-existent units, etc. These problems are typical of establishment surveys. The percentage of confirmed non-eligible units as a proportion of the total number of contacts to complete the survey was 10.8% (153 out of 1422 establishments).

Fresh sample frame

Region	Number of firms	
	Total	Large cities
Central	7624	4084
North-West	2316	1296
Siberia	1479	371
South	1453	386
Ural	1283	462
Volga	3067	902
Grand Total	17222	7501

Source: Bureau Van Dijk's Orbis database, as downloaded on May 1, 2008.

Sample design and achieved interviews

Region	Frame distribution	Design	Achieved interviews
Central	111	136	93
North-West	34	44	29
Siberia	21	12	17
South	21	13	19
Ural	19	16	16
Volga	45	29	40
Grand Total	250	250	214

A.9.2. Local agency team involved in the study and its comments on the implementation of the BEEPS

Local agency team involved in the survey

Local agency 1	Name: TNS MIC Country: Russia Membership of international organisation: ESOMAR Activities since: 1990 (part of TNS since 2001)
Name of Project Manager	Boris Khatutsky
Name and position of other key persons of the project	Head of Research Group Manager
Enumerators involved	Enumerators: 66 Supervisors: 16 Recruiters: 24 17 people were both enumerators and recruiters.
Other staff involved	Fieldwork Coordinators: 1 Field Manager: 1 Editing: 1 Data Entry: 1 Data Processing:

Sample Frame

Characteristic of sample frame used	– BvD id (firm id), – Company name, – Company address (street name and number), – Phone number, – Fax number, – Website address, – Email address, – Postal code, – City, – Regional variables (either or a combination of the following: Municipality, County, District, NUTS3 region, Oblast, Region, NUTS1 region), – Country, – NACE industry code (4 digits), – Last available year of data, – Number of employees in the last available year (t), – Number of employees in year t-1, – Indicator for imputed number of employees, – Cost of goods sold in the last available year (t), thousand USD, – Cost of goods sold in year t-1, thousand USD, – Sales in the last available year (t), thousand USD, – Sales in year t-1, thousand USD, – Indicator for listed companies
Source	ORBIS – a global database of companies, sourced from Bureau van Dijk. The source sample frame was cleaned and prepared, with additional regional variables added, by the EBRD.
Year of publication	Downloaded from Bureau van Dijk on May 1, 2008.
Comments on the quality of the sample frame	It was very hard to work with the companies' names and addresses written in English. The name of the company written in English can differ significantly from the one written in Russian. There were a lot of wrong contacts (address, telephone number, non-existing company). The contact details in the data base often seemed to be wrong. A great deal of the period was spent on trying to correct this information by searching in various directories or on the Internet.

Sample

Comments/problems for particular regions	No comments.
Comments on the response rate	The response rate was lower than average in the North West and Ural regions. Target respondents in these regions tend to be 'over-surveyed'.
Comments on the sample design	The sample design was very easy as only regional split was required.
Other comments	No other comments.

Fieldwork

Date of fieldwork	October 2008 – March 2009
Country	Russia
Number of interviews	217
Problems found during fieldwork	Lots of companies changed their addresses and telephone numbers or had not been in existence for years.
Other observations	None.

Questionnaires

Problems for the understanding of questions (write question number)	There were some translation issues with questions. As agreed with the EBRD/World Bank call-backs were carried out to rectify this.
Problems found in the navigability of questionnaires (for example, skip patterns)	The questions on hierarchy needed a lot of additional explanation.
Comments on questionnaire length	Acceptable length (about 50 minutes).
Suggestions or other comments on the questionnaires	No suggestions.

Database

Data entry program chosen	CONFIRMIT
Comments on the data entry program	The fact that it's impossible to skip answers is very useful for data entry department as it's not possible to miss an answer. The advantage of the program was that it could see the mistakes at the very moment the questionnaire was entered or show the list of errors after it was entered. In that case we could make the call-backs and corrections immediately and not have to wait for data validation report.
Comments on the data cleaning	Working with the data validation reports was difficult. It was not convenient that we had no possibility to make the corrections in the data ourselves. There are many cases when we had errors during punching and here it would be much better if our DP could have a chance to fully control the data entry. Data validation reports took too much time to work on each of them. One more problem for the data entry control was that we could not see how many interviews were entered by punching department directly but this information was sent by TNS opinion through a report.

Country situation

General aspects of economic, political or social situation of the country that could affect the results of the survey	During the fieldwork and even prior to commencing, many Russian factories were closed because of the global financial crisis.
Relevant country events that occurred during fieldwork	A lot of employees were fired in many companies, so the information about the number of employees was rapidly evolving. It affected the possibility to conduct an interview with some contacts according to the size threshold set for the target.
Other aspects	None.

A.10 Serbia

A.10.1.   Sampling structure and implementation

The sample frame used was extracted from the Orbis database of Bureau van Dijk, which was provided to the Consultant by the EBRD. The quality of the frame was assessed at the onset of the project. The frame proved to be useful though it showed positive rates of non-eligibility, repetition, non-existent units, etc. These problems are typical of establishment surveys. The percentage of confirmed non-eligible units as a proportion of the total number of contacts to complete the survey was 26.7% (82 out of 307 establishments).

Fresh sample frame

Region	Number of firms Total	Large cities
Belgrade	370	309
Central	307	166
East	95	26
South East	219	127
Vojvodina	504	242
West	183	95
Grand Total	1678	965

Source: Bureau Van Dijk's Orbis database, as downloaded on April 21, 2008.

Sample design and achieved interviews

Region	Frame distribution	Design	Achieved interviews
Belgrade	28	28	39
Central	23	22	18
East	7	7	6
South East	16	17	16
Vojvodina	37	37	39
West	14	14	17
Grand Total	125	125	135

A.10.2.   Local agency team involved in the study and its comments on the implementation of the MOI

Local agency team involved in the survey

Local agency	Name: Strategic Marketing Country: Serbia Membership of international organization: Activities since: 1997
Name of Project Manager	Snežana Savić
Name and position of other key persons of the project	Executive Director
Enumerators involved	Enumerators: 39 Recruiters: 42 Enumerators were part of recruitment
Other staff involved	Fieldwork Coordinators: 11 Editing: 2 Data Entry: 7 Data Processing: 2

Sample Frame

Characteristic of sample frame used	– BvD id (firm id), – Company name, – Company address (street name and number), – Phone number, – Fax number, – Website address, – Email address, – Postal code, – City, – Regional variables (either or a combination of the following: Municipality, County, District, NUTS3 region, Oblast, Region, NUTS1 region), – Country, – NACE industry code (4 digits), – Last available year of data, – Number of employees in the last available year (t), – Number of employees in year t-1, – Indicator for imputed number of employees, – Cost of goods sold in the last available year (t), thousand USD, – Cost of goods sold in year t-1, thousand USD, – Sales in the last available year (t), thousand USD, – Sales in year t-1, thousand USD, – Indicator for listed companies
Source	ORBIS – a global database of companies, sourced from Bureau van Dijk. The source sample frame was cleaned and prepared, with additional regional variables added, by the EBRD.
Year of publication	Downloaded from Bureau van Dijk on April 21, 2008
Comments on the quality of the sample frame	Missing or incorrect phone numbers.

Sample

Comments/problems for particular regions	None
Comments on the response rate	Response rate was somewhat lower in the West region. Only a few firms actually refused to reply to the screener. However, generally, in the West there is a lower willingness to participate. In this region, in the sample frame there was the case of a duplicate, same target respondent for two different establishments and one firm which was in the process of liquidation.
Comments on the sample design	None.

Fieldwork

Date of fieldwork	October 2008 – February 2009
Country	Serbia
Number of interviews	135
Problems found during fieldwork	1. We recruited firms which belong to publishing, printing and reproduction of recorded media sector as they are classified as code 22. However, they are not real manufacturing firms because they are mainly organizations involved in the creative part of the process. Minority of then do not have a printing office or any kind of plant for production. They would not identify themselves as manufacturing. Although their firms are categorized under code 22 they are not manufacturing firms as they do creative work such as text drafting, editing, screenplays for media contents and so on. 2. We had very slow progress in the fieldwork. A lot of contacts were without phone numbers. This made the whole process very slow as the recruiters needed to look for contacts elsewhere (web site, yellow pages). Moreover, this increases the possibility of finding the wrong firm (similar name, but different firms and so on). 3. We have difficulties finding target persons, especially factory managers. Many firms have their own system of titles and this causes a lot of confusion and difficulty in finding the right person. We referred to the description of activities provided in the manual, but besides for that, we have problems finding the right person as activities descriptions in the firms do not match that provided in the manual.
Other observations	None.

Questionnaires

Problems for the understanding of questions (write question number)	MOIs12 In question MOIs12 where we ask about the number of levels between worker and factory manager. The respondents have difficulty figuring out which title fits with their organization. After fieldwork we re-checked this data through call-back controls. MOIb2f1 Also, we have problems with question about number of female managers in middle and top level. This was due to the fact that respondents did not fully understand what the term "middle management" includes.
Problems found in the navigability of questionnaires (for example, skip patterns)	None.
Comments on questionnaire length	Very long and demanding. The respondents were reluctant to continue at times and interest started to wane. Interviewers however managed to convince them of the importance of their participation for the overall success of the survey.
Suggestions or other comments on the questionnaires	None.

Database

Data entry program chosen	CONFIRMIT
Comments on the data entry program	Data entry took longer than expected.
Comments on the data cleaning	We carried out double-entry, so we could identify errors on the file as soon as the interviews were entered in the internal database. When the errors were noticed through automated checks and logic controls, we analysed mistakes, first with the interviewer and if this does not prove successful through callbacks or even face-to-face contacts once again with respondents.

Country situation

General aspects of economic, political or social situation of the country that could affect the results of the survey	None.
Relevant country events that occurred during fieldwork	None.
Other aspects	None.

A.11   Ukraine

A.11.1.   Sampling structure and implementation

The sample frame used was extracted from the Orbis database of Bureau van Dijk, which was provided to the Consultant by the EBRD. The quality of the frame was assessed at the onset of the project. The frame proved to be useful though it showed positive rates of non-eligibility, repetition, non-existent units, etc. These problems are typical of establishment surveys. The percentage of confirmed non-eligible units as a proportion of the total number of contacts to complete the survey was 18.5% (98 out of 530 establishments).

Fresh sample frame

	Number of firms	
Region	**Total**	**Large cities**
East	2179	1291
Kiev	1140	829
North	1167	448
South	710	412
West	1493	540
Grand Total	6689	3520

Source: Bureau Van Dijk's Orbis database, as downloaded on April 14, 2008.

Sample design and achieved interviews

Region	**Frame distribution**	**Design**	**Achieved interviews**
East	49	49	56
Kiev	26	36	37
North	26	22	16
South	16	14	16
West	33	29	22
Grand Total	150	150	147

A.11.2. Local agency team involved in the study and its comments on the implementation of the MOI

Local agency team involved in the survey

Local agency	Name: Ukrainian Marketing Project Country: Ukraine Membership of international organization: ESOMAR Activities since: November 1996
Name of Project Manager	Vitaliy Goylo
Name and position of other key persons of the project	Head of fieldwork department Project fieldwork department manager Fieldwork department manager Data processing managers
Enumerators involved	Enumerators: 36 Recruiters: na
Other staff involved	Fieldwork Coordinators: 7 Editing: 2 Data Entry: 2 Data Processing: 0

Sample Frame

Characteristic of sample frame used	– BvD id (firm id), – Company name, – Company address (street name and number), – Phone number, – Fax number, – Website address, – Email address, – Postal code, – City, – Regional variables (either or a combination of the following: Municipality, County, District, NUTS3 region, Oblast, Region, NUTS1 region), – Country, – NACE industry code (4 digits), – Last available year of data, – Number of employees in the last available year (t), – Number of employees in year t-1, – Indicator for imputed number of employees, – Cost of goods sold in the last available year (t), thousand USD, – Cost of goods sold in year t-1, thousand USD, – Sales in the last available year (t), thousand USD, – Sales in year t-1, thousand USD, – Indicator for listed companies
Source	ORBIS – a global database of companies, sourced from Bureau van Dijk. The source sample frame was cleaned and prepared, with additional regional variables added, by the EBRD.
Year of publication	Downloaded from Bureau van Dijk on April 14, 2008.
Comments on the quality of the sample frame	There were many closed (out of business) enterprises, wrong phones and wrong addresses.

Sample

Comments/problems for particular regions	High refusal level in Eastern region. The largest enterprises, which are the most difficult to access, are concentrated in this region.
Comments on the response rate	None.
Comments on the sample design	The sample was easy-to-use.

Fieldwork

Date of fieldwork	October 2008 - January 2009
Country	Ukraine
Number of interviews	150
Problems found during fieldwork	There weren't any problems.
Other observations	None.

Questionnaires

Problems for the understanding of questions (write question number)	MOIs10, MOIs12, MO1a15b6a. The respondents had difficulties understanding these questions.
Problems found in the navigability of questionnaires (for example, skip patterns)	Navigability of the questionnaire is OK.
Comments on questionnaire length	Duration of interview is about an hour and respondents refuse answering such a long interview.
Suggestions or other comments on the questionnaires	None.

Database

Data entry program chosen	CONFIRMIT
Comments on the data entry program	It was easy to enter the data.
Comments on the data cleaning	None.

Country situation

General aspects of economic, political or social situation of the country that could affect the results of the survey	The economic crisis which begun in October 2008 negatively affected the economic situation in the country. Many enterprises had started cutting down personnel, reducing the working hours and days or fully stopped producing. It is not surprising then that many refused to take part in interview.
Relevant country events that occurred during fieldwork	New Year's holidays (since 30.12.2008 till 02.01.2009), Christmas (07.01.2009). In fact since 26.12.2008 till 12.01.2009 most enterprises don't work (had vacations).
Other aspects	None.

A.12 Uzbekistan

A.12.1.   Sampling structure and implementation

The source of the sample frame was the Uniform State Register of Enterprises and Organizations, published by the State Department of Statistics of the Republic of Uzbekistan.

The quality of the frame was assessed at the onset of the project. The frame proved to be useful though it showed positive rates of non-eligibility, repetition, non-existent units, etc. These problems are typical of establishment surveys. The percentage of confirmed non-eligible units as a proportion of the total number of contacts to complete the survey was 68.3% (458 out of 671 establishments).

Fresh sample frame

	Number of firms	
Region	Total	Large cities
Samarkandskaya oblast	224	67
Tashkent city	703	528
Tashkentskaya oblast	346	247
Grand Total	1273	842

Source: Uniform State Register of Enterprises and Organizations, 2006.

Sample design and achieved interviews

Region	Frame distribution	Design	Achieved interviews
Samarkandskaya oblast	22	9	17
Tashkent city	69	88	85
Tashkentskaya oblast	34	28	21
Grand Total	125	125	123

A.12.2. Local agency team involved in the study and its comments on the implementation of the MOI

Local agency team involved in the survey

Local agency	Name: SIAR Research and Consulting Country: Uzbekistan Membership of international organization: ESOMAR Activities since: 2007
Name of Project Manager	Hajiyev Jeykhun
Name and position of other key persons of the project	Managing Director Research Director
Enumerators involved	Interviewers: 16 Recruiters: 5
Other staff involved	Fieldwork Coordinators: 2 Editing: 3 Data Entry: 3 Data Processing: 0

Sample Frame

Characteristic of sample frame used	All enterprises in Uzbekistan are officially registered in The "Uniform State Register of Enterprises and Organizations" starting from 1993. In Uzbekistan they have different classification system. However, in the sample frame they classified them according to the ISIC Rev. 3.1 classification.
Source	Uniform State Register of Enterprises and Organizations, published by the State Department of Statistics of the Republic of Uzbekistan. Official register.
Year of publication	2006
Comments on the quality of the sample frame	The sample frame was very problematic as many companies were either closed (out of business), bankrupt or impossible to be located. Therefore, 2 extra samples top ups had to be sent to SIAR.

Sample

Comments/problems for particular regions	There were regions where almost all the companies selected were out of business.
Comments on the response rate	None.
Comments on the sample design	None.

Fieldwork

Date of fieldwork	February – March 2009
Country	Uzbekistan
Number of interviews	125
Problems found during fieldwork	No comments.
Other observations	No comments.

Questionnaires

Problems for the understanding of questions (write question number)	N/A
Problems found in the navigability of questionnaires (for example, skip patterns)	N/A
Comments on questionnaire length	N/A
Suggestions or other comments on the questionnaires	N/A

Database

Data entry program chosen	CONFIRMIT
Comments on the data entry program	None.
Comments on the data cleaning	None. TNS was responsible for the data checking. Data cleaning was done following TNS Data Validation Reports.

Country situation

General aspects of economic, political or social situation of the country that could affect the results of the survey	In Samarkand conducting interviews was harder than for the rest of the country. In this region approximately in the middle of 2008 the executive of the city was put into jail. The same happened to top managers and even accountants of some organizations. As a result, the recruitment and interviewing process was more difficult. The reason of their imprisonment was never officially disclosed.
Relevant country events that occurred during fieldwork	None.
Other aspects	None.