

Questionnaire

Management practices and firm performance in Germany

Objective of this survey

We conduct the first large-scale academic survey on management practices and firm performance in Germany. This survey analyzes profound changes in the working environment, which are of interest to businesses and the general public. We aim at understanding how motivation and incentive systems (such as performance indicators or bonuses), measures to improve work-family balance and flexible employment models affect employee motivation and productivity of establishments. Your participation will help us to better understand these issues from the firm's perspective and to adjust labor market policy in this area to the needs of establishments.

What we are kindly asking for

Please complete this questionnaire within the next four weeks and send it to:

infas Institut für angewandte
Sozialwissenschaft GmbH,
Postfach 24 01 01, 53154 Bonn

A postage paid envelope is enclosed.

Alternatively, you can complete the questionnaire online:

Online access: www.infas.de/mop

Personal password:

Questionnaire

Management practices and firm performance in Germany

infas



Institut für Arbeitsmarkt-
und Berufsforschung
Die Forschungseinrichtung der
Bundesagentur für Arbeit



What happens with your data

The institutes conducting this survey are jointly responsible for ensuring data protection. All of your information is treated strictly confidential, following German data protection legislation.

This means: The research institutes (IfW, IAB) receive your data without information on the name or address of your establishment, supplemented by three categorized indicators on the establishment (establishment size, industry and region). Analyses are always carried out in an anonymized form. All data will be aggregated with the information of other establishments. The results do not allow the identification of a single establishment.

Who conducts the survey

This scientific study is jointly conducted by the Kiel Institute for the World Economy (IfW), the Institute for Employment Research (IAB) of the Federal Employment Agency and infas Institute for Applied Social Sciences.

For questions please contact:

For questions regarding the implementation of the study, please contact infas:

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Instructions for completing the questionnaire

Some of the following questions explicitly refer to managers, others explicitly refer to non-managers. A manager is someone who has employees directly reporting to them. Non-managers are all employees who are not managers; i.e., they are not responsible for managing other employees.

Please check one box where applicable:

Example:


Yes 1

Please insert enquired numbers where asked for:

Example:

Please pay attention to instructions given for answering a question:

Example:

 Please only check one box.

! Statements should be given only for the business unit in question (not e.g. for larger units including different locations).

Please pay attention to instructions regarding the skipping of questions:

The next question to be answered is listed next to the arrow.

Example:

Yes 1 → **Please continue with question 5!**

If you made a mistake, please encircle the wrong box and mark the right answer:

Example:

Yes 1
 No 2

Part A: Management practices

At first, we would like to ask you some questions regarding your management practices. Please answer the following set of questions. Some questions solely refer to the year 2008. Yet, most questions refer to the years 2008 and 2013.

1. Did your establishment already exist in 2008?

Please check one box.

Yes 1

No 2

→ Most questions refer to the years 2008 and 2013. Since your establishment did not exist in 2008, please only answer questions relating to the year 2013.
Please continue with question 2!

2. In 2008 and 2013, what best describes what happened at this establishment when a problem in the production process arose?

Examples: Quality defect in a product or a piece of machinery breaking down

Please check one box for each year.

	2008	2013
We fixed it but did not take further action.....	<input type="checkbox"/> 1	<input type="checkbox"/> 1
We fixed it and took action to make sure that it did not happen again.....	<input type="checkbox"/> 2	<input type="checkbox"/> 2
We fixed it and took action to make sure that it did not happen again, and had a continuous improvement process to anticipate problems like these in advance.....	<input type="checkbox"/> 3	<input type="checkbox"/> 3
No action was taken.....	<input type="checkbox"/> 4	<input type="checkbox"/> 4
I do not know.....	<input type="checkbox"/> 8	<input type="checkbox"/> 8

3. From your point of view, how important are key performance indicators to make business decisions?

Please check one box.

Very important	Rather important	Rather unimportant	Very unimportant
1	2	3	4
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. In 2008 and 2013, how many key performance indicators were monitored at this establishment?

Examples for key performance indicators are: metrics on production, cost, output, quality, inventory, energy, absenteeism and delivery on time

If an exact statement is not possible, please guess.

2008	2013
Number: <input style="width: 100px; height: 20px;" type="text"/>	Number: <input style="width: 100px; height: 20px;" type="text"/>
No performance indicators... <input type="checkbox"/> 1	No performance indicators... <input type="checkbox"/> 1
I do not know... <input type="checkbox"/> 8	I do not know... <input type="checkbox"/> 8

If you answered "I do not know" for **at least one year:**
Please continue with question 5!

→ If "No performance indicators" was marked in **both years:**
Please continue with question 9!

Otherwise:
Please continue with question 6!

5. Please guess: How many key performance indicators were approximately monitored at this establishment?
Please only provide information for the year for which you did not provide an answer in question 4.

Examples for key performance indicators are: metrics on production, cost, output, quality, inventory, energy, absenteeism and delivery on time

Please check one box for each year.

	2008	2013
1-2.....	<input type="checkbox"/> 1	<input type="checkbox"/> 1
3-9.....	<input type="checkbox"/> 2	<input type="checkbox"/> 2
10-49.....	<input type="checkbox"/> 3	<input type="checkbox"/> 3
50 or more.....	<input type="checkbox"/> 4	<input type="checkbox"/> 4
I do not know.....	<input type="checkbox"/> 8	<input type="checkbox"/> 8

6. How frequently were the key performance indicators reviewed by managers?

Please mark all that apply.

A manager is someone who has employees directly reporting to them.

	2008	2013
	1	1
Yearly.....	<input type="checkbox"/>	<input type="checkbox"/>
Quarterly.....	<input type="checkbox"/>	<input type="checkbox"/>
Monthly.....	<input type="checkbox"/>	<input type="checkbox"/>
Weekly.....	<input type="checkbox"/>	<input type="checkbox"/>
Daily.....	<input type="checkbox"/>	<input type="checkbox"/>
Hourly or more frequently.....	<input type="checkbox"/>	<input type="checkbox"/>
Never.....	<input type="checkbox"/>	<input type="checkbox"/>
I do not know.....	<input type="checkbox"/>	<input type="checkbox"/>
Does not apply; no key performance indicators.....	<input type="checkbox"/>	<input type="checkbox"/>

7. How frequently were the key performance indicators reviewed by non-managers?

Please mark all that apply.

Non-managers are employees who are not responsible for other employees.

	2008	2013
	1	1
Yearly.....	<input type="checkbox"/>	<input type="checkbox"/>
Quarterly.....	<input type="checkbox"/>	<input type="checkbox"/>
Monthly.....	<input type="checkbox"/>	<input type="checkbox"/>
Weekly.....	<input type="checkbox"/>	<input type="checkbox"/>
Daily.....	<input type="checkbox"/>	<input type="checkbox"/>
Hourly or more frequently.....	<input type="checkbox"/>	<input type="checkbox"/>
Never.....	<input type="checkbox"/>	<input type="checkbox"/>
I do not know.....	<input type="checkbox"/>	<input type="checkbox"/>
Does not apply; no key performance indicators.....	<input type="checkbox"/>	<input type="checkbox"/>

8. Did this establishment have production display boards and where were these located?

Please check one box for each year.

	2008	2013
All display boards were located in one place (e. g. at the end of the production line)	<input type="checkbox"/> 1	<input type="checkbox"/> 1
Display boards were located in multiple places (e.g. at multiple stages of the production line)	<input type="checkbox"/> 2	<input type="checkbox"/> 2
I do not know	<input type="checkbox"/> 8	<input type="checkbox"/> 8
We did not have any display boards.....	<input type="checkbox"/> 6	<input type="checkbox"/> 6

9. What best describes the time frame of production targets at this establishment?

Examples for production targets are: production, quality, efficiency, output, delivery on time

Please check one box for each year.

	2008	2013
Main focus was on short-term (less than one year) production targets.....	<input type="checkbox"/> 1	<input type="checkbox"/> 1
Main focus was on long-term (more than one year) production targets.....	<input type="checkbox"/> 2	<input type="checkbox"/> 2
Combination of short-term and long-term production targets.....	<input type="checkbox"/> 3	<input type="checkbox"/> 3
I do not know.....	<input type="checkbox"/> 8	<input type="checkbox"/> 8
No production targets.....	<input type="checkbox"/> 6	<input type="checkbox"/> 6



If „No production targets” was marked in both years: Please continue with question 13!

10. Who was aware of the production targets at this establishment?

Please check one box for each year.

	2008	2013
Only managers.....	<input type="checkbox"/> 1	<input type="checkbox"/> 1
Most managers and some non-managers.....	<input type="checkbox"/> 2	<input type="checkbox"/> 2
Most managers and most non-managers.....	<input type="checkbox"/> 3	<input type="checkbox"/> 3
All managers and most/all non-managers.....	<input type="checkbox"/> 4	<input type="checkbox"/> 4
I do not know.....	<input type="checkbox"/> 8	<input type="checkbox"/> 8
Does not apply; no production targets.....	<input type="checkbox"/> 6	<input type="checkbox"/> 6

11. Did this establishment achieve its production targets in 2008 and 2013?

	2008	2013
Yes.....	<input type="checkbox"/> 1	<input type="checkbox"/> 1
No.....	<input type="checkbox"/> 2	<input type="checkbox"/> 2
I do not know.....	<input type="checkbox"/> 8	<input type="checkbox"/> 8
Does not apply; no production targets	<input type="checkbox"/> 6	<input type="checkbox"/> 6



If "Yes" was not marked in both years: Please continue with question 13!

12. How easy or difficult was it for this establishment to achieve its production targets?

Please check one box for each year.

	2008	2013
Possible to achieve without much effort.....	<input type="checkbox"/> 1	<input type="checkbox"/> 1
Possible to achieve with some effort.....	<input type="checkbox"/> 2	<input type="checkbox"/> 2
Possible to achieve with normal amount of effort	<input type="checkbox"/> 3	<input type="checkbox"/> 3
Possible to achieve with more than normal effort.....	<input type="checkbox"/> 4	<input type="checkbox"/> 4
Only possible to achieve with extraordinary effort.....	<input type="checkbox"/> 5	<input type="checkbox"/> 5
I do not know.....	<input type="checkbox"/> 8	<input type="checkbox"/> 8
Does not apply; no production targets	<input type="checkbox"/> 6	<input type="checkbox"/> 6

13. From your point of view, how important are monetary incentives to increase the productivity of...

Please check one box.

	Very important 1	Rather important 2	Rather unimportant 3	Very unimportant 4
managers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
non-managers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. What were managers' performance bonuses usually based on?

Please mark all that apply.

Performance bonuses were usually based on...

	2008	2013
their own performance	<input type="checkbox"/> 1	<input type="checkbox"/> 1
their team or shift performance	<input type="checkbox"/>	<input type="checkbox"/>
their establishment's performance	<input type="checkbox"/>	<input type="checkbox"/>
their company's performance	<input type="checkbox"/>	<input type="checkbox"/>
I do not know.....	<input type="checkbox"/>	<input type="checkbox"/>
No performance bonuses.....	<input type="checkbox"/>	<input type="checkbox"/>

If "No performance bonuses" was marked in **both** years:
Please continue with question 16!

15. What percent of the managers at this establishment received performance bonuses, if the necessary requirements were met?

Please check one box for each year.

	2008	2013
0 %	<input type="checkbox"/> 1	<input type="checkbox"/> 1
1 to 33 %	<input type="checkbox"/> 2	<input type="checkbox"/> 2
34 to 66 %	<input type="checkbox"/> 3	<input type="checkbox"/> 3
67 to 99 %	<input type="checkbox"/> 4	<input type="checkbox"/> 4
100 %.....	<input type="checkbox"/> 5	<input type="checkbox"/> 5
No one met the requirements.....	<input type="checkbox"/> 95	<input type="checkbox"/> 95
I do not know.....	<input type="checkbox"/> 98	<input type="checkbox"/> 98
Does not apply; no performance bonuses	<input type="checkbox"/> 96	<input type="checkbox"/> 96

16. What were non-managers' performance bonuses usually based on?

Please mark all that apply.

Performance bonuses were usually based on...

	2008	2013
their own performance	<input type="checkbox"/> 1	<input type="checkbox"/> 1
their team or shift performance	<input type="checkbox"/>	<input type="checkbox"/>
their establishment's performance	<input type="checkbox"/>	<input type="checkbox"/>
their company's performance	<input type="checkbox"/>	<input type="checkbox"/>
I do not know	<input type="checkbox"/>	<input type="checkbox"/>
Does not apply; no performance bonuses.....	<input type="checkbox"/>	<input type="checkbox"/>

If "No performance bonuses" was marked in **both** years:
Please continue with question 18!

17. What percent of the non-managers at this establishment received performance bonuses, if the necessary requirements were met?

Please check one box for each year.

	2008	2013
0 %	<input type="checkbox"/> 1	<input type="checkbox"/> 1
1 to 33 %	<input type="checkbox"/> 2	<input type="checkbox"/> 2
34 to 66 %	<input type="checkbox"/> 3	<input type="checkbox"/> 3
67 to 99 %	<input type="checkbox"/> 4	<input type="checkbox"/> 4
100 %	<input type="checkbox"/> 5	<input type="checkbox"/> 5
No one met the requirements.....	<input type="checkbox"/> 95	<input type="checkbox"/> 95
I do not know.....	<input type="checkbox"/> 98	<input type="checkbox"/> 98
Does not apply; no performance bonuses.....	<input type="checkbox"/> 96	<input type="checkbox"/> 96

18. What was the primary way managers were promoted at this establishment?

Please check one box for each year.

	2008	2013
Promotions were based solely on performance and ability	<input type="checkbox"/> 1	<input type="checkbox"/> 1
Promotions were based partly on performance and ability, and partly on other factors (for example tenure, family connections or age)	<input type="checkbox"/> 2	<input type="checkbox"/> 2
Promotions were based mainly on other factors (for example tenure, family connections or age)	<input type="checkbox"/> 3	<input type="checkbox"/> 3
There were no promotions	<input type="checkbox"/> 4	<input type="checkbox"/> 4
I do not know.....	<input type="checkbox"/> 8	<input type="checkbox"/> 8

19. What was the primary way non-managers were promoted at this establishment?

Please check one box for each year.

	2008	2013
Promotions were based solely on performance and ability.....	<input type="checkbox"/> 1	<input type="checkbox"/> 1
Promotions were based partly on performance and ability, and partly on other factors (for example tenure, family connections or age)	<input type="checkbox"/> 2	<input type="checkbox"/> 2
Promotions were based mainly on other factors (for example tenure, family connections or age)	<input type="checkbox"/> 3	<input type="checkbox"/> 3
There were no promotions.....	<input type="checkbox"/> 4	<input type="checkbox"/> 4
I do not know.....	<input type="checkbox"/> 8	<input type="checkbox"/> 8

20. When was an under-performing manager (except for persons in their probationary period) reassigned or dismissed?

Please check one box for each year.

	2008	2013
Within 6 months of identifying manager under-performance.....	<input type="checkbox"/> 1	<input type="checkbox"/> 1
After 6 months of identifying manager under-performance	<input type="checkbox"/> 2	<input type="checkbox"/> 2
Never	<input type="checkbox"/> 3	<input type="checkbox"/> 3
I do not know.....	<input type="checkbox"/> 8	<input type="checkbox"/> 8

21. When was an under-performing non-manager (except for persons in their probationary period) reassigned or dismissed?

Please check one box for each year.

	2008	2013
Within 6 months of identifying non-manager under-performance	<input type="checkbox"/> 1	<input type="checkbox"/> 1
After 6 months of identifying non-manager under-performance.....	<input type="checkbox"/> 2	<input type="checkbox"/> 2
Never.....	<input type="checkbox"/> 3	<input type="checkbox"/> 3
I do not know.....	<input type="checkbox"/> 8	<input type="checkbox"/> 8

22. In general, how would you describe management quality on all levels in your establishment?

Please check one box.

very good	good	it depends	bad	very bad
1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

23. From your point of view, how important are non-monetary incentives to stabilize or increase the productivity of employees?

Examples for non-monetary incentives are: health measures or measures to improve work-family balance

Please check one box.

Very important	Rather important	Rather unimportant	Very unimportant
1	2	3	4
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

24. Which of the following measures did this establishment offer to promote and maintain employee health and performance?

	2008			2013		
	Yes	No	Don't know	Yes	No	Don't know
	1	2	8	1	2	8
Health days.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health check-ups.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management seminars for health-oriented leadership.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sport and relaxation offers (e. g. back exercise, autogenic training etc.).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Healthy diet.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ergonomic measures at the workplace.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

25. And which of the following measures did this establishment use to promote work-family balance?

	2008			2013		
	Yes	No	Don't know	Yes	No	Don't know
	1	2	8	1	2	8
(Company) Kindergarten/Contingents of places in a kindergarten.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Temporary reduction of working hours (e. g. sabbatical, part time work).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trust-based working time or independent organization of working time without operational timekeeping (e. g. home office).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Programs for reintegration (e. g. after parental leave, home care or long illness).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support in organizing child care places or places for care-dependent relatives.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

26. Which of the following measures promoted by the Federal Employment Agency did your establishment use?


Please mark all that apply.

	2008	2013
	1	1
Further education of elderly employees (e. g. WeGebAU).....	<input type="checkbox"/>	<input type="checkbox"/>
Training grants or training assistance.....	<input type="checkbox"/>	<input type="checkbox"/>
Integration subsidy (Eingliederungszuschuss).....	<input type="checkbox"/>	<input type="checkbox"/>
Support of continuing vocational education and training.....	<input type="checkbox"/>	<input type="checkbox"/>
Short-time work.....	<input type="checkbox"/>	<input type="checkbox"/>
I do not know.....	<input type="checkbox"/>	<input type="checkbox"/>
None of these.....	<input type="checkbox"/>	<input type="checkbox"/>

Part B: Business environment of the establishment

We now ask you for some background information about the establishment in which you work.

27. Is this establishment...

 Please check one box.

	2013
an independent company?	<input type="checkbox"/> 1
the head office of a company?	<input type="checkbox"/> 2
a place of business/office/branch of a larger company?	<input type="checkbox"/> 3
a regional or specific middle-level authority of a multi-level company?	<input type="checkbox"/> 4
I do not know	<input type="checkbox"/> 8

28. Is your establishment mainly or exclusively...


 Please check one box.

	2013
German property.....	<input type="checkbox"/> 1
foreign property.....	<input type="checkbox"/> 2
equally divided into German and foreign property.....	<input type="checkbox"/> 3
I do not know.....	<input type="checkbox"/> 8

29. Was there a principal owner of this establishment?

 A principal owner is defined as the owner of the major share of an establishment.

	2013	
Yes	<input type="checkbox"/> 1	
No.....	<input type="checkbox"/> 2	
I do not know	<input type="checkbox"/> 8	



Please continue with question 32!

30. Was the principal owner of this establishment a family?

	2013
Yes.....	<input type="checkbox"/> 1
No.....	<input type="checkbox"/> 2
I do not know.....	<input type="checkbox"/> 8
Does not apply; no principal owner	<input type="checkbox"/> 6

31. How did the principal owner come into the possession of this establishment?

 Please check one box.

The principal owner at this time...

	2013
founded the establishment	<input type="checkbox"/> 1
inherited the establishment	<input type="checkbox"/> 2
acquired the establishment as an individual person	<input type="checkbox"/> 3
acquired the establishment as private equity	<input type="checkbox"/> 4
I do not know	<input type="checkbox"/> 8
Does not apply; no principal owner.....	<input type="checkbox"/> 6

32. How many managers were employed at this establishment on the reference dates 30 June 2008 and 30 June 2013?

If an exact statement is not possible, please guess.

2008

Number (managers)

I do not know 8

2013

Number (managers)

I do not know 8

33. How many non-managers were employed at this establishment on the reference dates 30 June 2008 and 30 June 2013?

If an exact statement is not possible, please guess.

2008

Number (non-managers)

I do not know 8

2013

Number (non-managers)

I do not know 8

34. What was the percentage of managers at this establishment with a university degree?

Please check one box for each year.

	2008	2013
20 % or less	<input type="checkbox"/> 1	<input type="checkbox"/> 1
21 to 40 %	<input type="checkbox"/> 2	<input type="checkbox"/> 2
41 to 60 %	<input type="checkbox"/> 3	<input type="checkbox"/> 3
61 to 80 %	<input type="checkbox"/> 4	<input type="checkbox"/> 4
More than 80 %	<input type="checkbox"/> 5	<input type="checkbox"/> 5
I do not know	<input type="checkbox"/> 8	<input type="checkbox"/> 8

35. What was the percentage of non-managers at this establishment with a university degree?

Please check one box for each year.

	2008	2013
10 % or less.....	<input type="checkbox"/> 1	<input type="checkbox"/> 1
11 to 20 %	<input type="checkbox"/> 2	<input type="checkbox"/> 2
More than 20 %	<input type="checkbox"/> 3	<input type="checkbox"/> 3
I do not know	<input type="checkbox"/> 8	<input type="checkbox"/> 8

36. Does this establishment have...

	2013		
	Yes	No	Don't know
	1	2	8
a collective agreement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a works council?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part C: Economic conditions of the establishment

Please provide information regarding the establishment's business environment in 2008 and 2013.

37. What were your total annual sales (exclusive of value added tax)?

! *Statements should be given only for the business unit in question (not e.g. for larger units including different locations).*

If an exact statement is not possible, please guess.

2008

in Thousand Euro

Does not apply; information not available on establishment level..... 6

I do not know..... 8

Refuse..... 9

2013

in Thousand Euro

Does not apply; information not available on establishment level..... 6

I do not know..... 8

Refuse..... 9

38. What share of sales was attributed to intermediate inputs and external costs? These are all raw materials and supplies, commodities, wage work, external services, rents and other costs that were purchased from other companies or facilities.

! *Statements should be given only for the business unit in question (not e.g. for larger units including different locations).*

If an exact statement is not possible, please guess.

2008

in percent

Does not apply; information not available on establishment level 6

I do not know 8

Refuse 9

2013

in percent

Does not apply; information not available on establishment level..... 6

I do not know 8

Refuse 9

39. Did this establishment export?

! *Statements should be given only for the business unit in question (not e.g. for larger units including different locations).*


	2008	2013
Yes	<input type="checkbox"/> 1	<input type="checkbox"/> 1
No	<input type="checkbox"/> 2	<input type="checkbox"/> 2
I do not know	<input type="checkbox"/> 8	<input type="checkbox"/> 8

*If "No" or "I do not know" was marked in both years:
Please continue with question 41!*

40. What percent of this establishment's sales were exports?

! *Statements should be given only for the business unit in question (not e.g. for larger units including different locations).*

2008


 in percent

Does not apply; Information not available on establishment level 6

I do not know 8

Refuse 9

2013

 in percent

Does not apply; Information not available on establishment level 6

I do not know 8

Refuse 9

41. Was your establishment active abroad?

! *This includes taking over of a company abroad, setting up a location or subsidiary abroad or an equity participation amounting to a minimum of 10 % of foreign companies.*

	2008	2013
Yes, active abroad in this sense.....	<input type="checkbox"/> 1	<input type="checkbox"/> 1
No, not active abroad in this sense.....	<input type="checkbox"/> 2	<input type="checkbox"/> 2
I do not know.....	<input type="checkbox"/> 8	<input type="checkbox"/> 8

42. Did this establishment offshore parts of its production abroad to...


	2008			2013		
	Yes 1	No 2	Don't know 8	Yes 1	No 2	Don't know 8
other companies?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
own affiliates?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

43. In 2008 and 2013, did your establishment...

 *Please mark all that apply.*

	2008	2013
start to offer a product/service (product innovation)?	<input type="checkbox"/> 1	<input type="checkbox"/> 1
develop or implement a procedure which has noticeably improved production processes or services (process innovation)?	<input type="checkbox"/>	<input type="checkbox"/>
None of these.....	<input type="checkbox"/>	<input type="checkbox"/>
I do not know.....	<input type="checkbox"/>	<input type="checkbox"/>


44. How do you rate the pressure from competition that your establishment was exposed to?

 Please check one box for each year.

Competitive pressure was...

	2008	2013
very low	<input type="checkbox"/> 1	<input type="checkbox"/> 1
rather low	<input type="checkbox"/> 2	<input type="checkbox"/> 2
rather high.....	<input type="checkbox"/> 3	<input type="checkbox"/> 3
very high	<input type="checkbox"/> 4	<input type="checkbox"/> 4
I do not know.....	<input type="checkbox"/> 8	<input type="checkbox"/> 8

45. Was your establishment negatively affected by the economic and financial crisis 2008/2009?

 Please check one box.

Yes, very badly 1

Yes, rather badly 2

Yes, a little bit..... 3

No 4

I do not know 8

46. To complement the information collected, the Institute for Employment Research (IAB) would like to include data that is available at the IAB Nuremberg in the evaluation of this survey. These data include, for instance, information on the development of employment in the past.

To link these data with the collected data, we would kindly ask you for your consent. This is required by the data protection act. The evaluation of this information strictly and absolutely complies with all data protection laws. Your agreement is voluntary. You can withdraw from your agreement at any time.

Do you agree?

Yes, I agree..... 1

No, I do not agree..... 2

I am not authorized..... 3

I do not know..... 8

Refuse 9

Part D: Board of directors

In the following, please give information concerning your establishment's executive board structure in the years 2008 and 2013.

47. Did the company, your establishment belongs to, have an executive board?

	2008	2013
Yes.....	<input type="checkbox"/> 1	<input type="checkbox"/> 1
No.....	<input type="checkbox"/> 2	<input type="checkbox"/> 2
I do not know.....	<input type="checkbox"/> 8	<input type="checkbox"/> 8

If "No" or "I do not know" was marked in **both** years:
Please continue with question 53!

48. How many persons are on the executive board?

If an exact statement is not possible, please guess.

2008

Number (of persons)

Does not apply; no executive board. 6

2013

Number (of persons)

Does not apply; no executive board. 6

49. How many persons on the executive board were female?

If an exact statement is not possible, please guess.

2008

Number (of persons)

Does not apply; no executive board. 6

2013

Number (of persons)

Does not apply; no executive board. 6

50. How many persons on the executive board came from German-speaking countries?

If an exact statement is not possible, please guess.

2008

Number (of persons)

Does not apply; no executive board. 6

2013

Number (of persons)

Does not apply; no executive board. 6

51. From your point of view, how important is international experience for the executive board in your establishment?

Please check one box

Very important 1	Rather important 2	Rather unimportant 3	Very unimportant 4
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

52. How many board members have at least one year of work experience abroad?

If an exact statement is not possible, please guess.

2008

Number (of persons)

Does not apply; no executive board. 6

2013

Number (of persons)

Does not apply; no executive board. 6

Part E: Respondent information

Finally, we would kindly ask you to provide some personal information.

53. Are you...

- male 1
- female 2

54. How long have you been working in this establishment?

Since (year): 

- Refuse..... 7
- I do not know 8

55. Which position did you hold in 2013?

 Please check one box.

- Manager, CEO or executive officer (e. g. CFO) 1
- Manager of multiple establishments (e. g. Division Manager) 2
- Manager of one establishment (e. g. Plant Manager or Controller).... 3
- Manager within an establishment (e. g. Head of HR) 4
- Non-manager..... 5
- Other, please specify 6



- Refuse..... 7
- I do not know..... 8

**You have reached the end of the questionnaire.
Thank you for taking the time to support us.
You have greatly helped us.**

Please return this questionnaire to:

**infas Institut für angewandte
Sozialwissenschaft GmbH
Postfach 24 01 01
53154 Bonn**

A postage paid envelope is enclosed.

To assess developments and changes of management practices within your establishment in the next years, we would like to conduct this survey again with all participants after a while. In order to be able to contact you for a further survey, we have to save your contact details. According to data protection law, this requires your agreement.

Your contact details will be stored separately from the questionnaire and solely for the purpose of an additional survey. They will never be related to the answers you provided. Your information will be treated absolutely anonymously and your data will never be shared with third parties. Your contact details will be deleted after the completion of this research project. We would be grateful, if you would agree to further participate in our research project. Any further participation is voluntary and can be withdrawn at any time.

I agree with the storage of my contact details for further surveys (please mark) 1

Moreover, we would like to send all study participants a report containing aggregated and anonymized results at the beginning of October 2015 via email.

In order to do so we have to save your name and email address. According to data protection law, this requires your agreement. Your contact information will be stored separately from the questionnaire and solely for the purpose of sending the report. Your data will never be shared with third parties. Your contact details will be ultimately deleted after sending this report.

I agree with the storage of my contact details for the purpose of sending survey results (please mark) 1

Street	House number
--------	--------------

ZIP code 	City
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We assure that the back cover containing your contact information will be separated from the questionnaire immediately upon entry at infas. Your information given in the questionnaire will never be stored together with your contact details.



Your contact details will be separated from the questionnaire upon entry at infas