

## Innovation and Inclusive Industrialisation in Agro-Processing: Firm-Level Survey

*[INSERT COUNTRY]*

*[INSERT VALUE CHAIN]*

### SECTION A: METADATA (COMPLETE BEFORE INTERVIEW)

Firm name	
Sector	
Firm location (name of region/city/town/district/ward/village)	
Name of interviewee	
Position of interviewee in the firm	
Interviewee contact details	
Name of interviewer(s)	
Interview location (if different)	
Date of interview	

**Interviewer note:** Before proceeding, ensure you have completed the informed consent procedures, using the project information sheet and consent forms.

## SECTION B: GENERAL INFORMATION

**Interviewer note:** explain that the purpose of this section is to gain background information on the company prior to beginning the main sections of the survey

B.1	<b>Please describe in your own terms the origins and evolution of this firm</b>
-- open ended response --	

B.2	<b>When did the firm begin operating?</b>
Year	
Don't know	
Refused	

B.3	<b>What is the registration status of the firm?</b> <i>Note: can give prompts – company, cooperative society, association, other</i>
-- open ended response --	

B.4	<b>If a company, what is the nature of ownership of the firm?</b> <i>Note: can provide prompts – sole proprietorship, partnership, limited partnership, subsidiary, other</i>
-- open ended response --	

B.5	<b>What is the firm's main product?</b> <i>Note: this means the single largest product in terms of contribution to annual revenue</i> <i>Note: ask the interviewee to estimate the percentage of revenue this accounts for</i>
-- open ended response --	

B.6	<b>What other products or sources of income does the firm have, and how has this evolved over the past five years?</b> <i>Note: ask the interviewee to estimate the percentage of revenue these accounts for</i>
-- open ended response --	

B.7	<b>How many people does the firm currently employ and how has this changed in past five years?</b>	
	<b>2019</b>	<b>Change since 2014</b>
Number (permanent)		
Number (seasonal)		
Don't know		
Refused		

<b>B.8</b>	<b>What proportion of employees are female?</b>
Proportion	
Don't know	
Refused	

<b>B.9</b>	<b>What jobs do the female employees do?</b> <i>Note: ask the interviewee to specify numbers engaged in each activity</i>
<b>-- open ended response --</b>	

<b>B.10</b>	<b>What level of experience or training does the top manager have?</b> <i>Note: ask the interviewee to specify formal training, practical work experience</i>
<b>-- open ended response --</b>	

<b>B.11</b>	<b>What was the firm's approximate annual revenue in the past financial year and how has this changed in the past five years?</b>	
	<b>2019</b>	<b>Change since 2014</b>
Number		
Don't know		
Refused		

**Interviewer note:** if the firm produces multiple products, explain to the interviewee that the following questions relate specifically to the part of their business producing [milled maize products / dairy products / citrus products]

<b>B.12</b>	<b>What is your current production level in xxx and how has this changed over the past five years?</b> <i>Note: ideally ask for an annual figure, but if they are unable to provide this get a monthly figure. Ensure that this is for a specific product e.g. type of dairy product, variety of citrus etc.</i>	
	<b>2019</b>	<b>Change since 2014</b>
Number		
Don't know		
Refused		

<b>B.13</b>	<b>What is your maximum production level in XXX if you were using all the equipment to its maximum capacity?</b> <i>Note: ideally ask for an annual figure, but if they are unable to provide this get a monthly figure.</i>
<b>-- open ended response --</b>	

## SECTION C: MARKETS

<b>C.1</b>	<b>Who do you sell your product(s) to?</b> <i>Note: for example, do they sell directly to consumers, to a trader, to a retailer etc.</i> <i>Note: ask the interviewee to give an estimated % for each sales channel.</i>
-- open ended response --	

<b>C.2</b>	<b>Where is your product(s) sold to the final customer?</b> <i>Note: This is to find out whether their end market(s) is/are local, provincial, national or international</i> <i>Note: ask the interviewee to give an estimated % for each end market</i>
-- open ended response --	

<b>C.3</b>	<b>Have you changed who you sell to during the last five years?</b> <i>Note: ask for clarification on proportions</i> <i>Note: ask a follow-on question to explain why they have or have not changed who they sell to, and if changed, what the magnitude of change was</i>
-- open ended response --	

<b>C.4</b>	<b>What are the challenges in finding new buyers for your product?</b> <i>Note: prompt them with</i> <ul style="list-style-type: none"> <li>- Logistics</li> <li>- Compliance with regulations</li> <li>- Achieving better quality</li> <li>- Achieving higher volume</li> <li>- Lowering costs</li> </ul>
-- open ended response --	

<b>C.5</b>	<b>For the main product you manufacture, what is the retail price in the main local market?</b> <i>Note: specify, which market, what the units/pack size are</i>
-- open ended response --	

<b>C.6</b>	<b>For the main product you manufacture, does VAT on the retail price apply?</b>
-- open ended response --	

<b>C.7</b>	<b>For the main product you manufacture, what is your wholesale price to the retailer?</b> <i>Note: specify, which market, what the units/pack size are</i>
-- open ended response --	

<b>C.8</b>	<b>For the main product you manufacture, what is the price you receive for the product at your production site?</b> <i>Note: specify, which market, what the units/pack size are</i>
-- open ended response --	

<b>C.9</b>	<b>Who are the firm's main competitors, and estimate how large the firm's market share is relative to them if possible?</b>
-- open ended response --	

<b>C.10</b>	<b>Compared to these main competitors, is the firm's market share</b>				
	<b>Increasing</b>	<b>Decreasing</b>	<b>Stable</b>	<b>Don't know</b>	<b>Refused</b>

<b>C.11</b>	<b>What is your opinion on the following?</b>					
	<b>Strongly agree</b>	<b>Agree</b>	<b>Neither agree nor disagree</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Don't know</b>
Competition is becoming more intense						
The entry of new competitors is a threat						
We need to continually improve to remain competitive						

<b>C.12</b>	<b>Which of these factors are most important for your competitiveness?</b> <i>Note: ask them to rank them 1-5 in order of importance with 1 being most important and 5 being the least</i>	
Price		
Quality		
Delivery/logistics		
Location		
Brand		
Volume		

<b>C.13</b>	<b>Please explain your choices for the previous question</b> <i>Note: ask them to explain their choice for the most or least important factor</i>
-- open ended response --	

<b>C.14</b>	<b>Is the firm planning to expand output in the next year?</b>			
	<b>Yes</b>	<b>No</b>	<b>Don't know</b>	<b>Refused</b>

C.15	Please explain your choices for the previous question
-- open ended response --	

## SECTION D: RELATIONS WITH BUYERS

<b>D.1</b>	<p><b>Please explain how you determine the price and quantity at which you sell your buyers</b></p> <p><i>Note: use follow on questions to ask how they perceive their bargaining power in relation to their buyers. The purpose is to get an understanding of the negotiation and contracting process with buyers.</i></p>
-- open ended response --	

<b>D.2</b>	<b>Do you use written contracts or supply agreements with buyers?</b>		
	<b>Yes</b>	<b>No</b>	<b>Refused</b>

<b>D.3</b>	<b>What is the typical length of your supply agreements?</b>
-- open ended response --	

<b>D.4</b>	<b>Do you normally sell your products for cash or on credit?</b>			
	<b>Cash</b>	<b>Credit</b>	<b>Don't know</b>	<b>Refused</b>

<b>D.5</b>	<p><b>What are the key terms and/or conditions in your typical supply agreements?</b></p> <p><i>Note: use this and follow on questions to clarify what legal or private standards they are required to adhere to</i></p>
-- open ended response --	

<b>D.6</b>	<p><b>Do any of these terms and conditions create difficulties? If so, please explain the nature of these difficulties</b></p> <p><i>Note: use follow on questions to quantify the impact of these difficulties (e.g. around rebates)</i></p>
-- open ended response --	

## SECTION E: INPUTS

E.1	<b>What are your main costs of production?</b> <i>Note: prompt them to describe the breakdown in cost of a typical unit of production</i> <i>Note: use follow up questions to quantify in % terms</i>
-- open ended response --	

E.2	<b>Who are the suppliers for your main input and where are they located?</b> <i>Note: specify for raw materials</i>
-- open ended response --	

E.3	<b>What are the costs of your main inputs, per unit, and what quantities do you require?</b>		
	<b>Main input</b>	<b>Cost per unit</b>	<b>Quantities required per annum/month</b>
	1.		
	2.		
	3.		

E.4	<b>Why do you choose to buy from these suppliers?</b> -- open ended response --

E.5	<b>Please explain how you determine the price and quantity you buy from your suppliers?</b> <i>Note: use follow on questions to ask how they perceive their bargaining power in relation to their buyers. The purpose is to get an understanding of the negotiation and contracting process with buyers.</i>
-- open ended response --	

E.6	<b>Do you normally buy your main input on credit or in cash?</b>			
	<b>Cash</b>	<b>Credit</b>	<b>Don't know</b>	<b>Refused</b>

E.7	<b>What is the typical length of your supply agreements with buyers?</b> -- open ended response --

E.8	<b>Do you have any difficulties in getting the right price and quality from your suppliers?</b> -- open ended response --



## SECTION F: INNOVATION AND UPGRADING

F.1	What do you think are the most important technical or technological challenges your firm needs to overcome? -- open ended response --

F.2	Over the past five years, has the firm introduced any new or improved products or processes? <i>Note: explain what is meant by 'processes'</i> <i>Note: explain carefully the importance of 'improved' products/processes</i>			
Products				
Yes		No		Don't know
				Refused
Processes				
Yes		No		Don't know
				Refused

F.3	If answering 'no' to either, please explain why not <i>Note: list as many as they consider relevant</i> -- open ended response --

**Interviewer note:** If the firm has not introduced any new products or processes, skip to Section G

F.4	If answering 'yes' to either, please describe these new or improved products and/or processes <i>Note: list as many as they consider relevant and explain why it is new or improved</i> -- open ended response --

F.5	Among these, what was the most important new or improved product or process? <i>Note: 'main' means the most significant in terms of impact on revenue or costs</i> -- open ended response --

F.6	What were the challenges to introducing this most important new or improved product/process? -- open ended response --

F.7	What impact has the most important new or improved product or process made on the firm? <i>Note: ask the interviewee to quantify impact, e.g. through impact on costs, margins or revenue</i> -- open ended response --

F.8	In introducing new or improved products or processes, have you done any of the following activities:	
	In-house	Externally sourced
<b>Acquisition of new equipment</b> New equipment must be significantly different to equipment already used, with simple replacements not included.		
<b>Engineering or design</b> Includes production quality and control improvement; changing the functions, forms or properties of a product or packaging		
<b>Market research and marketing</b> Includes market testing, advertising, branding		
<b>R&amp;D</b> Creation of entirely new knowledge or technology		
<b>Software/database development or integration</b> (Can include purchase and application; must be new rather than simple replacements or updates)		
<b>Training of employees</b>		
<b>Hiring of new employees</b>		

F.9	What investments were made to introduce your new or improved products and / or processes? <i>Note: clarify costs</i>
	-- open ended response --

F.10	For any of the new or improved products or processes, were you the first company in your market to introduce it?		
	Yes	No	Refused

F.11	If answering 'yes', please clarify which products or processes
	-- open ended response --

F.12	If answering 'no', do you know who first introduced it in your market?
	-- open ended response --

F.13	Why did you introduce new products or processes (select all that apply)	
	A response to requirements/standards set by a customer	
	A response to government regulations	
	An attempt to capture a larger market share	
	An attempt to defend existing market share (responding to competition)	
	An attempt to improve profits	
	An attempt to enter new markets	

F.14	In introducing new or improved products or processes, what support from other organisations did you receive? <i>Note: support can include access to financing, information, advice</i> <i>Note: prompt buyers/suppliers, government agencies, consultancies, trade associations or cooperatives</i>
	-- open ended response --

F.15	<p>How have these improved products or processes been funded?</p> <p>Note: can prompt on whether from retained earnings, loans etc.</p>
<p>-- open ended response --</p>	
<p></p>	

## SECTION G: FINANCE AND INVESTMENT

G.1	What was the initial source of funding for the firm?
-- open ended response --	

G.2	How have any major expansions, including product and process improvements in F15 above, been funded?
-- open ended response --	

G.3	Over the past five years, has the firm applied for any loans?		
	Yes	No	Don't know

G.4	If answering no, why did you not apply for any loans?
<i>Note: now skip to G</i>	
-- open ended response --	

G.5	If answering yes, who did you apply for funding from?
-- open ended response --	

G.6	If answering yes, what was the outcome of this application?		
	Successful	Unsuccessful	Refused

G.7	If answering 'successful', what was this funding used for?
-- open ended response --	

## SECTION H: FOOD SAFETY AND HYGIENE

H.1	What are the most onerous food safety and hygiene standards and regulations you have to comply with?
-- open ended response --	

H.2	What are the main challenges you find in achieving these standards?
-- open ended response --	

H.3	How have you sought to improve the food safety and hygiene of your products?
<i>Note: prompt for what they are currently doing and what they would ideally do</i>	
-- open ended response --	

H.4	What levels of food waste do you suffer?
<i>Note: prompt for where and how this waste occurs, and %</i>	
-- open ended response --	

H.5	How do you address these challenges?
<i>Note: prompt for what they are currently doing and what they would ideally do</i>	
-- open ended response --	

H.6	Does the firm have any internationally recognised quality certification? (e.g. ISO 9000, HACCP)
<i>Note: prompt for costs and purpose</i>	
-- open ended response --	

## SECTION I: ICT

I.1	<b>Do you use the internet for your business?</b>			
	<b>Yes</b>	<b>No</b>	<b>Yes, but unreliable</b>	<b>Refused</b>

I.2	<b>If answering no, explain why not</b>
	<b>-- open ended response --</b>

I.3	<b>If yes, does the firm use the internet/or mobile phone for any of the following tasks</b>	
	Communication with customers or suppliers	
	Sourcing information on market trends/prices	
	Sourcing information on new technology	
	Creating and/or maintaining digital records	
	Purchasing goods or services	
	Sales or order fulfilment	
	Payment	
	Inventory management	
	Supply chain management	

I.4	<b>Within the last five years, has the firm begun using computers for tasks you previously did manually or on paper?</b> <i>Note: ask for examples</i>
	<b>-- open ended response --</b>

I.5	<b>Are there areas of the business you want to computerise but have been unable to?</b> <i>Note: prompt for why</i>
	<b>-- open ended response --</b>

## SECTION J: INSTITUTIONAL AND POLICY CONTEXT

J.1	What do you understand as being the main objectives to be of the government's policies for your sector?
-- open ended response --	

J.2	Are you aware of any forms of support or incentives available to your firm? List as many as you are aware of, including financial and non-financial measures. Include government, donor or trade association
-- open ended response --	

J.3	If aware of support or incentives, which have you accessed within the past five years? <i>Note: prompt to specify the nature of support received</i>
-- open ended response --	

J.4	If you did not access any of the support or incentives you are aware of, please explain why
-- open ended response --	

J.5	Do you agree that the support and incentives you are aware of are effective? <i>Prompt on the answers in i.2</i>					
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know

J.6	Please explain your answers to the above
-- open ended response --	

J.7	Do any government policies or regulations create difficulties for the firm? <i>Note: if answering yes, ask interviewee to explain why</i>
-- open ended response --	

J.8	Do any of the following harm the competitiveness of the firm?			
	Yes	No	Sometimes	Don't know
Electricity access (comprising either cost or reliability)				
Transport infrastructure				
Telecommunications infrastructure				
Complying with government regulations / permits or licenses				
Tax rates				
Crime, theft and disorder				
Policy uncertainty				
Local government				
Corruption				
Labour regulations				
Labour costs				
Labour skills				
Labour relations				

J.9	For any difficulties identified above, please explain the nature of the difficulty
	-- open ended response --

J.10	What government services does the firm currently utilise?
	Explanatory note: e.g. extension services, public testing facilities and laboratories, certification bodies for phytosanitary certifications, pest and disease control etc.
	-- open ended response --

J.11	How effective are the government services the firm utilises?
	-- open ended response --

J.12	Do you think government favours some business in your industry over others, if so why and how?
	Prompt: size, political affiliation, ethnicity
	-- open ended response --

J.13	What are the main industry/trade organisations/associations or cooperatives in your sector that you are aware of?
	-- open ended response --



<b>J.14</b>	<b>Is the firm a member of a cooperative or trade association?</b>		
	<b>Yes</b>	<b>No</b>	<b>Refused</b>

<b>J.15</b>	<b>Please explain why you are / are not a member of a trade association / cooperative</b>
	<i>Note: prompt with context specific examples</i>
	<b>-- open ended response --</b>

<b>J.16</b>	<b>If a member, what are the membership requirements of the trade association / cooperative</b>
	<i>Note: prompt with context specific examples</i>
	<b>-- open ended response --</b>

<b>J.17</b>	<b>If a member, how does membership of the trade association / cooperative impact your firm?</b>
	<i>Note: prompt with context specific examples</i>
	<b>-- open ended response --</b>

<b>J.18</b>	<b>What non-governmental organisations directly impact your firm? (Identify the ones that apply)</b>	
	Trade unions	
	Local communities	
	Political organisations	
	Non-governmental organisations	
	Faith-based organisations	
	Other	

<b>J.19</b>	<b>Explain how the organisations selected impact your firm?</b>
	<b>-- open ended response --</b>