

The CBI is conducting a survey of businesses in collaboration with the LSE's Centre for Economic Performance. The survey aims to: () understand the extent to which the Covid-19 crisis has forced firms to adopt new technologies or practices that are considered productivity-enhancing in normal times, and () identify policies that would help businesses maintain adoption during the recovery. The results of our first July 2020 survey are [here](#).

Your response will directly contribute to a thought-leadership piece on the economic impact of Covid-19 on business innovation, particularly on the adoption of new digital technologies and organisational practices.

The Centre for Economic Performance is one of Europe's leading economic research centres, established at the London School of Economics in 1990. Read more about its work [here](#).

Closing date: **Friday 30 July**

Pre-survey consent questions

* 1. Thank you for your interest in this survey. Please read this [information for participants](#), and please confirm the following before commencing:

- I have read and understood the study information. I have been able to ask questions about the study, and any questions have been answered to my satisfaction.
- I consent voluntarily to be a participant in this study, and understand that I can refuse to answer questions and that I can withdraw from the study at any time up until September 2021, without having to give a reason.
- I understand that the information I provide will be used for research publications and that the information will be anonymised.
- I agree that my (anonymised) information can be quoted in research outputs.
- I understand that any personal information that can identify me – such as my name, address, etc. will be kept confidential and not shared with anyone beyond the study team.
- I give permission for the (anonymised) information that I provide to be deposited in a data archive so that it may be used for future research.

Key respondent and Business Information

Required fields are marked with a *

2. Your name:

3. Your job title:

* 4. Email:

* 5. Company name:

6. Company website/Facebook page:

7. Company Registration Number (Companies House number):

8. Postcode of registered address:

9. Years since business incorporated

- Less than 1 year
- 1-5 years
- 6-10 years
- Over 10 years

* 10. Please select the sector description that best fits your business

11. In which region is your business headquartered?

- East Midlands
- East of England
- London
- North East
- North West
- Northern Ireland
- Scotland
- South East
- South West
- Wales
- West Midlands
- Yorkshire & the Humber

12. Does your business operate across multiple sites?

- Yes
- No

13. Where are your customers located? (Please select all that apply)

- We serve customers in the region where we are headquartered
- We serve customers in other regions of the UK (i.e. outside of where we are headquartered)
- We export to/serve customers overseas

14. How would you describe the nature of competition in your main markets?

- Very intense
- Intense
- Moderate
- Low
- No competition

* 15. How many people are employed by your organisation in the UK (including the owner-director)?

- 1-9
- 10-19
- 20-49
- 50-99
- 100-199
- 200-499
- 500-4,999
- 5000-19,999
- 20,000+

16. Approximately what proportion of your workforce (managers and non-managers) have a university degree or equivalent?

- None
- Fewer than 20%
- 20 to 49%
- 50 to 80%
- More than 80%
- A

17. What was your annual turnover in the year before the Covid-19 pandemic?

- Up to £49,000
- £50,000-£99,000
- £100,000-£249,000
- £250,000-£499,000
- £500,000-£999,000
- £1 m on - £4.99 m on
- £5 m on - £9.99 m on
- £10 m on - £19.99 m on
- £20 m on - £99.99 m on
- £100 m on - £499 m on
- £500 m on +

Effect of Covid-19 on your business

Business operation and performance

18. Since March 2020, have you made any of the following changes to your business operations in response to the pandemic?

	Yes- expect change to be temporary	Yes- expect change to be permanent	No change
Closed business sites, offices, outlets or plants (either partially or completely)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Moved to selling/conducting usual business through online channels (either partially or completely)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Refocused business operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outsourced business functions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Which of the following Covid-related government schemes have you successfully applied for? (Please select all that apply)

- Coronavirus Job Retention Scheme (furlough scheme)
- Coronavirus Business Interruption Loan Scheme
- Recovery Loan Scheme
- Coronavirus Large Business Interruption Loan Scheme
- Covid Corporate Financing Facility
- Coronavirus Bounce Back Loan
- Pay As You Grow
- Coronavirus Future Fund, Innovate UK grants and loans for R&D
- Small business grant funding
- Retail, Hospitality and Leisure grant
- Local restrictions grants
- Self-Employed Income Support Scheme
- Tax deferrals and support (Time to Pay, VAT deferral)
- Business Rates relief
- Statutory Sick Pay rebate
- N/A - we have not applied for any of these schemes

20. How does your business' turnover for the last month compare to normal expectations for this time of year?

- Turnover has increased by more than 50%
- Turnover has increased between 20% and 50%
- Turnover has increased by up to 20%
- Turnover has not been affected
- Turnover has decreased by up to 20%
- Turnover has decreased between 20% and 50%
- Turnover has decreased by more than 50%
- Don't know

21. What was the main reason for this change to your business' turnover in the last month?

- Covid-19 pandemic
- End of the EU transition period
- Covid-19 pandemic and the end of the EU transition period
- Don't know
- N/A - Turnover has not been affected
- Other (please specify)

22. As at today, how do the following compare to their pre-pandemic levels (February 2020)?

	Increased	No change	Decreased	Don't know	N/A
Size of workforce (number of employees)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Average worker productivity (on a per hour basis)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expenditure on research and development (R&D)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Decision-making

23. As at February 2020, to what extent was your business' decision-making decentralised (i.e. delegated from senior management to middle managers/other parts of the organisation), in the following areas:

	A ways	Somet mes	Never	Don't know	N/A
H r ng	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cap ta Expend ture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Techno ogy mp ementat on	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

24. Since March 2020, has your business made any changes in terms of where decisions are made in the following areas?

	More decentra sed (.e. more dec s ons de egated)	More centra sed (.e. more dec s ons taken by sen or management)	No change	Don't know	N/A
H r ng	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cap ta expend ture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Techno ogy mp ementat on	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Remote working

25. As at February 2020, approximately what proportion of your staff could feasibly work from home on a regular basis, with minimal disruption to business operations?

0 100

26. On average, how often did your full-time employees work from home/how often do you expect them to work from home in the following periods?

	Rare y or never	1-2 days per week	3-4 days per week	5 or more days per week
February 2020	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Today	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
January 2022 onwards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

27. Looking ahead, how do managerial and employee preferences on your business's remote working policy compare?

- Management want less work ng from home than emp oyees, on average
- Management want more work ng from home than emp oyees, on average
- Preferences are a gned, overa
- Don't know
- N/A

Outlook

28. Looking ahead, for how much longer do you expect your business operations to be impacted by the pandemic?

- 0-6 months
- 7-12 months
- 12 months +
- Don't know
- N/A - Bus ness operat ons have not been affected

29. What is the likelihood of your business being open in January 2022?

- Very ke y
- Somewhat ke y
- Not ke y
- Don't know

Pre-Covid innovation

30. In the three years prior to the pandemic (i.e. February 2017 to February 2020), had your business done the following (please select all that apply):

- Adopted new digital technologies or digital technology capabilities
- Introduced new or significantly improved products or services
- Invested in internal research and development (R&D) for the purposes of current or future innovation
- None of the above
- Don't know

31. As at February 2020, which of the following best describes the state of digital adoption in your business? (please select answer that is most applicable)

- Digital technologies and data solutions were well embedded in the business
- We had begun, or had plans in place, to implement or increase the use of digital technologies and data solutions
- We had no plans in place to implement the use of digital technologies and data solutions
- Don't know

Covid-19 and the adoption of new technologies, capabilities and management practices

New business processes - Digital technologies

32. Since March 2020, has your business adopted any new digital technologies (examples include: Enterprise Resource Planning, Customer Relationship Management systems, remote working technologies, cloud computing, mobile technology, automated machinery, AI applications like chatbots, etc.)?

- Yes
- No
- Don't know

33. When did such adoption occur? (please select all that apply)

- In the first national lockdown (March-June 2020)
- Since July 2020
- Don't know

34. How has the pandemic influenced the adoption of new digital technologies? (Please select answer that is most applicable)

- Prompted the adoption
- Accelerated the adoption
- Delayed the adoption
- No influence
- Don't know

35. What business functions do the technologies that you have adopted relate to? (Please select all that apply)

- Sales and marketing
- Production / supply chain management
- Distribution and logistics
- Payroll and/or other (non-recruitment) HR activities
- Recruitment
- People management and remote working
- Other administrative/business-as-usual tasks
- Accounting and finance
- Research and development (R&D)
- Environmental, social, and governance (ESG)
- Security (physical or cyber)
- Don't know
- Other (please specify)

Impacts of technology adoption on the firm and employees

36. As at today, what has been the overall impact of the new digital technologies on your business performance in the following areas, relative to you not adopting them?

	Increased	No change	Decreased	Don't know
Turnover	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Profitability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resilience to future economic shocks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

37. As at today, what have been the overall impacts of the new digital technologies on your workforce in the following areas, relative to you not adopting them?

	Increased	No change	Decreased	Don't know
Size of workforce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff reorganisation/reallocation of employees to new tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexible working arrangements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Worker productivity (on a per hour basis)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Average working hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Worker satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

38. As at today, which of the following have resulted from the adoption of new digital technologies, relative to you not adopting them? (please select all that apply)

- Increased hiring of employees with specialist skills
- Increased hiring of employees from a broader geographic area
- Reduced hiring of employees in some areas of the business
- No change in types of employee being hired
- N/A - We have not been hiring
- Don't know

Future expectations regarding digital technologies

39. Does your business expect to continue employing these new digital technologies, beyond the pandemic?

- Yes
- No
- Don't know

40. How has the adoption of these new digital technologies affected your future plans for technology investment?

- Accelerated future investment plans
- Delayed future investment plans
- No change
- Don't know

41. Are you considering adopting any new digital technologies in the future?

- Yes, w th n the next year
- Yes, w th n the next 5 years
- No current p ans

Specific digital technologies - Adoption in your business

42. Has your business invested in the following technologies?

	Invested pre-pandem c (before March 2020)	Invested s nce March 2020	Invested pre-pandem c and s nce March 2020	Have not nvested	Don't know
On ne market ng too s (e.g. new webs te, new soc a med a p atforms, e-commerce)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
V deo conferenc ng/co aborat on techno gy (e.g. M crosoft Teams, Zoom or S ack)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C oud techno gy (e.g. Internet as a Serv ce, Software as a Serv ce, C oud ERP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data ana yt cs (e.g. Customer Re at onsh p Management - CRM)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cyber secur ty techno gy (e.g. two factor authent cat on)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
G gab t-capab e broadband (e.g. fu fbre)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5G	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Art f c a Inte gence and d g ta automat on (e.g. ana ys ng documents us ng mach ne earn ng, chatbots, automat ng data m grat on)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product on ne automat on	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Augmented and V rtua Rea ty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internet of Th ngs (e.g. smart factory equ pment)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D str buted Ledger Techno gy (DLT) nc ud ng b ockcha n	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quantum comput ng	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Specific digital technologies - Plans for adoption in your business

43. Does your business plan new or further investment in the following technologies?

	Yes, within the next year	Yes, within the next 5 years	No current plans	Don't know
Online marketing tools (e.g. new websites, new social media platforms, e-commerce)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Video conferencing/collaboration technology (e.g. Microsoft Teams, Zoom or Slack)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cloud technology (e.g. Internet as a Service, Software as a Service, Cloud ERP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data analytics (e.g. Customer Relationship Management - CRM)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cyber security technology (e.g. two factor authentication)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gigabit-capable broadband (e.g. fibre)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5G	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Artificial Intelligence and digital automation (e.g. analysing documents using machine learning, chatbots, automating data management)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Production line automation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Augmented and Virtual Reality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internet of Things (e.g. smart factory equipment)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Distributed Ledger Technology (DLT) including blockchain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quantum computing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Digital capabilities and management practices

44. Since March 2020, has your business invested in any new digital capabilities (examples would include building expertise in e-commerce, advanced analytics or cyber security)?

- Yes
- No
- Don't know

45. When did such investment occur? (please select all that apply)

- In the first national lockdown (March-June 2020)
- Since July 2020
- Don't know

46. How has the pandemic influenced your decision to invest in new digital capabilities? (Please select answer that is most applicable)

- Prompted the adoption
- Accelerated the adoption
- Delayed the adoption
- No influence
- Don't know

47. Since March 2020, has your business adopted any new management practices (examples include new processes around your business operations, HR and people management)?

- Yes
- No
- Don't know

48. When did such adoption occur? (please select all that apply)

- In the first national lockdown (March-June 2020)
- Since July 2020
- Don't know

49. How has the pandemic influenced the adoption of new management practices in your business? (Please select answer that is most applicable)

- Prompted the adoption
- Accelerated the adoption
- Delayed the adoption
- No influence
- Don't know

Barriers to adoption and business support

50. In general, which of the following would you consider barriers to adopting new digital technologies, capabilities or management practices?

	Not a barrier	Minor barrier	Major barrier
Lack of information on best practice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of required management/workforce skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business specific doubts over applicability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resistance to change from management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resistance to change from employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial constraints	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Costs of reorganisation, such as training or re-allocating tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inadequate access to relevant telecommunications infrastructure (e.g. broadband, mobile)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uncertainty in technology market (e.g. rapid change, potential for lock-in to outdated technologies, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uncertainty about macroeconomic outlook and business prospects due to the pandemic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uncertainty about macroeconomic outlook and business prospects due to Brexit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify below)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

51. What type of support does your business access for technology and management practices-related issues?

(Please select all that apply)

- Online research
- Learning from firms in the same sector
- Learning from firms in our supply chain
- Hiring in new skills
- Private sector consultancy or training
- National or local government business support schemes
- Business organisations, networks or trade associations (e.g. CBI)
- Don't know
- N/A - We do not access support on these issues
- Other (please specify)

52. Which of the following types of government assistance would enable your business to adopt new technologies or management practices? (Please select all that apply)

- Business loans
- Business grants or vouchers
- New tax incentives
- Provision of information
- Provision of support for management training / consultancy
- Provision of support for staff training
- Investments in digital / professional skills for young people entering the workforce
- Investments in telecommunications infrastructure (broadband, mobile)
- Other (please specify)

Covid-19 and the introduction of new products or services

Product/service innovation

53. Since March 2020, has your business introduced any new products/services?

- Yes
- No
- Don't know

54. When did the introduction of the product/service(s) occur? (please select all that apply)

- In the first national lockdown (March-June 2020)
- Since July 2020
- Don't know

55. Please specify the type of new product/service(s) introduced

- New product or service
- Improvement to existing products or services
- Both

56. How has the pandemic influenced the introduction of the new product/service(s) in your business? (Please tick answer that is most applicable)

- Prompted the launch of new product/service(s)
- Accelerated the launch of product/service(s) already in development
- Delayed the launch of product/service(s)
- No influence
- Don't know

57. So far, what has been the impact of the new product/service(s) on business performance in the following areas, relative to if you had not introduced them?

	Increased	No change	Decreased	Don't know
Turnover	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Profitability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resilience to future economic shocks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Future expectations regarding new products/services

58. Do you expect to continue offering the new product/service(s) into the future (i.e. beyond the pandemic)?

- Yes
- No
- Don't know

59. How has the introduction of the new product/service(s) affected your future plans for product/service innovation?

- Accelerated future innovation plans
- Delayed future innovation plans
- No change
- Don't know

60. Are you considering introducing any new products/services in the future?

- Yes, w th n the next year
- Yes, w th n the next 5 years
- No current p ans

Business support for product/service information

61. Which of the following types of government assistance would enable you to innovate new products/services? (Please select all that apply)

- Improving access to loans
- Schemes to improve access to other sources of finance (e.g. venture capital, angel investors, crowdfunding)
- Innovation grants or vouchers
- New or enhanced tax incentives for innovation (e.g. R&D tax credits)
- Policies to address skills shortages (e.g. via the education system or targeted immigration policy)
- Opportunities for collaboration (e.g. with industry or university partners)
- Opportunities for testing new products/services (e.g. Testbeds)
- Investments in telecommunications infrastructure (e.g. broadband, mobile)
- Other (please specify)

Sustainability and transition to net-zero

62. Does your business have an environmental sustainability / decarbonisation strategy?

- Yes
- No
- Don't know

63. To what extent do environmental sustainability considerations impact upon decisions in the following areas:

	To a great extent	To some extent	Not at a	Don't know	N/A
Adopt on of new technologies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working practices after the pandemic (remote working/hybrid models)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Office space design and/or location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Introduction of new products or services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supply chain relationships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

64. Is your business now more likely to take steps to improve its environmental sustainability than before the pandemic?

- Yes
- No, essential
- No change in likelihood
- Don't know

Outreach

65. How did you hear about this survey?

- Direct communication from the CBI
- Direct communication from the Centre for Economic Performance or LSE
- Social media post
- Other (please specify)

66. I give permission to be contacted again in a potential follow-up survey on related topics

- Yes
- No

Thank you for your participation.

We're committed to your privacy. [Find out how we look after your data.](#)

If you have any comments or questions please contact:

[Redacted contact information]