

The CBI is conducting a survey of businesses in collaboration with the LSE's Centre for Economic Performance. The aims of this survey are two fold; () 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 the type of policy that would help businesses maintain adoption during the recovery phase. Your response will directly contribute to a thought leadership piece on the economic impact of COVID 19 on business practices, particularly on the adoption of new technology, management practices and process innovation.

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: **Thursday 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 starting:

- I have read and understood the study information. I feel 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 2020, 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 understand that any personal information that can identify me – such as my name, email 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.
- I give permission to be contacted again to be invited to participate in a follow-up survey on related topics.

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. Does your business operate across multiple business sites?

- Yes
 No

12. In which UK region(s)/nation(s) does your organisation operate? [select all that apply]

- East Midlands
 East of England
 London
 North East
 North West
 Northern Ireland
 Scotland
 South East
 South West
 Wales
 West Midlands
 Yorkshire & Humberside
 Whole UK/Multiple regions

* 13. How many people are employed by your organisation in the UK?

- | | |
|-------------------------------|-----------------------------------|
| <input type="radio"/> 1-9 | <input type="radio"/> 200-499 |
| <input type="radio"/> 10-19 | <input type="radio"/> 500-4,999 |
| <input type="radio"/> 20-49 | <input type="radio"/> 5000-19,999 |
| <input type="radio"/> 50-99 | <input type="radio"/> 20,000+ |
| <input type="radio"/> 100-199 | |

14. 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 +

15. Do you outsource any of the following functions of your business (please select all that apply)?

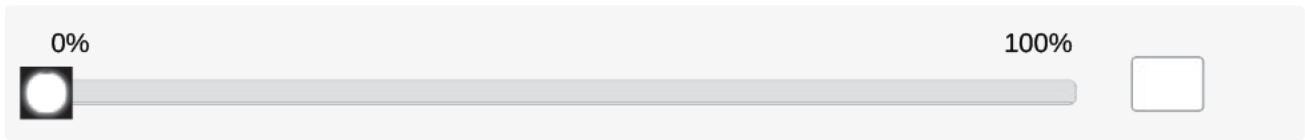
- Sales/customer relations
- Marketing
- Accounts
- HR functions
- IT services
- Any stage of your product on process
- We do not outsource any business functions
- Other (please specify)

16. In the three years prior to the Covid-19 pandemic, had your business adopted any new technologies or technological capabilities?

- Yes
- No

17. The pandemic has led to many companies shifting their working practices, particularly requiring more of their staff to work from home.

Under "normal" circumstances (i.e. in the absence of the pandemic), what proportion of your staff could feasibly work from home on a regular basis, with minimal disruption to business operations?



Initial response to COVID-19 crisis

18. Which of the below best describes your current state of operation?

- Completely operational, with all sites/offices/product on factories open
- Completely operational, but with some operations offsite/staff working from home
- Partially operational (some sites/offices/product on factories closed)
- Not operational
- Other (please specify)

19. Which of the following have affected your business since the government's social distancing measures came into force (on 23rd March) (please select all that apply)?

- Being unable to operate fully due to social distancing restrictions
- Change in demand for products/services
- Supply chain disruptions/delays
- Increase in production costs
- Other cost pressures
- Delays in customer payments
- Employee absence due to illness, shielding or test and trace
- Employee absence due to caring responsibilities
- Employee absence due to transport difficulties
- Lack of Personal Protective Equipment (PPE) including face masks
- N/A - my business has not been affected by social distancing measures
- Other (please specify)

20. How have you adjusted your business operations in response to COVID-19 (please select all that apply)?

- Closed business sites, offices, outlets or plants (either partially or completely)
- Refocused business operations
- Outsourced business functions
- Transitioned to selling/conducting usual business through online channels (either partially or completely)
- Transitioned staff to remote working (either partially or completely)
- Arranged or made greater use of flexible working hours for staff
- Furloughed staff
- Made staff redundancies
- Introduced social distancing and use of Personal Protective Equipment (PPE) for staff
- Adjusted Virtual Private Network (VPN) capacity
- N/A - we have not made any changes
- Other (please specify)

21. From July 2020, for how much longer do you expect COVID-19 related restrictions to last?

- 0-6 months
- 7-12 months
- 12 months +
- Don't know

22. From your perspective, what is the likelihood of your business being open on 31 January 2021?

- Very likely
- Somewhat likely
- Not likely
- Don't know

23. To meet expected outgoings, roughly how many months' worth of cash reserves (e.g. in savings, current accounts) do you have access to without seeking further external finance/loans to pay for your business?

- None
- 1-3 months
- 4-6 months
- 7-12 months
- 12 months +

24. Since the government's social distancing measures came into force (on 23rd March), what has been the percentage change in your turnover, relative to "normal" conditions (i.e. in the absence of a pandemic)?

-100% +100%

25. If the percentage change in question 24 falls outside this scale, please specify the change here.

26. Since the government's social distancing measures came into force (on 23rd March), what has been the percentage change in the number of employees in your organisation?

-100% +100%

27. If the percentage change in question 26 falls outside this scale, please specify the change here.

Support Policy

28. Which of the following support / financing schemes launched by the government in response to COVID-19 have you successfully applied for? (Please select all that apply)

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

29. If you have not accessed any of these COVID-19 government support / financing schemes, why not? (Please select all that apply)

- My business does not require assistance
- I don't think that my business qualifies
- I don't want to take on additional debt
- I don't have time to make the applications
- The support is insufficient
- I am not aware of these programmes
- Other (please specify)

30. Which of the following additional support measures does your business need from the UK government (please select all that apply)?

- Additional loans with flexible repayment terms
- Rental rebate
- Business rates rebate
- Social Security Reductions/Exemptions
- Direct grants/cash support
- Debt/contract relief for households
- Equity investment
- None - my funding needs are sufficiently met
- Other (please specify)

Technology questions

New Business Processes - Digital technologies

31. Have you adopted any new digital technologies since end of March 2020 (examples would include technologies such as Enterprise Resource Planning, Customer Relationship Management systems, remote working technologies, cloud computing, mobile technology, automated machinery, AI applications like chatbots)?

Yes

No

32. How have lockdown measures implemented in response to COVID-19 influenced the adoption of new digital technologies? (please tick answer that applies most)

- Prompted the adoption
- Accelerated the adoption
- No influence

33. So far, what has been the impact of the new digital technologies on your business performance (i.e. profitability) relative to if you had not adopted them?

- Positive
- Negative
- No impact

34. What do you expect to be the effects of continuing to employ the new digital technologies on your workforce?

- It should improve productivity of employees in their current tasks
- It will allow us to re-allocate employees to more productive tasks
- It will imply a need for fewer employees over time
- Other (please specify)

35. Do you expect to carry on employing this new digital technology beyond the COVID-19 crisis?

- Yes
- No

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

Yes

No

New Business Processes – Digital capabilities

37. Have you invested in any new digital capabilities since end of March 2020 (examples would include e-commerce, advanced analytics or cyber security)?

Yes

No

38. How have lockdown measures implemented in response to COVID-19 influenced your decision to invest in new digital capabilities? (please tick answer that applies most)

- Prompted the adoption
- Accelerated the adoption
- No influence

39. So far, what has been the impact of the new digital capabilities on your business performance (i.e. profitability) relative to if you had not adopted it?

- Positive
- Negative
- No impact

40. What do you expect to be the effects of continuing to employ the new digital capabilities on your workforce?

- It should improve productivity of employees in their current tasks
- It will allow us to re-allocate employees to more productive tasks
- It will imply a need for fewer employees over time
- Other (please specify)

41. Do you expect to continue using these new capabilities beyond the COVID-19 crisis?

- Yes
- No

42. Are you considering investing in any new capabilities in the near future?

- Yes
- No

New Business Processes – Management practices

43. Have you adopted any new management practices since end of March 2020 (examples include new processes around your business operations, HR and people management)?

Yes

No

44. How have lockdown measures implemented in response to COVID-19 influenced the adoption of these new management practices? (please tick answer that applies most)

- Prompted the adoption
- Accelerated the adoption
- No influence

45. So far, what has been the impact of the new management practices on your business performance (i.e. profitability) relative to if you had not adopted it?

- Positive
- Negative
- No impact

46. What do you expect to be the effects of continuing to employ the new management practices on your workforce?

- It should improve productivity of employees in their current tasks
- It will allow us to reallocate employees to more productive tasks
- It will imply a need for fewer employees over time
- Other (please specify)

47. Do you expect to continue employing these new management practices beyond the COVID-19 crisis?

- Yes
- No

48. Are you considering adopting any new management practices in the near future?

Yes

No

49. In general, which of the following would you consider barriers to adopting new technologies, capabilities or organisational 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 COVID-19, Brexit, or other economic risks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

50. 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 management training / consultancy
- Provision of staff training
- Investments in digital / professional skills for young people entering the workforce
- Investments in telecommunications infrastructure (broadband, mobile)
- Other (please specify)

New Products or Services

51. Have you developed any new products/services since end of March 2020?

Yes

No

52. Please specify the type of new product/services (please select all that apply)

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

53. How have lockdown measures implemented in response to COVID-19 influenced the introduction of the new product/service(s)? (please tick answer that applies most)

- Prompted the launch of new product/service
- Accelerated the launch of product/service already in development
- No influence

54. So far, what has been the impact of the new product/service(s) on business performance (i.e. profitability) relative to if you had not introduced it?

- Positive
- Negative
- No impact

55. Do you expect to offer the new product/service(s) into the future (i.e. once social distancing restrictions are lifted)?

- Yes
- No

56. Which of the following types of government assistance would enable you to innovate new products or 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
- 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 product/services e.g. Testbeds
- Investments in telecommunications infrastructure (broadband, mobile)
- Other (please specify)

57. 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)

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:

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