

## THAILAND

The Foundation of Thailand Productivity Institute (FTPI)  
in collaboration with the World Bank

# PRODUCTIVITY AND INVESTMENT CLIMATE STUDY THAILAND (PICS-2007)

## *Manufacturing Sector Survey Questionnaire*

### *Part I*

*(To be administered to Chief Executive Officers (CEO), general managers or business owners)*

#### About the survey

The Foundation for the Thailand Productivity Institute (FTPI) has been given the responsibility to conduct a productivity and Investment Climate Survey (PICS) with the assistance of the World Bank. This work is conducted under the supervision of the the Ministry of Industry, and its results will support Thailand's initiative to improve productivity and competitiveness of firms operating in Thailand.

The Productivity and Investment Climate Survey is a collaborative effort of the Thailand Government and the World Bank. Similar surveys are being carried out in several other countries. Parts of the survey questionnaire can be filled out by your staff working from your records; other parts should be answered by the owner or plant manager. A team of enumerators will visit your plant to go through the questionnaire with you or your staff. **Only aggregate or average information from a large sample of firms will be published and we guarantee confidentiality for all individual responses.**

The general purpose of the survey is to understand the investment climate in Thailand and how it affects business performance, with the objective to improve it. We will provide you with a summary report that will be directly useful to you in that it will enable you to benchmark your business and your industry against domestic and international competitors. The survey will also provide useful information about the investment climate in Thailand in the international context. The World Bank's experience in a wide range of countries shows that this information can be crucial for improving the investment climate so that businesses and workers can prosper.

The questionnaire begins with items about the origin and shareholding status of a business, including questions about the background of the owner or manager. This information is useful to determine if and how the interaction between investment climate and business performance varies by business types (foreign versus domestic, or new versus experienced). It then proceeds to issues of finance (to examine financial constraints on business and expansion), technology (to assess the ease of access to new technologies), relationship with other firms (to gauge the importance of associations and networks), government regulation, contract enforcement, labor relations and international trade. What will eventually emerge is a comprehensive picture of the environment in which businesses are operating in Thailand, both their strengths and weaknesses.

**To Enumerators**

For precision of statements, the acronym "KE"- for a fictional business, Khon-Kaen Electronics-appears in places where the name of the participating business should be. Similarly "Electronics" appears where the sector of activity of the business should be.

**ESTABLISHMENT NAME:**

**ESTABLISHMENT NO. \_\_\_\_\_**

**Address:**

**INDUSTRY CODE:** [type](#)

1. Processing Food
2. Textile
3. Garment
4. Auto Parts
5. Electronics

6. Electrical Appliances
7. Rubber and Plastic
8. Furniture
9. Machinery and Equipment

**ISIC:** [isic](#)

**REGION CODE:** [location](#)

1. North
2. Central
3. Bangkok and Vicinity
4. East

5. Upper North-East
6. Lower North-East
7. South

**City Codes:** [province](#)

**City Name:**

**Name of Enumerator:**

**Name of Respondance:**

**Current Position:**

**Phone number:**

**Email:**

**Fax Number:**

**Interview Date:**

**Start Time:**

**Finish time:**

**Enumeration validated by (Inspector):**

**Date/Time:**

**SECTION I  
GENERAL INFORMATION**

I.1. In what year did [KE] start its operations in this country? \_\_\_ **Q1\_1\_r1\_c1** \_\_\_ month \_\_\_ **Q1\_1\_r1\_c2** \_\_\_ year

I.2. How many full time employees did [KE] have when it started operations? \_\_\_ **Q1\_2** \_\_\_ (number)

I.3. How many full time employees does [KE] have now (at the time of this interview)? \_\_\_ **Q1\_3** \_\_\_ (number)

I.4. What percentage of your firm is owned by:

- |                             |                       |                            |
|-----------------------------|-----------------------|----------------------------|
| 1. Private sector:          | a) domestic.....      | ___ <b>Q1_4_r1_c1</b> ___% |
|                             | b) foreign .....      | ___ <b>Q1_4_r2_c1</b> ___% |
| 2. Government               |                       | ___ <b>Q1_4_r3_c1</b> ___% |
| Others (Please Specify) ... | <b>Q1_4_Other</b> ... | ___ <b>Q1_4_r4_c1</b> ___% |
|                             | TOTAL                 | 100 %                      |

I.5. What fraction of the sales of [KE] are to the government or to state-owned enterprises? \_\_ **Q1\_5** \_\_\_%

I.6. What is the current legal status of [KE]? \_ **Q1\_6** \_\_\_\_\_

1. Individual proprietorship
2. Partnership
3. Private limited Company
4. Public Limited Company
5. Cooperative
6. Others (Please Specify) .....

I.7. How many plants/factories are under [KE]' s control? \_ **Q1\_7** \_\_\_ (number)

[A plant or factory is defined as a manufacturing facility that is geographically distinct from other facilities. A production line does not, by itself constitute a plant or factory.]

I.7.a. How many are located:

1. In this city or town: \_\_\_ **Q1\_7\_a\_r1\_c1** \_\_\_ (number)
2. In this province \_\_\_ **Q1\_7\_a\_r2\_c1** \_\_\_ (number)
3. In this Region: \_\_\_ **Q1\_7\_a\_r3\_c1** \_\_\_ (number)
4. In this country: \_\_\_ **Q1\_7\_a\_r4\_c1** \_\_\_ (number)
5. In other countries: \_\_\_ **Q1\_7\_a\_r5\_c1** \_\_\_ (number)

I.7.b. How many are in this industry? \_\_\_ **Q1\_7\_b** \_\_\_ (number)

I.7.c. How many are in Business Services (IT, Communication, Advertising, Transports Logistics)  
\_\_\_ **q1\_7\_c** \_\_\_ (number)

I.8. Where are your headquarters and your principal operating facility/plant located in this country?

Headquarters \_\_\_ **q1\_8\_r1\_c1** \_\_\_ (name of city)  
Principal operating facility/plant \_\_\_ **q1\_8\_r2\_c1** \_\_\_ (name of city)

I.9. Is your firm a member of a financial group or holding company? \_\_\_ **Q1\_9** \_\_\_ Yes=1 No=2

I.10. Is this plant located in a Science park operated by NSTDA? \_\_\_ **Q1\_10** \_\_\_ Yes=1 No=2

I.11. Was [KE] listed on the Stock Exchange of Thailand (SET)? \_\_\_ **Q1\_11** \_\_\_ Yes =1 No=2

I.12. Did [KE] export any part of its output in the past year? \_\_\_ **Q1\_12** \_\_\_ Yes =1 No=2

## SECTION II GOVERNANCE AND OWNERSHIP STRUCTURE

### A. Information on [Khun Phanom], CEO of [KE]

II.1. Gender of [Khun Phanom] \_\_\_ **Q2\_1** \_\_\_ Male=1 Female=2

II.2. How long have you, [Khun Phanom], been working for this firm? \_\_\_ **Q2\_2** \_\_\_ years

II.3. What is the highest level of education completed by you [Mr. Mostafa]? \_\_ **Q2\_3** \_\_\_\_\_

Code:

1= Degree

2= Por Wor Sor

3= Upper secondary / Por Wor Shor

4= Lower secondary

5= Primary

6= None (illiterate)

II.3.a. If you obtained a University degree, in what field is it? \_\_ **Q2\_3\_a** \_\_\_\_\_

1 = Science & Engineering

2 = Medical science

3 = Economics and Business

4= Other Social Science & Humanity

Others (Please Specify) \_ \_\_\_\_\_

II.4. What is your citizenship? \_\_\_\_\_ **Q2\_4** \_\_\_\_\_ (country)

II.5. How many years of experience in [Electronics] manufacturing did you [Khun Phanom] have before joining [KE]? \_\_ **Q2\_5** \_\_\_\_\_ years

II.6. What is the highest level of education completed by Khun Phanom's father? \_\_ **Q2\_6** \_\_\_\_\_

Code: 1= Degree

2= Por Wor Sor

3= Upper secondary / Por Wor Shor

4= Lower secondary

5= Primary

6= None (illiterate)

II.7. Approximately in what wealth bracket were your parents? [Khun Phanom's] \_\_ **Q2\_7** \_\_\_\_\_

Code: 1= High

2= Middle

3= Low

II.8. Are you [Khun Phanom], the CEO of [KE], ALSO ITS SOLE OWNER? \_\_ **Q2\_8** \_\_\_\_\_

1. Yes .....Skip to Section III

2. No.....Skip to question II.9

II.9. Are you [Khun Phanom] a shareholder of [KE]? \_\_ **Q2\_9** \_\_\_\_\_

1. YES ..... How big is your [Khun Phanom's] share? \_\_ **Q2\_9\_y** \_\_\_\_\_%

2. NO

II.10. Who is the largest shareholder? \_\_\_ **Q2\_10** \_\_\_\_\_

Codes

- |                                       |        |                      |
|---------------------------------------|--------|----------------------|
| 0. Khun Panom (CEO)                   | _____→ | Go to question II.12 |
| 1. A family member of yours           | _____→ | Go to Part B         |
| 2. Other individual private investors | _____→ | Go to Part B         |
| 3. Local financial institution        | _____→ | Go to Part C         |
| 4. Local private sector corporation   | _____→ | Go to Part C         |
| 5. Multi-national companies           | _____→ | Go to Part C         |

### Part B. Information on single owner/majority shareholder

II.11. What is the share owned by the majority shareholder? \_\_\_ **Q2\_11** \_\_\_\_\_%

II.12. Did the current owner/majority shareholder form [KE]? \_\_\_ **Q2\_12** \_\_\_

1. Yes ..... In case of the interviewee is the owner ,go to question II.18  
..... In case of the interviewee is not the owner , go to question II.13
2. No

II.12.a. How did the current owner/majority shareholder acquire [KE]? \_\_\_ **Q2\_12\_a** \_\_\_\_\_

Code: 1= Bought it

2= Inherited it

Other: \_\_\_\_\_ (Please specify)

II.13. Gender of owner/majority shareholder \_\_\_ **Q2\_13** \_\_\_\_\_ Code: 1=Male 2=Female

II.14. What is the highest level of education completed by owner/majority shareholder? \_\_\_ **Q2\_14** \_\_\_\_\_

Code: 1= Degree

2= Por Wor Sor

3= Upper secondary / Por Wor Shor

4= Lower secondary

5= Primary

6= None (illiterate)

II.14.a. If he obtained a University degree, in what field is it? \_\_\_ **Q2\_14\_a** \_\_\_\_\_

1 = Science & Engineering

2 = Medical science

3 = Economics and Business

4= Other Social Science & Humanity

Other (Please specify) .....

II.15. How many years of experience in [Electronics] manufacturing did the owner/majority shareholder have before becoming involved in [KE]?   Q2\_15    
years

II.16. Approximately in what wealth bracket were the parents of the owner/majority shareholder?   Q2\_16  

Code: 1= High  
2= Middle  
3= Low

II.17. What is the highest level of education completed by the parents of the owner/majority shareholder?   Q2\_17  

Code: 1= Degree  
2= Por Wor Sor  
3= Upper secondary / Por Wor Shor  
4= Lower secondary  
5= Primary  
6= None (illiterate)

II.18. Has the father of the owner/majority shareholder been an entrepreneur?   Q2\_18   Yes=1 No=2

**(Skip to Section III)**

### **Part C. Information on the Parent Company (for subsidiaries/divisions of business groups)**

II.19.a What is the share owned by the parent company?   Q2\_19\_a  %

II.19.b Where are the headquarters of the Parent Company of [KE]?   Q2\_19\_b  

Code: 1=in the same city/town as [KE]  
2=in another city in this country  
3=in another country   Q2\_19\_b\_Other   (name the country)

II.20. Does [KE] participate in a "liquidity center" managed by [Parent company], i.e., does [KE] pass its excess liquidity to [Parent establishment] or other companies owned by [Parent company]?   Q2\_20   Yes=1 No=2

II.21. Does [KE] make its own investment decisions or are all investment decisions made by [Parent establishment]   Q2\_21  

Code: 1= [KE] makes all its investment decisions independently  
2= [Parent establishment] makes all investment decisions for [KE]  
3= Decisions are made jointly.

## **SECTION III INVESTMENT, TECHNOLOGY AND INNOVATION**

### **Part A. Investment and Capacity**

III.1. When did you make your most recent purchase of machinery or equipment used in the production process?

\_\_\_ Q3\_1\_r1\_c1 \_\_\_ month \_\_\_ Q3\_1\_r1\_c2 \_\_\_ year

III.1.a. What was of the value of that purchase? \_\_\_ Q3\_1\_a \_\_\_ Baht

III.1.b. How was it financed? [*Multiple answers allowed, circle what applies*]

1. by owner/parent establishment;
  2. Retained earnings;
  3. Bank overdraft;
  4. Bank loan;
  5. Leasing;
  6. Loans from associations (such as informal Rotative Savings and Credit Associations)
  7. Loans from friends/relatives
- Other sources (please specify) \_\_\_\_\_

1st answer \_\_\_ Q3\_1\_b\_r1\_c1 \_\_\_  
2nd answer \_\_\_ Q3\_1\_b\_r2\_c1 \_\_\_  
3rd answer \_\_\_ Q3\_1\_b\_r3\_c1 \_\_\_  
4th answer \_\_\_ Q3\_1\_b\_r4\_c1 \_\_\_  
5th answer \_\_\_ Q3\_1\_b\_r5\_c1 \_\_\_  
6th answer \_\_\_ Q3\_1\_b\_r6\_c1 \_\_\_  
7th answer \_\_\_ Q3\_1\_b\_r7\_c1 \_\_\_

III.1.c. What percentage of this most recent purchase of machinery or equipment was

- a. domestic new machinery or equipment \_\_\_ Q3\_1\_c\_r1\_c1 \_\_\_ %
  - b. domestic second-hand machinery or equipment? \_\_\_ Q3\_1\_c\_r2\_c1 \_\_\_ %
  - c. imported new machinery or equipment? \_\_\_ Q3\_1\_c\_r3\_c1 \_\_\_ %
  - d. imported second-hand machinery or equipment? \_\_\_ Q3\_1\_c\_r4\_c1 \_\_\_ %
- 100%

**(In case that the most recent purchase of machinery and equipment was 100 percent domestically, skip to question III.2.1)**

III.2. If you imported part or all the most recent major purchase of machinery and equipment, what was the rate of import duty paid? \_\_\_ Q3\_2 \_\_\_ % (Please put '0' if no import duty was paid)

III.2.a. Of your outlay on imported machinery or equipment referred before, what share was from

1. Country ... \_\_\_ Q3\_2\_a\_r1\_c1 \_\_\_ \_\_\_ Q3\_2\_a\_r1\_c2 \_\_\_ %
2. Country ... \_\_\_ Q3\_2\_a\_r2\_c1 \_\_\_ \_\_\_ Q3\_2\_a\_r2\_c2 \_\_\_ %
3. Country ... \_\_\_ Q3\_2\_a\_r3\_c1 \_\_\_ \_\_\_ Q3\_2\_a\_r3\_c2 \_\_\_ %
4. Other ... \_\_\_ Q3\_2\_a\_r3\_c1 \_\_\_ \_\_\_ Q3\_2\_a\_r4\_c2 \_\_\_ %

Total 100%

III.2.1 For your most recent investment, which incentives did you get?

*[Multiple answers allowed, circle what applies]*

1. Imported Tax Reduction
2. Income Tax Reduction
3. Raw Material Tax Reduction
4. Lower Loan Rate
- Other (Please specify) .....

1st answer \_\_\_ [Q3\\_2\\_1\\_r1\\_c1](#) \_\_\_  
 2nd answer \_\_\_ [Q3\\_2\\_1\\_r2\\_c1](#) \_\_\_  
 3rd answer \_\_\_ [Q3\\_2\\_1\\_r3\\_c1](#) \_\_\_  
 4th answer \_\_\_ [Q3\\_2\\_1\\_r4\\_c1](#) \_\_\_  
 5th answer \_\_\_ [Q3\\_2\\_1\\_r5\\_c1](#) \_\_\_

III.3. What percentage of your profits were re-invested in your firm in the year 2006? \_\_\_ [Q3\\_3](#) \_\_\_%

III.4. Do you expect to make a substantial increase in investment in order to increase capacity or improve quality?

\_\_\_ [Q3\\_4](#) \_\_\_

1. No (Skip to III.5)
2. Firm is closing (Skip to III.5)

III.4.1. Please describe your future investment plans.

Time period	Roughly, how large an investment are you planning to make? (in million baht)	...of which:	
		% in IT	% outside Thailand
Within 2007	<a href="#">Q3_4_1_r1_c1</a>	<a href="#">Q3_4_1_r1_c2</a>	<a href="#">Q3_4_1_r1_c3</a>
Between 2007 and 2009	<a href="#">Q3_4_1_r2_c1</a>	<a href="#">Q3_4_1_r2_c2</a>	<a href="#">Q3_4_1_r2_c3</a>

III.5. Does your firm currently invest outside Thailand?

1. None
2. Sales Office
3. Distribution Center
4. Production Facilities

(If the answer are not 3 or 4 included, Skip to III.6)

1st answer \_\_\_ [Q3\\_5\\_r1\\_c1](#) \_\_\_  
 2nd answer \_\_\_ [Q3\\_5\\_r2\\_c1](#) \_\_\_  
 3rd answer \_\_\_ [Q3\\_5\\_r3\\_c1](#) \_\_\_  
 4th answer \_\_\_ [Q3\\_5\\_r4\\_c1](#) \_\_\_

III.5.a. what percentage of your total investment in 2006 was abroad? \_\_\_ [Q3\\_5\\_a](#) \_\_\_%

III.5.b. what percentage of your latest investment abroad went to:

China	_____	<u>Q3_5_b_r1_c1</u>	_____	%
Other Asian countries	_____	<u>Q3_5_b_r2_c1</u>	_____	%
USA	_____	<u>Q3_5_b_r3_c1</u>	_____	%
Europe	_____	<u>Q3_5_b_r4_c1</u>	_____	%
Africa	_____	<u>Q3_5_b_r5_c1</u>	_____	%
Others	_____	<u>Q3_5_b_r6_c1</u>	_____	%
Total	_____	100	_____	%

III.5.c. What are the three most important reasons why you chose to invest abroad?

1. Q3\_5\_c\_r1\_c1  
2. Q3\_5\_c\_r2\_c1  
3. Q3\_5\_c\_r3\_c1

1. In search of cheap labor abroad
  2. Higher worker productivity abroad
  3. Lower taxes on profits abroad
  4. Better infrastructure abroad
  5. Larger market for my products abroad
  6. High taxes on inputs in Thailand
  7. Shortage of unskilled workers in Thailand
  8. Shortage of skilled workers in Thailand
- Others (please specify) \_\_\_\_\_

III.6. What percentage [of the value] of KE's plant machinery and equipment is of age

1. <5 years old \_\_\_\_\_ Q3\_6\_r1\_c1 % How many more years can it be used? Q3\_6\_r1\_c2 years
  2. 5-10 years old \_\_\_\_\_ Q3\_6\_r2\_c1 % How many more years can it be used? Q3\_6\_r2\_c2 years
  3. 10-20 years old \_\_\_\_\_ Q3\_6\_r3\_c1 % How many more years can it be used? Q3\_6\_r2\_c2 years
  4. >20 years old \_\_\_\_\_ Q3\_6\_r4\_c1 % How many more years can it be used? Q3\_6\_r2\_c2 years
- 100%

III.7. What percentage of your production machines is computer controlled ? (% of the original net value of the fixed assets) \_\_\_\_\_ Q3\_7 \_\_\_\_\_%

III.8. {Capacity utilization is the amount of output actually produced relative to the maximum amount that can be produced.} At what capacity did this plant produce

.....

- a) in 2006 \_\_\_\_\_ Q3\_8\_r1\_c1 \_\_\_\_\_%
- b) in 2005 \_\_\_\_\_ Q3\_8\_r2\_c1 \_\_\_\_\_%

c) in 2004 \_\_\_ Q3\_8\_r3\_c1 \_\_\_%

III.9. If your capacity was not fully utilized in 2006, was it because of: [Multiple answers allowed, circle what applies]

- (1) Local raw materials and intermediate inputs shortage
- (2) Imported raw material and intermediate inputs shortage
- (3) Lack of working capital
- (4) Low demand
- (5) skilled labor Shortage
- (6) Unskilled labor Shortage
- (7) Structural Over-capacity
- Others (please specify) \_\_\_\_\_

1st answer \_\_\_ Q3\_9\_r1\_c1 \_\_\_  
2nd answer \_\_\_ Q3\_9\_r2\_c1 \_\_\_  
3rd answer \_\_\_ Q3\_9\_r3\_c1 \_\_\_  
4th answer \_\_\_ Q3\_9\_r4\_c1 \_\_\_  
5th answer \_\_\_ Q3\_9\_r5\_c1 \_\_\_  
6th answer \_\_\_ Q3\_9\_r6\_c1 \_\_\_  
7th answer \_\_\_ Q3\_9\_r7\_c1 \_\_\_  
8th answer \_\_\_ Q3\_9\_r8\_c1 \_\_\_

#### Part B. NEW PRODUCTS/PROCESSES AND RESEARCH & DEVELOPMENT (R&D)

III.10. How many types of products does your establishment produce? \_\_\_ Q3\_10 \_\_\_ (number)

III.11. How many new products has our establishment introduced in the last three years (2004-2006)?  
\_ Q3\_11 \_ (number)

**If new products**, What percent of the plant's sales did the new products account for in 2006? \_\_\_ Q3\_11\_a \_\_\_%

What percent of your exports did the new products account for in 2006? \_\_\_ Q3\_11\_b \_\_\_%

III.12. Did [KE] employ staff exclusively for design/doing innovation/R&D in 2006? \_\_\_ Q3\_12 \_\_\_

- 1. Yes, how many employees? \_\_\_ Q3\_12\_y \_\_\_ (number)
- 2. No

III.13. Did [KE] subcontract R&D projects to other companies or organizations? \_\_\_ Q3\_13 \_\_\_ Yes=1 No=2

III.14. How much did your firm spend in royalties in year 2006? \_\_\_ Q3\_14 \_\_\_ Baht

III.15. Are you planning to introduce new designs/Products in the next 2 years (2007-2008)? \_\_\_ Q3\_15 \_\_\_  
Yes=1 No=2

**Part C. TECHNOLOGICAL INNOVATION**

III.16.a Has your establishment undertaken any of the following initiatives in the last two years (2005-2006) ?

**PLEASE ANSWER ALL QUESTIONS**

	Undertake	
	Yes	No
1. Upgraded your machinery and equipment in the last 2 years <a href="#">Q3_16_a_r1_c1</a>	1	2
2. Entered new markets due to process or product improvements in quality or cost <a href="#">Q3_16_a_r2_c1</a>	1	2
3. Filed any patents/utility models or copyright protected materials <a href="#">Q3_16_a_r3_c1</a>	1	2
4. Developed a major new product line <a href="#">Q3_16_a_r4_c1</a>	1	2
5. Upgraded an existing product line <a href="#">Q3_16_a_r5_c1</a>	1	2
6. Introduced new technology that has substantially changed the way the main product is produced <a href="#">Q3_16_a_r6_c1</a>	1	2
7. Discontinued at least one product (not production) line <a href="#">Q3_16_a_r7_c1</a>	1	2

III.16.b Has your company undertaken any of the following initiatives in the last two years (2005-2006) ?

**PLEASE ANSWER ALL QUESTIONS**

	Undertake	
	Yes	No
8. Opened a new plant <a href="#">Q3_16_b_r1_c1</a>	1	2

9. Closed at least one existing plant or outlet <a href="#">Q3_16_b_r2_c1</a>	1	2
10. Entered a new joint venture agreement with a foreign partner <a href="#">Q3_16_b_r3_c1</a>	1	2
11. Obtained a new licensing agreement <a href="#">Q3_16_b_r4_c1</a>	1	2
12. Outsourced a major production activity that was previously conducted in-house <a href="#">Q3_16_b_r5_c1</a>	1	2
13. Brought in-house a major production activity that was previously outsourced <a href="#">Q3_16_b_r6_c1</a>	1	2

**IF ANSWER IS ALL 'NO' GO TO III.27**

III.17. Generally, what are the leading ways in which your establishment acquires technological innovations? Please rank the most three important ways.

- \_\_\_ 1) Embodied in new local machinery or equipment
- \_\_\_ 2) Embodied in new Imported machinery or equipment
- \_\_\_ 3) By hiring key personnel
- \_\_\_ 4) Licensing or turnkey operations from international sources
- \_\_\_ 5) Licensing or turnkey operations from domestic sources
- \_\_\_ 6) Developed or adapted within the establishment locally
- \_\_\_ 7) Transferred from parent company
- \_\_\_ 8) Developed in cooperation with client firms
- \_\_\_ 9) Developed with equipment or machinery supplier
- \_\_\_ 10) From a business or industry association
- \_\_\_ 11) Consultants
- \_\_\_ 12) From universities, public institutions
- \_\_\_ 13) Mergers and acquisitions
- \_\_\_ Other (please specify: \_\_\_\_\_)

1st order \_\_\_ [Q3\\_17\\_r1\\_c1](#) \_\_\_

2nd order \_\_\_ [Q3\\_17\\_r2\\_c1](#) \_\_\_

3rd order \_\_\_ [Q3\\_17\\_r3\\_c1](#) \_\_\_

III.18. If technological innovations were developed or adapted locally, did you seek help/collaboration with:

*[Multiple answers allowed, circle what applies]*

- 1. Other firms
- 2. Universities
- 3. Research institutions
- 4. Use any government incentives
- Other (Specify).....

1st answer \_\_\_ [Q3\\_18\\_r1\\_c1](#) \_\_\_

2nd answer \_\_\_ [Q3\\_18\\_r2\\_c1](#) \_\_\_

3rd answer \_\_\_ [Q3\\_18\\_r3\\_c1](#) \_\_\_  
4th answer \_\_\_ [Q3\\_18\\_r4\\_c1](#) \_\_\_  
5th answer \_\_\_ [Q3\\_18\\_r5\\_c1](#) \_\_\_

III.19. If technology transferred from parent establishment, were the following necessary

Yes=1 No=2

1. adaptation or R&D to suit local conditions \_\_\_ [Q3\\_19\\_r1\\_c1](#) \_\_\_  
2. training of workforce to implement technology \_\_\_ [Q3\\_19\\_r2\\_c1](#) \_\_\_

III.20. Is your firm a supplier to a Multi-National Corporation (MNC)? \_\_\_ [Q3\\_20](#) \_\_\_

1. Yes 2. No (*Skip to III.21*)

III.20.a Did you learn any new technology from that MNC? \_\_\_ [Q3\\_20\\_a](#) \_\_\_

1. Yes 2. No (*Skip to III.21*)

III.20.b Was it explicitly via MNC licensing, training, quality certification programs \_\_\_ [q3\\_20\\_b](#) \_\_\_ Yes=1 No=2

III.20.1. What is the most important reason why your firm does not engage more in innovative activities such as production and logistical process improvements, product quality enhancements, new product development, and technology adoption? \_\_\_ [Q3\\_20\\_1](#) \_\_\_  
(NOTE: Please choose only one of the following options)

- a. Low returns to innovative activity (i.e., there is no business case for spending time, effort or money on innovative activities)  
b. Insufficient knowledge about possible innovative activities  
c. High cost of financing innovative activities  
d. Lack of knowledgeable and trained personnel who can contribute to innovative activities  
e. Other \_\_\_\_\_

III.21. Have you received any Government incentives to conduct technological innovation and R&D? \_\_\_ [Q3\\_21](#) \_\_\_

Yes=1 No=2

III.22. Please give your assessment of the following Schemes:

	Have you benefited from this specific scheme?  1=Yes 2=No, I Never heard about this scheme 3. No, I applied and was turned down 4. No, I never applied because process too long and complicated 5. No, I never applied for other reasons	If yes, When did you get this benefit?  (Year)	How critical was this to your firm?  0= no value 1= minor value 2= moderate value 3= major value 4= critical value to your firm	What is the single most important problem with this scheme?
1. Science Park Project (NSTDA)	<a href="#">Q3_22_r1_c1</a>	<a href="#">Q3_22_y_r1_c1</a>	<a href="#">Q3_22_y_r1_c2</a>	<a href="#">Q3_22_y_r1_c3</a>
2. Software Park Project (NSTDA)	<a href="#">Q3_22_r2_c1</a>	<a href="#">Q3_22_y_r2_c1</a>	<a href="#">Q3_22_y_r2_c2</a>	<a href="#">Q3_22_y_r2_c3</a>
3. Low-interest Loan for Technological Development in Private Sector (NSTDA)	<a href="#">Q3_22_r3_c1</a>	<a href="#">Q3_22_y_r3_c1</a>	<a href="#">Q3_22_y_r3_c2</a>	<a href="#">Q3_22_y_r3_c3</a>
4. Industrial Technology Assistance Program; ITAP (NSTDA)	<a href="#">Q3_22_r4_c1</a>	<a href="#">Q3_22_y_r4_c1</a>	<a href="#">Q3_22_y_r4_c2</a>	<a href="#">Q3_22_y_r4_c3</a>

5. Technology Licensing Officer ;TLO (NSTDA)	<a href="#">Q3_22_r5_c1</a>	<a href="#">Q3_22_y_r5_c1</a>	<a href="#">Q3_22_y_r5_c2</a>	<a href="#">Q3_22_y_r5_c3</a>
6. Technology Business Incubator (NSTDA)	<a href="#">Q3_22_r6_c1</a>	<a href="#">Q3_22_y_r6_c1</a>	<a href="#">Q3_22_y_r6_c2</a>	<a href="#">Q3_22_y_r6_c3</a>
7. Open Lab (NSTDA)	<a href="#">Q3_22_r7_c1</a>	<a href="#">Q3_22_y_r7_c1</a>	<a href="#">Q3_22_y_r7_c2</a>	<a href="#">Q3_22_y_r7_c3</a>
8. NSTDA Investment Center	<a href="#">Q3_22_r8_c1</a>	<a href="#">Q3_22_y_r8_c1</a>	<a href="#">Q3_22_y_r8_c2</a>	<a href="#">Q3_22_y_r8_c3</a>
9. NSTDA Northern Network	<a href="#">Q3_22_r9_c1</a>	<a href="#">Q3_22_y_r9_c1</a>	<a href="#">Q3_22_y_r9_c2</a>	<a href="#">Q3_22_y_r9_c3</a>
10. Interest-Free Innovation (NSTDA)	<a href="#">Q3_22_r10_c1</a>	<a href="#">Q3_22_y_r10_c1</a>	<a href="#">Q3_22_y_r10_c2</a>	<a href="#">Q3_22_y_r10_c3</a>
11. 200% Tax Reduction for R&D Expenditure (Revenue Department and NSTDA)	<a href="#">Q3_22_r11_c1</a>	<a href="#">Q3_22_y_r11_c1</a>	<a href="#">Q3_22_y_r11_c2</a>	<a href="#">Q3_22_y_r11_c3</a>
12. Innovation - Capital Transformation (National Innovation Agency)	<a href="#">Q3_22_r12_c1</a>	<a href="#">Q3_22_y_r12_c1</a>	<a href="#">Q3_22_y_r12_c2</a>	<a href="#">Q3_22_y_r12_c3</a>
13. Funding for Innovation in group of entrepreneur (National Innovation Agency)	<a href="#">Q3_22_r13_c1</a>	<a href="#">Q3_22_y_r13_c1</a>	<a href="#">Q3_22_y_r13_c2</a>	<a href="#">Q3_22_y_r13_c3</a>
14. Innovation joint venture (National Innovation Agency)	<a href="#">Q3_22_r14_c1</a>	<a href="#">Q3_22_y_r14_c1</a>	<a href="#">Q3_22_y_r14_c2</a>	<a href="#">Q3_22_y_r14_c3</a>
15. Innovation Development and Working Capital Fund for R&D (National Innovation Agency)	<a href="#">Q3_22_r15_c1</a>	<a href="#">Q3_22_y_r15_c1</a>	<a href="#">Q3_22_y_r15_c2</a>	<a href="#">Q3_22_y_r15_c3</a>
16. Grant and Matching Fund (The Thailand Research Fund)	<a href="#">Q3_22_r16_c1</a>	<a href="#">Q3_22_y_r16_c1</a>	<a href="#">Q3_22_y_r16_c2</a>	<a href="#">Q3_22_y_r16_c3</a>
17. Skill, Technology and Innovation Promotion (BOI)	<a href="#">Q3_22_r17_c1</a>	<a href="#">Q3_22_y_r17_c1</a>	<a href="#">Q3_22_y_r17_c2</a>	<a href="#">Q3_22_y_r17_c3</a>
18. R&D investment promotion (BOI)	<a href="#">Q3_22_r18_c1</a>	<a href="#">Q3_22_y_r18_c1</a>	<a href="#">Q3_22_y_r18_c2</a>	<a href="#">Q3_22_y_r18_c3</a>
Other (Please Specify) ... <a href="#">Q3_22_o</a> .....	<a href="#">Q3_22_r19_c1</a>	<a href="#">Q3_22_y_r19_c1</a>	<a href="#">Q3_22_y_r19_c2</a>	<a href="#">Q3_22_y_r19_c3</a>

III.22.1 On a scale of 1(=not important) to 5(=critically important), please rate each of the following possible government initiatives in terms of how important it would be in promoting innovative activity by your firm.

	<b>not important -----&gt; critically important</b>
--	---

a. Direct financial incentives (e.g., subsidies, low-interest rate loans) <a href="#">Q3_22_1_r1_c1</a>	1	2	3	4	5
b. Indirect incentives (e.g., tax deductions) <a href="#">Q3_22_1_r2_c1</a>	1	2	3	4	5
c. Technical assistance <a href="#">Q3_22_1_r3_c1</a>	1	2	3	4	5
d. Public investment in equipment and demonstration facilities <a href="#">Q3_22_1_r4_c1</a>	1	2	3	4	5
e. Strengthen intellectual property rights <a href="#">Q3_22_1_r5_c1</a>	1	2	3	4	5
f. Reforms in other areas (e.g., streamline tax reporting processes, remove restrictions on capacity expansion) <a href="#">Q3_22_1_r6_c1</a>	1	2	3	4	5
g. Promote industrial estates and facilitate access to infrastructure services (e.g., access to industrial water, effluent treatment facilities, etc.) <a href="#">Q3_22_1_r7_c1</a>	1	2	3	4	5
h. Other <a href="#">Q3_22_1_o</a> <a href="#">Q3_22_1_r8_c1</a>	1	2	3	4	5

III.23. Have you worked with research/technology support institutions (e.g. universities etc) to acquire or upgrade technology in the past three years? \_\_\_\_  
[Q3\\_23](#)

1. Yes
2. No (Skip to III.24)

III.23.a. could you please list the three research/technology support institutions you work with the most?

1. \_\_\_\_\_ [Q3\\_23\\_a\\_r1\\_c1](#) \_\_\_\_\_ (name of institute)
2. \_\_\_\_\_ [Q3\\_23\\_a\\_r2\\_c1](#) \_\_\_\_\_ (name of institute)
3. \_\_\_\_\_ [Q3\\_23\\_a\\_r3\\_c1](#) \_\_\_\_\_ (name of institute)

III.23.b. Could you rank these three institutions along the listed attributes?

*Please rate on a scale of 1-4 with 1 = very poor, 2 = poor, 3 = fairly good, 4 = very good*

Attributes	Institution 1	Institution 2	Institution 3
Outreach and dissemination of their programs	<a href="#">Q3_23_b_r1_c1</a>	<a href="#">Q3_23_b_r1_c2</a>	<a href="#">Q3_23_b_r1_c3</a>
Ease of application process for support	<a href="#">Q3_23_b_r2_c1</a>	<a href="#">Q3_23_b_r2_c2</a>	<a href="#">Q3_23_b_r2_c3</a>
Transparency of approval/selection process	<a href="#">Q3_23_b_r3_c1</a>	<a href="#">Q3_23_b_r3_c2</a>	<a href="#">Q3_23_b_r3_c3</a>

Relevance/effectiveness of services used:			
i) assistance with search, choice & purchase of new technologies	Q3_23_b_r4_c1	Q3_23_b_r4_c2	Q3_23_b_r4_c3
ii) negotiation on licensing agreements	Q3_23_b_r5_c1	Q3_23_b_r5_c2	Q3_23_b_r5_c3
iii) modifying existing technologies	Q3_23_b_r6_c1	Q3_23_b_r6_c2	Q3_23_b_r6_c3
iv) R&D in breakthrough technologies	Q3_23_b_r7_c1	Q3_23_b_r7_c2	Q3_23_b_r7_c3
Other services (Specify) _____ Q3_23_b_o _____	Q3_23_b_r8_c1	Q3_23_b_r8_c2	Q3_23_b_r8_c3

**(skip to Question 3.25)**

III.24. If you have not worked with any research/technology support institutions in the past three years, list down the three most important reasons.

1. \_\_\_ Q3\_24\_r1\_c1 \_\_\_\_\_
2. \_\_\_ Q3\_24\_r2\_c1 \_\_\_\_\_
3. \_\_\_ Q3\_24\_r3\_c1 \_\_\_\_\_

- i) Haven't heard of them
  - ii) Their services are not relevant to your firm's needs
  - iii) Don't know anyone there to make a first point of contact
  - iv) Application process too cumbersome
  - v) Lack of technical capability in-house to interact with institutions
  - vi) Afraid of in-firm technical knowledge leaking out by collaborating
  - vii) Tried it before and was not a fruitful experience
- Others (Specify) \_\_\_\_\_

III.25. If stronger intellectual property rights (IPR) laws such as copyright and patent laws are adopted and enforced;

1. Would your firm undertake more R&D? \_\_\_ Q3\_25\_r1\_c1 \_\_\_\_\_ Yes=1 No=2
2. Would it make it more costly to acquire new technology? \_\_\_ Q3\_25\_r2\_c1 \_\_\_\_\_ Yes=1 No=2

III.26. Has your firm received any ISO (e.g. 9000, 9002 or 14,000) certification? \_\_\_ Q3\_26 \_\_\_ 1=Yes, 2=No

III.27. What % of your sales are made exclusively to your clients' unique specification (i.e. you cannot sell to other clients)? \_\_\_ Q3\_27 \_\_\_\_\_ %

III.28. What percent of your sales carries a warranty? \_\_\_ Q3\_28 \_\_\_ %

III.29. Do you have your own brand(s)? \_\_\_ Q3\_29 \_\_\_\_\_

1. Yes
2. No (Skip to III.30)

III.29.a. What do you do to market your brand? [Multiple answers allowed, circle what applies]

1. Media advertising
2. Exhibitions
3. Website
4. Do nothing

Other (please specify) \_\_\_\_\_

- 1st answer [Q3\\_29\\_a\\_r1\\_c1](#)
- 2nd answer [Q3\\_29\\_a\\_r2\\_c1](#)
- 3rd answer [Q3\\_29\\_a\\_r3\\_c1](#)
- 4th answer [Q3\\_29\\_a\\_r4\\_c1](#)
- 5th answer [Q3\\_29\\_a\\_r5\\_c1](#)

III.30. What are the main constraints to introducing IT, or expanding IT use, in your company? (Please rank the following factors on a scale of 1 to 5, where 1=not important, 3=important, and 5=critically important)

Constraints	Importance				
	Not important 1	2	Important 3	4	Critically important 5
High cost of IT equipment and maintenance <a href="#">Q3_30_r1_c1</a>					
Lack of knowledgeable and trained IT personnel <a href="#">Q3_30_r1_c1</a>					
Low returns to investments in IT <a href="#">Q3_30_r1_c1</a>					

Lack of experienced consultants to provide or design IT-based solution systems Q3_30_r1_c1					
IT-based systems do not improve productivity Q3_30_r1_c1					
Others (specify) _____ Q3_30_O _____ Q3_30_r1_c1					

**Part D. REGIONAL SUPPLY CHAIN LINKAGES**

III.31. Do you buy part or all your raw materials outside this region? \_\_\_\_\_ Q3\_31 \_\_\_\_\_

1. Yes
2. No (Skip to III.32)

III.31 a. what are the reasons you buy part or all your raw materials outside this region? \_\_\_\_\_ Q3\_31\_a \_\_\_\_\_

~~Multiple answers allowed, circle what applies~~

1. Not available locally
  2. Quality of locally available inputs not suitable for production
  3. A requirement of the client firm/export house/retailer
- Others (Please specify) .....

[Retailer refers to the firm for which this firm produces, i.e. your firm is the subcontractor. It may not be a retailer, so some other terminology is required]

III.32. What percentage of your work force come from:

This region	_____ Q3_32_r1_c1 _____%
Other regions of Thailand	_____ Q3_32_r2_c1 _____%
Neighboring countries (Laos, Myanmar, Cambodia, Malaysia)	_____ Q3_32_r3_c1 _____%
Other countries	_____ Q3_32_r4_c1 _____%
Total	100

III.32 a. If some of your workers are from other regions or from other countries, what are the reasons why? ~~Multiple answers allowed, circle what applies~~ \_\_\_\_\_ Q3\_32\_a \_\_\_\_\_

1. local labor shortage
  2. local labor is more expensive than migrant labor
- Others (please specify) .....

III.33. What % of your raw materials (by value) is shipped by the following transportation modes?

1. Land	_____ Q3_33_r1_c1 _____%
2. Water	_____ Q3_33_r2_c1 _____%
3. Air	_____ Q3_33_r3_c1 _____%

- 4. Water and land \_\_\_\_\_ **Q3\_33\_r4\_c1** \_\_\_\_\_ %
- 5. Air and land \_\_\_\_\_ **Q3\_33\_r5\_c1** \_\_\_\_\_ %
- Others (please specify) ...**q3\_33\_o...** \_\_\_\_\_ **Q3\_33\_r6\_c1** \_\_\_\_\_ %

III.34. What proportion of production cost is transportation/logistics (associated insurance, taxes etc.) cost of inputs? \_\_\_\_\_ **Q3\_34** \_\_\_\_\_ %

III.35. Where do you get information on design/quality (product characteristics) ? \_\_\_\_\_ **Q3\_35** \_\_\_\_\_

- 1. Provided by the client firm/retailer
- 2. Have own sales/ marketing department

III.36. Does the client firm/retailer enforce product quality standards? \_\_\_\_\_ **Q3\_36** \_\_\_\_\_

- 1. Yes
- 2. No (Skip to III.37)

III.36.a. How does the client firm/retailer enforce product quality standards? \_\_\_\_\_ **Q3\_36\_a** \_\_\_\_\_

~~[Multiple answers allowed, circle what applies]~~

- 1. Providing information
- 2. Training staff
- Others (Please specify) .....

III.37. Are services to calibrate and test your machinery and equipment available in your region? \_\_\_\_\_ **Q3\_37** \_\_\_\_\_

- 1. Yes (Skip to III.38)
- 2. No

III.37.a. Where do you get this service from? \_\_\_\_\_ **Q3\_37\_a** \_\_\_\_\_

- 1. Bangkok
- 2. Other region of Thailand (Please Specify \_\_\_\_\_ **Q3\_37\_a\_2** \_\_\_\_\_)
- 3. Foreign country

III.38. What proportion of your finished products is shipped out through the following transportation modes?

- 1. Land \_\_\_\_\_ **Q3\_38\_r1\_c1** \_\_\_\_\_ %
- 2. Water \_\_\_\_\_ **Q3\_38\_r2\_c1** \_\_\_\_\_ %
- 3. Air \_\_\_\_\_ **Q3\_38\_r3\_c1** \_\_\_\_\_ %
- 4. Water and land \_\_\_\_\_ **Q3\_38\_r4\_c1** \_\_\_\_\_ %
- 5. Air and land \_\_\_\_\_ **Q3\_38\_r5\_c1** \_\_\_\_\_ %
- Others (please specify) ...**q3\_38\_o**..... \_\_\_\_\_ **Q3\_38\_r6\_c1** \_\_\_\_\_ %

III.39. Of the total cost of delivering finished goods to your customers (including production, transport and logistics costs), what % is due to the costs of transport and logistics (insurance, taxes, storage, etc.)? \_\_\_\_\_ **Q3\_39** \_\_\_\_\_ %

III.40. Does the retailer engage you in process or product R&D type of activities ? \_\_\_\_\_ **Q3\_40** \_\_\_\_\_ Yes=1 No=2

III.41. Does the retailer send employees (personnel exchanges) to work here to disseminate and diffuse new technologies into your production facility? \_\_\_\_\_ **Q3\_41** \_\_\_\_\_ Yes=1 No=2

**SECTION IV:  
LABOR MARKET, EDUCATION AND SKILLS**

**Part A. LABOR RELATIONS**

IV.1. Given your current level of output, if you were free to choose without restrictions your current level of employment what % of the current level would you choose?   Q4\_1  %

- (If the answer is < 100 % → Skip to IV.1a  
> 100 % → Skip to IV.1b  
= 100 % → Skip to IV.2)

IV.1.a Is any of the following a reason? *[Multiple answers allowed, circle what applies]*

1. Laws and regulations regarding the firing of workers
  2. Pressure from unions
  3. Pressure from political groups
  4. Fear of social sanctions
  5. Anticipation of an upturn in sales
- Others (please specify) .....

1st answer   Q4\_1\_a\_r1\_c1    
2nd answer   Q4\_1\_a\_r2\_c1    
3rd answer   Q4\_1\_a\_r3\_c1    
4th answer   Q4\_1\_a\_r4\_c1    
5th answer   Q4\_1\_a\_r5\_c1    
6th answer   Q4\_1\_a\_r6\_c1  

IV.1.b Is any of the following a reason? *[Multiple answers allowed, circle what applies]*

1. Laws and regulations regarding the employment of foreign workers
  2. Difficulty in employing local workers
  3. Shortage of skilled workers
  4. Anticipation of a downturn in sales
- Others (please specify) .....

1st answer Q4\_1\_b\_r1\_c1  
 2nd answer Q4\_1\_b\_r2\_c1  
 3rd answer Q4\_1\_b\_r3\_c1  
 4th answer Q4\_1\_b\_r4\_c1  
 5th answer Q4\_1\_b\_r5\_c1

IV.2. What are the major problems with labor regulations on a scale from 1 to 4 with the following meaning:  
 Code : 0 = No problem ; 1 minor obstacle → 4 = Major obstacle

	No Problem	Degree of Obstacle				N/A
	0	1	2	3	4	99
(a) Dealing with hiring procedures for local workers <u>Q4_2_r1_c1</u>	0	1	2	3	4	99
(b) Dealing with hiring procedures for foreign workers <u>Q4_2_r2_c1</u>	0	1	2	3	4	99
(c) Layoff procedures and cost of retrenchment <u>Q4_2_r3_c1</u>	0	1	2	3	4	99
(d) Limits on temporary hiring <u>Q4_2_r4_c1</u>	0	1	2	3	4	99
(e) Inflexible salary scale for skilled workers <u>Q4_2_r5_c1</u>	0	1	2	3	4	99
(f) Others (specify) <u>q4_2_o</u> <u>Q4_2_r6_c1</u>	0	1	2	3	4	99

## Part B. EDUCATION AND SKILLS

IV.3. Do you currently have vacancies in your establishment in the following positions? Yes=1 No=2

- Professionals (engineers, scientists and other university graduates) Q4\_3\_r1\_c1
- Skilled production workers (skilled technicians) Q4\_3\_r2\_c1
- Unskilled production workers Q4\_3\_r3\_c1

IV.4. How much time did it take to fill your most recent vacancy for a:

- Professionals (engineers, scientists and other university graduates) Q4\_4\_r1\_c1 Weeks
- Skilled production workers (skilled technicians) Q4\_4\_r2\_c1 Weeks
- Unskilled production workers Q4\_4\_r3\_c1 Weeks

IV.5. What are the most important causes of these vacancies? Rank in order of importance.  
 Code : 1= Most important → 6= Least important

- Applicants demand very high wage \_\_\_\_\_
- Universities not producing a sufficient number of graduates \_\_\_\_\_

- 3. Applicants do not have required basic skills \_\_\_\_\_
- 4. Applicants do not have required technical skills \_\_\_\_\_
- 5. No applicants for unskilled workers position \_\_\_\_\_
- 6. High turnover of new recruits \_\_\_\_\_
- Others \_\_\_\_\_

- 1st order   Q4\_5\_r1\_c1
- 2nd order   Q4\_5\_r2\_c1
- 3rd order   Q4\_5\_r3\_c1
- 4th order   Q4\_5\_r4\_c1
- 5th order   Q4\_5\_r5\_c1
- 6th order   Q4\_5\_r6\_c1

IV.6. What are the most important considerations you use in recruiting? *Rank in order of importance.*

Code : 1= *Most important*       6= *Least important*

- 1. Education level \_\_\_\_\_
- 2. Technical skills \_\_\_\_\_
- 3. Experience \_\_\_\_\_
- 4. Loyalty \_\_\_\_\_
- 5. Ethnic Quotas \_\_\_\_\_
- 6. Interpersonal Skills \_\_\_\_\_
- Others (specify) \_\_\_\_\_

- 1st order   Q4\_6\_r1\_c1
- 2nd order   Q4\_6\_r2\_c1
- 3rd order   Q4\_6\_r3\_c1
- 4th order   Q4\_6\_r4\_c1
- 5th order   Q4\_6\_r5\_c1
- 6th order   Q4\_6\_r6\_c1

IV.7. What are the main channels through which you recruit new workers?

(in percentage of your new recruits in the past three years)

- 1. Factory door postings   Q4\_7\_r1\_c1  %
- 2. Friends recommendation   Q4\_7\_r2\_c1  %
- 3. Other workers recommendation   Q4\_7\_r3\_c1  %
- 4. Announcement in news papers   Q4\_7\_r4\_c1  %
- 5. Through Head Hunters   Q4\_7\_r5\_c1  %
- Others (Please specify) .....  Q4\_7\_o.....     Q4\_7\_r6\_c1  %
- Total 100%

IV.8. How would you assess the quality of your current workforce?

(Skills Quality Codes: 1 = very poor, 2 = poor, 3 = fairly good, 4 = very good)

Attributes	Professionals		Skilled Production Workers	
	Local	Foreign	Local	Foreign
English language proficiency	q4_8_r1_c1	q4_8_r1_c2	q4_8_r1_c3	q4_8_r1_c4
Professional Communication skills	q4_8_r2_c1	q4_8_r2_c2	q4_8_r2_c3	q4_8_r2_c4
Social Skills	q4_8_r3_c1	q4_8_r3_c2	q4_8_r3_c3	q4_8_r3_c4
Team-working skills	q4_8_r4_c1	q4_8_r4_c2	q4_8_r4_c3	q4_8_r4_c4
Leadership skills	q4_8_r5_c1	q4_8_r5_c2	q4_8_r5_c3	q4_8_r5_c4
Time Management skills	q4_8_r6_c1	q4_8_r6_c2	q4_8_r6_c3	q4_8_r6_c4
Adaptability skills	q4_8_r7_c1	q4_8_r7_c2	q4_8_r7_c3	q4_8_r7_c4
Creativity/innovation skills	q4_8_r8_c1	q4_8_r8_c2	q4_8_r8_c3	q4_8_r8_c4
Numerical skills	q4_8_r9_c1	q4_8_r9_c2	q4_8_r9_c3	q4_8_r9_c4
Problem solving skills	q4_8_r10_c1	q4_8_r10_c2	q4_8_r10_c3	q4_8_r10_c4
IT skills	q4_8_r11_c1	q4_8_r11_c2	q4_8_r11_c3	q4_8_r11_c4
Technical/professional skills	q4_8_r12_c1	q4_8_r12_c2	q4_8_r12_c3	q4_8_r12_c4

IV.8.a. In your industry, what do you see as the three most critical skills/competencies that will be needed to keep up with the emerging technologies in the future?

1. \_\_\_\_\_ Q4\_8\_a\_r1\_c1 \_\_\_\_\_
2. \_\_\_\_\_ Q4\_8\_a\_r2\_c1 \_\_\_\_\_
3. \_\_\_\_\_ Q4\_8\_a\_r3\_c1 \_\_\_\_\_

IV.9. Did you hire fresh graduates from public vocational training institutions in 2006? \_\_\_ Q4\_9 \_\_\_

1. Yes
2. No (Skip to IV.10)

IV.9.a. Could you please list three institutes from which you hire the most and assess the quality of their graduates?

Name of Institute	Quality of graduates 1 = very poor 2 = poor 3 = fairly good 4 = very good

1. <a href="#">Q4_9_a_r1_c1</a>	<a href="#">Q4_9_a_r1_c2</a>
2. <a href="#">Q4_9_a_r2_c1</a>	<a href="#">Q4_9_a_r2_c2</a>
3. <a href="#">Q4_9_a_r3_c1</a>	<a href="#">Q4_9_a_r3_c2</a>

IV.10. Please give your assessment of the following Institutes:

<i>Institute</i>	Have you hired fresh graduates from this particular institution? 1=yes 2=No 3=Never heard about this institute	If yes, How would you assess the quality of its graduates ? 1 = very poor 2 = poor 3 = fairly good 4 = very good
2. Rajamangala University of Technology	<a href="#">q4_10_r1_c1</a>	<a href="#">q4_10_r1_c2</a>
3. Vocational College	<a href="#">q4_10_r2_c1</a>	<a href="#">q4_10_r2_c2</a>
4. Technical College	<a href="#">q4_10_r3_c1</a>	<a href="#">q4_10_r3_c2</a>
5. College of Agricultural and Technology	<a href="#">q4_10_r4_c1</a>	<a href="#">q4_10_r4_c2</a>
6. Polytechnic College	<a href="#">q4_10_r5_c1</a>	<a href="#">q4_10_r5_c2</a>
7. Industrial and Community Education College	<a href="#">q4_10_r6_c1</a>	<a href="#">q4_10_r6_c2</a>
8. Commercial College	<a href="#">q4_10_r7_c1</a>	<a href="#">q4_10_r7_c2</a>
Other (Please Specify) ..... <a href="#">Q4_10_o</a> .....	<a href="#">q4_10_r8_c1</a>	<a href="#">q4_10_r8_c2</a>

### Part C. EMPLOYER-PROVIDED TRAINING

IV.11. Did your plant run formal training programs for its employees during the fiscal year of 2006? \_\_\_ [Q4\\_11](#) \_\_\_  
Yes=1 No=2

IV.12. Have you sent your workers for training in a Skills Development institute in the past year (2006)? \_\_\_ [Q4\\_12](#) \_\_\_  
1. Yes  
2. No (Skip to IV.14)

IV.12.a. Could you please list the three institutes you have used the most and assess impact of training on worker's performance?

<i>Name of Institute</i>	<b>Impact of training on worker's performance</b> <i>1 = very poor</i> <i>2 = poor</i> <i>3 = fairly good</i> <i>4 = very good</i>
1. <a href="#">Q4_12_a_r1_c1</a>	<a href="#">Q4_12_a_r1_c2</a>
2. <a href="#">Q4_12_a_r2_c1</a>	<a href="#">Q4_12_a_r2_c2</a>
3. <a href="#">Q4_12_a_r3_c1</a>	<a href="#">Q4_12_a_r3_c2</a>

IV.13. Could you rate these institutes along the listed attributes?

*Please rank on a scale of 1-4 with 1 = very poor, 2 = poor, 3 = fairly good, 4 = very good*

<b>Attributes</b>	<b>Institute 1.</b>	<b>Institute 2.</b>	<b>Institute 3.</b>
Outreach and dissemination of their programs	<a href="#">q4_13_r1_c1</a>	<a href="#">q4_13_r1_c2</a>	<a href="#">q4_13_r1_c3</a>
Ease of application process	<a href="#">q4_13_r2_c1</a>	<a href="#">q4_13_r2_c2</a>	<a href="#">q4_13_r2_c3</a>
Theoretical content of training	<a href="#">q4_13_r3_c1</a>	<a href="#">q4_13_r3_c2</a>	<a href="#">q4_13_r3_c3</a>
Practical content of training	<a href="#">q4_13_r4_c1</a>	<a href="#">q4_13_r4_c2</a>	<a href="#">q4_13_r4_c3</a>
Relevance/effectiveness of training received by employees for your Establishment	<a href="#">q4_13_r5_c1</a>	<a href="#">q4_13_r5_c2</a>	<a href="#">q4_13_r5_c3</a>

**(Skip to Section V)**

IV.14. If you have not worked with any Skills Development support institutions in the past year (2006), what are the three most important reasons? Please rank.

- \_\_\_ 1) Do not know of any of them
- \_\_\_ 2) Their services are not relevant to your plant's needs
- \_\_\_ 3) Don't know anyone there to make a first point of contact
- \_\_\_ 4) Application process too cumbersome
- \_\_\_ 5) Tried it before and it was not a fruitful experience
- \_\_\_ Others (Specify) \_\_\_\_\_

1st order [q4\\_14\\_r1\\_c1](#)

2nd order [q4\\_14\\_r2\\_c1](#)

3rd order [q4\\_14\\_r3\\_c1](#)

**SECTION V:  
INVESTMENT CLIMATE CONSTRAINTS AND BUSINESS RELATIONS**

**Part A. Investment Climate Constraints**

V.1. Please judge on a four-point scale how problematic the following factors are for the operation and growth of your business. Code : 0 = No problem ; 1 = Minor obstacle ; 2 = Moderate obstacle ; 3 = Significant obstacle ; 4 = Major obstacle ; N/A = Not applicable

		No Problem	Degree of Obstacle				Not Appl
A.	Telecommunications	0	1	2	3	4	N/A
B.	Electricity	0	1	2	3	4	N/A
C.	Transportation	0	1	2	3	4	N/A
D.	Access to Land	0	1	2	3	4	N/A
E.	Tax rates	0	1	2	3	4	N/A
F.	Tax administration	0	1	2	3	4	N/A
G.	Customs and trade regulation administration	0	1	2	3	4	N/A
H.	Labor regulations	0	1	2	3	4	N/A
I.	Skills and education of workers	0	1	2	3	4	N/A
J.	Business licensing and registration	0	1	2	3	4	N/A
K.	Access to Domestic Credit	0	1	2	3	4	N/A
L.	Access to Foreign Credit	0	1	2	3	4	N/A
M.	Cost of Financing (e.g. interest rates)	0	1	2	3	4	N/A
N.	Economic policy uncertainty	0	1	2	3	4	N/A
O.	Macro-economic instability (inflation, exch. rate)	0	1	2	3	4	N/A
P.	Corruption	0	1	2	3	4	N/A
Q.	Crime, theft and disorder	0	1	2	3	4	N/A
R.	Anti-competitive practices (e.g. monopoly)	0	1	2	3	4	N/A
	Others (specify) ....	0	1	2	3	4	N/A

V.1.1. On a scale of 1(=not at all) to 5(=very substantially), please indicate the extent to which the actual or perceived volatility/uncertainty of each of the following factors has adversely effected your investment decisions during the past two years.

		not at all ----->	very substantially
Oil prices	<a href="#">Q5_1_1_r1_c1</a>	1	2 3 4 5
Commodity prices	<a href="#">Q5_1_1_r2_c1</a>	1	2 3 4 5
Raw materials	<a href="#">Q5_1_1_r3_c1</a>	1	2 3 4 5
Exchange rate	<a href="#">Q5_1_1_r4_c1</a>	1	2 3 4 5
Interest rate	<a href="#">Q5_1_1_r5_c1</a>	1	2 3 4 5
Inflation rate	<a href="#">Q5_1_1_r6_c1</a>	1	2 3 4 5
Government policies regarding foreign capital flows Customs	<a href="#">Q5_1_1_r7_c1</a>	1	2 3 4 5
Government policies regarding investment	<a href="#">Q5_1_1_r8_c1</a>	1	2 3 4 5

V.1.2. Which, if any, of the following methods, do you use to deal with the above-mentioned risks? (Please circle any that apply)

- a. No methods
- b. Long term contract
- c. Financial hedging instrument
- d. Pricing in different currency
- e. Finding new suppliers
- f. Productivity improvement
- g. Investing abroad
- h. Other\_\_\_\_\_

1st answer \_\_\_ [Q5\\_1\\_2\\_r1\\_c1](#) \_\_\_  
 2nd answer \_\_\_ [Q5\\_1\\_2\\_r2\\_c1](#) \_\_\_  
 3rd answer \_\_\_ [Q5\\_1\\_2\\_r3\\_c1](#) \_\_\_  
 4th answer \_\_\_ [Q5\\_1\\_2\\_r4\\_c1](#) \_\_\_  
 5th answer \_\_\_ [Q5\\_1\\_2\\_r5\\_c1](#) \_\_\_  
 6th answer \_\_\_ [Q5\\_1\\_2\\_r6\\_c1](#) \_\_\_  
 7th answer \_\_\_ [Q5\\_1\\_2\\_r7\\_c1](#) \_\_\_  
 8th answer \_\_\_ [Q5\\_1\\_2\\_r8\\_c1](#) \_\_\_

V.1.3. What is the main reason your firm does not more actively use one or more of the above-mentioned methods to deal with macroeconomic risks? \_\_\_ [Q5\\_1\\_3](#) \_\_\_

(NOTE: Please choose only one of the following options)

- a. No need
- b. Lack of knowledge
- c. Lack of access
- d. Lack of financing
- e. Other\_\_\_\_\_

V.2. What are the three biggest obstacles to doing business in Thailand in order of importance?

1<sup>st</sup> \_\_\_\_\_ Q5\_2\_r1\_c1  
 2<sup>nd</sup> \_\_\_\_\_ Q5\_2\_r2\_c1  
 3<sup>rd</sup> \_\_\_\_\_ Q5\_2\_r3\_c1

- No problem/non applicable 1
- Ownership regulations 2
- Tax regulations and/or high taxes 3
- Skilled labor shortage 4
- Labor regulations 5
- Obtaining land and buildings 6
- Foreign currency regulations 7
- Lack of business support services 8
- Inadequate supply of infrastructure 9
- Utility prices 10
- Inadequate access to credit 11
- Import regulations 12
- High collateral requirements 13
- High interest rates 14
- Insufficient demand for my products 15
- Competition from imports 16
- Crime and theft 17
- Official corruption 18
- Regulations for starting a business, new 19
- Bureaucratic burden 20
- Political instability 21
- Lack of insurance (product liability) 22
- Others (specify) \_\_\_\_\_

**Part B. Business Relations**

V.3. Is your establishment/firm a member of a business association or chamber of commerce? Q5\_3

1. Yes
2. No (Skip to V.4)

V.3.a. How many such associations does [KE] belong to? Q5\_3\_a (number)

V.3.b. For the association that is the most important to your establishment, please indicate if they provide the following services. If so, what is the value of this service to your firm?

0= no value; 1= minor value; 2= moderate value; 3= major value 4= critical value to your firm

	<u>Not Provided</u>	<u>Value to your firm</u>				<u>N/A</u>
		1	2	3	4	
1. Lobbying government <u>Q5_3_b_r1_c1</u>	0	1	2	3	4	99
2. Resolution of disputes (with officials, workers or other firms) <u>Q5_3_b_r2_c1</u>	0	1	2	3	4	99
3. Information and/or contacts on domestic product and input markets <u>Q5_3_b_r3_c1</u>	0	1	2	3	4	99
4. Information and/or contacts on international product and input markets <u>Q5_3_b_r4_c1</u>	0	1	2	3	4	99
5. Accrediting standards or quality of products <u>Q5_3_b_r5_c1</u>	0	1	2	3	4	99
6. Information on government regulations <u>Q5_3_b_r6_c1</u>	0	1	2	3	4	99

V.3.c. Does this association include any of the following as members?

Yes=1 No=2 DK (Don't Know) = 99

1. [KE] suppliers	.....	<u>Q5_3_c_r1_c1</u> .....	1	2	99
2. [KE] customers	.....	<u>Q5_3_c_r2_c1</u> .....	1	2	99
3. [KE] competitors	.....	<u>Q5_3_c_r3_c1</u> .....	1	2	99
4. Financial institutions	.....	<u>Q5_3_c_r4_c1</u> .....	1	2	99

V.4. For each of the following business services available in Thailand, please assess whether it is affordable.

If yes, please evaluate the quality on a 1-4 scale.

(Quality: 1 = very poor, 2 = poor, 3 = fairly good, 4 = very good, N/A = not applicable)

	<u>Affordable</u>		<u>-----Quality-----</u>				
	<u>Yes</u>	<u>No</u>	<u>Very Poor</u>	<u>Very Good</u>	<u>Not applicable</u>		
			1	2	3	4	N/A
1) Engineering & design							

	<a href="#">Q5_4_r1_c1</a>			<a href="#">Q5_4_Y_r1_c1</a>	
2) Management & Marketing	Yes No	1	2	3 4	N/A
	<a href="#">Q5_4_r2_c1</a>			<a href="#">Q5_4_Y_r2_c1</a>	
3) Accounting	Yes No	1	2	3 4	N/A
	<a href="#">Q5_4_r3_c1</a>			<a href="#">Q5_4_Y_r3_c1</a>	
4) Legal services	Yes No	1	2	3 4	N/A
	<a href="#">Q5_4_r4_c1</a>			<a href="#">Q5_4_Y_r4_c1</a>	
5) Insurance	Yes No	1	2	3 4	N/A
	<a href="#">Q5_4_r5_c1</a>			<a href="#">Q5_4_Y_r5_c1</a>	
6) IT services	Yes No	1	2	3 4	N/A
	<a href="#">Q5_4_r6_c1</a>			<a href="#">Q5_4_Y_r6_c1</a>	

V.5. Have you had disputes with clients such as a delay or suspension of payment, return shipment or cancellation of future shipments over the last 2 years? \_\_\_  
[Q5\\_5](#)\_\_\_

1. Yes
2. No (Skip to V.6)

V.5.a. Were these disputes resolve through ...?

1) Court

- Over the last 2 years, what percent of your establishment's disputes over payments were resolved by court action? \_\_\_[Q5\\_5\\_a\\_1\\_r1\\_c1](#)\_\_\_ %

- On average, how many weeks did these court cases take to resolve? \_\_\_[Q5\\_5\\_a\\_1\\_r2\\_c1](#)\_\_\_ weeks

2) Federal Government

3) State government

4) Business association

5) Arbitration

6) Amicable

Others (Please specify) .....

1st answer \_\_\_[Q5\\_5\\_a\\_r1\\_c1](#)\_\_\_

2nd answer \_\_\_[Q5\\_5\\_a\\_r2\\_c1](#)\_\_\_

3rd answer \_\_\_[Q5\\_5\\_a\\_r3\\_c1](#)\_\_\_

4th answer \_\_\_[Q5\\_5\\_a\\_r4\\_c1](#)\_\_\_

5th answer \_\_\_[Q5\\_5\\_a\\_r5\\_c1](#)\_\_\_

6th answer \_\_\_[Q5\\_5\\_a\\_r6\\_c1](#)\_\_\_

V.6. To what degree do you agree with this statement? Q5\_6  
*"I am confident that the judicial system will enforce my contractual and property rights in business disputes."*

1. Fully disagree
2. Disagree in most cases
3. Tend to disagree
4. Tend to agree
5. Agree in most cases
6. Fully agree

**Part C. Expectations**

V.7. What is your expectation of the following variables next 2 year (2007-2008)

	At the end of 2008	
	Minimum	Maximum
1. Growth of your sales (%)	<u>Q5_7_r1_c1</u>	<u>Q5_7_r1_c2</u>
2. Change in <u>cost per unit</u> of locally produced raw material (%)	<u>Q5_7_r2_c1</u>	<u>Q5_7_r2_c2</u>
3. Change in <u>cost per unit</u> of imported raw material (%)	<u>Q5_7_r3_c1</u>	<u>Q5_7_r3_c2</u>

**SECTION VI:  
 INFRASTRUCTURE, ACCESS TO LAND AND GOVERNMENT REGULATION**

**Part A. Licenses, Permits, and Government Regulation**

VI.1. If [KE] was to be established in 2006, how many licenses, permits and approvals/certificates would you need to obtain before starting production?

- a) Number of licenses Q6\_1\_r1\_c1
- b) Number of permits Q6\_1\_r2\_c1
- c) Number of approvals/certificates Q6\_1\_r2\_c1

VI.2. Who would issue these licenses, permits and approvals/certificates and how long it would take?

Issuing authority	Licenses		Permits		Approvals/Certificates	
	Number of licenses	Average Time to obtain (days)	Number of Permits	Average Time to obtain (days)	Number of approvals/certificates	Average Time to obtain (days)

Issuing authority	Licenses		Permits		Approvals/Certificates	
	Number of licenses	Average Time to obtain (days)	Number of Permits	Average Time to obtain (days)	Number of approvals/certificates	Average Time to obtain (days)
1. Central government (e.g. Department of Industrial Works, Ministry of Commerce etc.)	Q6_2_r1_c1	Q6_2_r1_c2	Q6_2_r1_c3	Q6_2_r1_c4	Q6_2_r1_c5	Q6_2_r1_c6
2. Local government (e.g. municipality, Local Administration etc.)	Q6_2_r2_c1	Q6_2_r2_c2	Q6_2_r2_c3	Q6_2_r2_c4	Q6_2_r2_c5	Q6_2_r2_c6
3. Specific authority (e.g. Food and Drug Administration, Department of Fisheries, Royal Forest Department, Department of Medical Sciences, etc.)	Q6_2_r3_c1	Q6_2_r3_c2	Q6_2_r3_c3	Q6_2_r3_c4	Q6_2_r3_c5	Q6_2_r3_c6
4. Others (Specify) ...Q6_2_o.....	Q6_2_r4_c1	Q6_2_r4_c2	Q6_2_r4_c3	Q6_2_r4_c4	Q6_2_r4_c5	Q6_2_r4_c6

VI.3. How many of these licenses, permits and approvals/certificates do you need to renew periodically (i.e. every year, 2 years)?

Licenses \_\_\_ Q6\_3\_r1\_c1 \_\_\_

Permits \_\_\_ Q6\_3\_r2\_c1 \_\_\_

Approvals / Certificates \_\_\_ Q6\_3\_r3\_c1 \_\_\_

VI.4. In 2006, did you use agents, consultants, or one or more employees to help you process these permits, licenses and **approvals/certificates**?

\_\_\_ Q6\_4 \_\_\_

1. Yes

2. No (skip to VI.5)

VI.4.a At what cost or salary? \_\_\_ Q6\_4\_a \_\_\_ (Baht)

VI.5. When did you obtain your most recent license, etc. from the following agencies and how long did it take?(in days)

**Please write N/A if not applicable**

	Year	Days
1. Ministry of commerce	Q6_5_r1_c1	Q6_5_r1_c2
2. Department of Industrial Works	Q6_5_r2_c1	Q6_5_r2_c2
3. Immigration Department	Q6_5_r3_c1	Q6_5_r3_c2
4. Land office	Q6_5_r4_c1	Q6_5_r4_c2
5. Local authority (e.g. municipality, Local Administration etc.)	Q6_5_r5_c1	Q6_5_r5_c2
Others ( <del>please specify</del> )	Q6_5_r6_c1	Q6_5_r6_c2

VI.6. Based on the experience of your establishment over the last two years, how long did it take to obtain each of the following?

1) Fixed telephone line \_\_\_ Q6\_6\_r1\_c1 \_\_\_ (days)

- 2) Electrical connection                    \_\_\_ Q6\_6\_r2\_c1 \_\_\_ (days)
- 3) Water connection                        \_\_\_ Q6\_6\_r3\_c1 \_\_\_ (days)
- 4) Approval for construction            \_\_\_ Q6\_6\_r4\_c1 \_\_\_ (days)
- 5) Import permit                              \_\_\_ Q6\_6\_r5\_c1 \_\_\_ (days)
- 6) Operating license                        \_\_\_ Q6\_6\_r6\_c1 \_\_\_ (days)

VI.7. On average, how many days were spent last year (2006) in dealing (i.e. in inspections, meetings) with each of the following agencies in relation to of your business and what was the associated cost?

Agency	Total number of days spent in contact with agency dealing with regulation of the business.	Fees and transaction costs (Baht)
Revenue Department	Q6_7_r1_c1	Q6_7_r1_c2
Social Security Office	Q6_7_r2_c1	Q6_7_r2_c2
Immigration Division	Q6_7_r3_c1	Q6_7_r3_c2
Department of Industrial Works	Q6_7_r4_c1	Q6_7_r4_c2
Local authority (e.g. municipality, Local Administration etc.)	Q6_7_r5_c1	Q6_7_r5_c2
Department of Intellectual Property	Q6_7_r6_c1	Q6_7_r6_c2
Others (Specify) .....Q6_7_o.....	Q6_7_r7_c1	Q6_7_r7_c2

Agency	VI.8. How many times did inspectors from these agencies visit your establishment last year (2006)?	VI.9. In 2006, what percentage of senior management's time per year is spent in dealing with requirements imposed by government regulations [e.g. taxes, customs, labor regulations, licensing and registration] including dealings with officials, completing forms, etc.?

Revenue Department	Q6_8_Q6_9_r1_c1	Q6_8_Q6_9_r1_c2
Social Security Office	Q6_8_Q6_9_r2_c1	Q6_8_Q6_9_r2_c2
Immigration Division	Q6_8_Q6_9_r3_c1	Q6_8_Q6_9_r3_c2
Department of Industrial Works	Q6_8_Q6_9_r4_c1	Q6_8_Q6_9_r4_c2
Local authority (e.g. municipality, Local Administration etc.)	Q6_8_Q6_9_r5_c1	Q6_8_Q6_9_r5_c2
Department of Intellectual Property	Q6_8_Q6_9_r6_c1	Q6_8_Q6_9_r6_c2
Others (Specify) .....Q6_8Q6_9_o.....	Q6_8_Q6_9_r7_c1	Q6_8_Q6_9_r7_c2

VI. 10. Please give your assessment of the following Institutions:

	Have you received incentives/grants or loans from these institutions in the past 3 years? 1=yes 2=No, I Never heard about the scheme 3. No, I applied and was turned down 4. No, never applied because process too long and complicated 5. No, never applied for other reasons	If yes, when did you get this benefit?  (Year)	How critical was this to your plant? 0= no value 1= minor value 2= moderate value 3= major value 4= critical	What is the single most important problem with this institution?
1. Thailand Productivity Institute (FTPI)	Q6_10_r1_c1	Q6_10_y_r1_c1	Q6_10_y_r1_c2	Q6_10_y_r1_c3
2. Small Industry Credit Guarantee Corporation (SICGC)	Q6_10_r2_c1	Q6_10_y_r2_c1	Q6_10_y_r2_c2	Q6_10_y_r2_c3
3. SME Bank	Q6_10_r3_c1	Q6_10_y_r3_c1	Q6_10_y_r3_c2	Q6_10_y_r3_c3
4. Office of SME Promotion	Q6_10_r4_c1	Q6_10_y_r4_c1	Q6_10_y_r4_c2	Q6_10_y_r4_c3
5. Institute for Small and Medium Enterprises Development	Q6_10_r5_c1	Q6_10_y_r5_c1	Q6_10_y_r5_c2	Q6_10_y_r5_c3
6. Thailand Research Fund (TRF)	Q6_10_r6_c1	Q6_10_y_r6_c1	Q6_10_y_r6_c2	Q6_10_y_r6_c3
7. NSTDA	Q6_10_r7_c1	Q6_10_y_r7_c1	Q6_10_y_r7_c2	Q6_10_y_r7_c3
8. Board of Investment	Q6_10_r8_c1	Q6_10_y_r8_c1	Q6_10_y_r8_c2	Q6_10_y_r8_c3
9. Export-Import Bank of Thailand (EXIM Bank)	Q6_10_r9_c1	Q6_10_y_r9_c1	Q6_10_y_r9_c2	Q6_10_y_r9_c3

10. Department of Export Promotion	Q6_10_r10_c1	Q6_10_y_r10_c1	Q6_10_y_r10_c2	Q6_10_y_r10_c3
11. National Innovation Agency	Q6_10_r11_c1	Q6_10_y_r11_c1	Q6_10_y_r11_c2	Q6_10_y_r11_c3
12. Software Industry Promotion Agency (SIPA)	Q6_10_r12_c1	Q6_10_y_r12_c1	Q6_10_y_r12_c2	Q6_10_y_r12_c3
Others (Specify) .....Q6_10_o.....	Q6_10_r13_c1	Q6_10_y_r13_c1	Q6_10_y_r13_c2	Q6_10_y_r13_c3

## Part B. Provision of Public Goods

VI.11. Please estimate the losses (as a percent of total sales) from theft, robbery or vandalism against your establishment in the last years (2006)? Q6\_11 %

VI.11.o. How many incidents of theft, robbery or vandalism did your establishment experience in 2006? Q6\_11\_a

a) What percentage of the incidents did you report to the police? Q6\_11\_b %

b) Of those reported, what percentage was solved? Q6\_11\_c %

VI.12. Please estimate your establishment's costs (as a % of its total sales) of providing security? Q6\_12 %

VI.13. On average, what percentage of your shipment is lost while being transported due to breakage, theft or spoilage? Q6\_13 %

VI.14. On average, how many times per month did your establishment experience the following service interruptions in 2006, and how long did they last?

	<u># times per month</u>	<u>Ave. duration</u>
a) Power outages or surges from the public grid?	<u>Q6_14_r1_c1</u>	<u>Q6_14_r1_c2</u> Hrs
b) Insufficient water supply?	<u>Q6_14_r2_c1</u>	<u>Q6_14_r2_c2</u> Hrs
c) Interruption fixed telephone service?	<u>Q6_14_r3_c1</u>	<u>Q6_14_r3_c2</u> Hrs
d) Transport disruption?	<u>Q6_14_r4_c1</u>	<u>Q6_14_r4_c2</u> Hrs

VI.15. What percent of your production value was lost due to power interruptions from the public grid in 2006? Q6\_15 %

*(Please include losses due to lost production time from the outage, time needed to reset machines and production has to be rejected due to processes being interrupted.)*

VI.16. Do you own, rent, or have shared access to a generator? Q6\_16

1. Yes, I own
2. Yes, I rent
3. Yes, I have shared access
4. No (Skip to VI.18)

VI.16.a. When did you first start using this generator? Q6\_16\_a (year)

VI.16.b. What was the cost of purchasing the generator (if own) or the yearly rental or access fee of using the generator (if renting or sharing access)? \_\_\_  
**Q6\_16\_b** \_\_\_\_\_ (Baht)

VI.17. What percentage of your consumption of electricity is from your own or shared generator in year 2006?  
\_\_\_ **Q6\_17** \_\_\_\_\_ %

VI.18. What share of your firm's water supply is from:

a. public sources?	___ <b>Q6_18_r1_c1</b> ___ %
b. your own well or tank?	___ <b>Q6_18_r2_c1</b> ___ %
c. purchased from private vendors?	___ <b>Q6_18_r3_c1</b> ___ %
Total	100

### Part C. Access to Land:

VI.19. Of the land and buildings occupied by this establishment, what percent is owned or leased/rented?

	Owned	Leased	rented	If leased/rented, av. contract length
a. Land	___ <b>Q6_19_r1_c1</b> ___ %	___ <b>Q6_19_r2_c1</b> ___ %	___ <b>Q6_19_r3_c1</b> ___ %	___ <b>Q6_19_r4_c1</b> ___ months
b. Buildings	___ <b>Q6_19_r1_c2</b> ___ %	___ <b>Q6_19_r2_c2</b> ___ %	___ <b>Q6_19_r3_c2</b> ___ %	___ <b>Q6_19_r4_c2</b> ___ months

**[IF KE owns 100% of land and buildings, do questions VI.20. to VI.22. then skip to Part D]**

**[IF KE rents part or all land and buildings, do questions VI.23. to VI.26. then skip to Part D]**

**[IF KE leases part or all land and buildings, do questions VI.27. to VI.35. then skip to Part D]**

#### OWN

VI.20. When did you last acquire land or building over a piece of land for business purposes? \_\_\_ **Q6\_20** \_\_\_ year

VI.21. Could you use any part of the land or buildings as collateral for Bank loans? \_\_\_ **Q6\_21** \_\_\_ Yes =1 No=2

VI.22. How much have you invested on the land since you acquired it including outlays on buildings, other construction and land improvement? \_\_\_\_\_ **Q6\_22**  
\_\_\_\_\_ Baht.

#### RENT

VI.23. When did you last sign a contract to rent a facility for business purposes? \_\_\_ **Q6\_23** \_\_\_ year

VI.24. How much is the monthly rental for the buildings? \_\_\_ **Q6\_24** \_\_\_ Baht

VI.25. How many months of rent did you have to pay as deposit? \_\_\_ **Q6\_25** \_\_\_

VI.26. How much is the monthly rental for land? \_\_\_ **Q6\_26** \_\_\_ Baht

#### LEASE

VI.27. What is the size of the total non-residential land on which you have leased? \_\_ Q6\_27 \_\_ (squared meters)

VI.28. When did you last acquire a piece of land for business purposes? \_\_ Q6\_28 \_\_ year

VI.29. Whom did you acquire it from? \_\_ Q6\_29 \_\_

Codes: 1= Federal government  
2= Local government  
3= Previous leaseholder  
Others (please specify) .....

VI.30. How much is the total cost of the lease? \_\_\_\_ Q6\_30 \_\_\_\_ Baht

VI.31. How much did you incur in down-payment? \_\_\_\_ Q6\_31 \_\_\_\_ Baht

VI.32. How much installment did you pay in year 2005? \_\_\_\_ Q6\_32 \_\_\_\_ Baht

VI.33. How much installment do you pay in year 2006? \_\_\_\_ Q6\_33 \_\_\_\_ Baht

VI.34. Could you sell your leasehold if you wanted to? \_\_ Q6\_34 \_\_

1. Yes
2. No (skip to VI.35)

VI.34.a. how much would you get if you were to sell the leasehold now? \_\_ Q6\_34\_a \_\_\_\_ Baht

VI.35. Could you sub-lease any part of the land or buildings thereon if you wanted to? \_\_ Q6\_35 \_\_ Yes =1 No =2

#### Part D. Location:

VI.36.

Region	a) Is the business environment in this region _____ is as  1=better 2=same 3= worse -77=not applic -55=don't know  than where KE is based now ?	b) Is this region better, worse or the same when compare with where [KE] is based now with respect to the following ... Code: better=1 same=2 worse=3 Not applicable= -77 Don't know= -55					
		A. Power supply	B. Transportation	C. Telecommunications	D. Access to land	E. Availability of suppliers	F. Labor quality
North	Q6_36_r1_c1	Q6_36_r2_c1	Q6_36_r3_c1	Q6_36_r4_c1	Q6_36_r5_c1	Q6_36_r6_c1	Q6_36_r7_c1
Central	Q6_36_r1_c2	Q6_36_r2_c2	Q6_36_r3_c2	Q6_36_r4_c2	Q6_36_r5_c2	Q6_36_r6_c2	Q6_36_r7_c2
Bangkok and Vicinity	Q6_36_r1_c3	Q6_36_r2_c3	Q6_36_r3_c3	Q6_36_r4_c3	Q6_36_r5_c3	Q6_36_r6_c3	Q6_36_r7_c3
East	Q6_36_r1_c4	Q6_36_r2_c4	Q6_36_r3_c4	Q6_36_r4_c4	Q6_36_r5_c4	Q6_36_r6_c4	Q6_36_r7_c4
Upper North-East	Q6_36_r1_c5	Q6_36_r2_c5	Q6_36_r3_c5	Q6_36_r4_c5	Q6_36_r5_c5	Q6_36_r6_c5	Q6_36_r7_c5
Lower North-East	Q6_36_r1_c6	Q6_36_r2_c6	Q6_36_r3_c6	Q6_36_r4_c6	Q6_36_r5_c6	Q6_36_r6_c6	Q6_36_r7_c6
South	Q6_36_r1_c7	Q6_36_r2_c7	Q6_36_r3_c7	Q6_36_r4_c7	Q6_36_r5_c7	Q6_36_r6_c7	Q6_36_r7_c7

VI.37. Which region has the best business environment? \_\_\_\_\_ Q6\_37 \_\_\_\_\_

VI.38. By what percent would your cost of production be cut if you were based in that region? \_\_\_\_ Q6\_38 \_\_\_\_%

VI.39. Which region has the worst business environment? \_\_\_\_\_ Q6\_39 \_\_\_\_\_

VI.40. By what percent would your cost of production rise if you were based in that region? \_\_ **Q6\_40** \_\_%

**SECTION VII:  
INTERNATIONAL TRADE**

**Part A: Export Incentives**

Facility	VII.1. Are you currently using or benefiting from this facility? <i>1=yes 2=no</i>	VII.2. How long did it take to process the application including payment? (Number of days)
1. Thailand Exhibition	<b>Q7_1_r1_c1</b>	<b>Q7_2_r1_c1</b>
2. Thailand International Trade Fair	<b>Q7_1_r2_c1</b>	<b>Q7_2_r2_c1</b>
3. International Trade Fair Participation	<b>Q7_1_r3_c1</b>	<b>Q7_2_r3_c1</b>
4. Inter Trader	<b>Q7_1_r4_c1</b>	<b>Q7_2_r4_c1</b>
5. Thailand Market Place (TMP)	<b>Q7_1_r5_c1</b>	<b>Q7_2_r5_c1</b>
6. Thailand Plaza (THP)	<b>Q7_1_r6_c1</b>	<b>Q7_2_r6_c1</b>
7. Joint Promotion	<b>Q7_1_r7_c1</b>	<b>Q7_2_r7_c1</b>
8. Distribution Networking	<b>Q7_1_r8_c1</b>	<b>Q7_2_r8_c1</b>
9. Exports Promotion to new market	<b>Q7_1_r9_c1</b>	<b>Q7_2_r9_c1</b>
10. Others (please specify) ..... <b>Q7_1_o</b> .....	<b>Q7_1_r10_c1</b>	<b>Q7_2_r10_c1</b>

**Part B. Transport and Customs**

VII.3. Did you directly export any part of your output in 2006? \_\_ **Q7\_3** \_\_  
 1. Yes ..... What percent of your export to total sales? \_\_ **Q7\_3\_y** \_\_ %  
 2. No (*skip to VII.4*)

VII.3.a. On average, how long did it take a shipment of your exports to reach the point of customs clearance?

\_\_\_\_ **Q7\_3\_a** \_\_\_\_ days

VII.3.b. What was the average and the longest number of days it took you to clear Thailand customs?

\_\_\_\_ **Q7\_3\_b\_r1\_c1** \_\_\_\_ days on average

\_\_\_\_ **Q7\_3\_b\_r2\_c1** \_\_\_\_ longest number of days

VII.3c. What percent of the value of your export earnings was transport costs in year 2006? \_\_\_\_ **Q7\_3\_c** \_\_\_\_ %

VII.4. Did you directly import equipment or other inputs in 2006? \_\_\_\_ **Q7\_4** \_\_\_\_

1. Yes ..... What percent of equipment or other inputs you imported? \_\_\_\_ **Q7\_4\_y** \_\_\_\_ %

2. No (skip to VII.5)

VII.4.a. What was the average and the longest number of days it took you to clear Thailand customs?

\_\_\_\_ **Q7\_4\_a\_r1\_c1** \_\_\_\_ days on average

\_\_\_\_ **Q7\_4\_a\_r2\_c1** \_\_\_\_ longest number of days

VII.4.b. When was your last consignment of such inputs delivered to you?

\_\_\_\_ **Q7\_4\_b\_r1\_c1** \_\_\_\_ month

\_\_\_\_ **Q7\_4\_b\_r1\_c2** \_\_\_\_ year

VII.4.c. Where did the consignment originate from? \_\_\_\_ **Q7\_4\_c** \_\_\_\_ (country of origin, not transit)

VII.4.d. How long did it take the consignment to reach the port/airport of entry into Thailand?

\_\_\_\_ **Q7\_4\_d** \_\_\_\_ days

VII.5. What are the 3 most important factors that constitute an obstacle or completely inhibit you from exporting?

First \_\_\_\_\_

**Q7\_5\_r1\_c1** \_\_\_\_\_

Second \_\_\_\_\_ **Q7\_5\_r2\_c1** \_\_\_\_\_

Third \_\_\_\_\_ **Q7\_5\_r3\_c1** \_\_\_\_\_

Examples:

1. Shipping and transport costs
2. Costs of obtaining visas for immigration of temporary and permanent employees
3. Cost of meeting foreign legal and product standards
4. Inability to produce to potential clients' standards, specifications, and schedule
5. Cannot match prices of domestic competitors who export
6. Cannot match prices of foreign competitors
7. Foreign clients demand upgrades and changes in specifications too frequently
8. Recovering payments from abroad is difficult
9. Supplying the domestic market is relatively more profitable

10. Costs of establishing a foreign distribution network (and where applicable after sales service)

11. Domestic content requirements

Others (please specify) \_\_\_\_\_

## PRODUCTIVITY AND INVESTMENT CLIMATE STUDY THAILAND (PICS-2007)

---

### ***Manufacturing Sector Survey Questionnaire***

#### ***Part II-A***

#### ***(To be administered to the Finance Manager/Accountant)***

##### **About the survey**

The Foundation for the Thailand Productivity Institute (FTPI) has been given the responsibility to conduct a productivity and Investment Climate Survey (PICS) with the assistance of the World Bank. This work is conducted under the supervision of the Ministry of Industry, and its results will support Thailand's initiative to improve productivity and competitiveness of firms operating in Thailand.

The Productivity and Investment Climate Survey is a collaborative effort of the Thailand Government and the World Bank. Similar surveys are being carried out in several other countries. Parts of the survey questionnaire can be filled out by your staff working from your records; other parts should be answered by the owner or plant manager. A team of enumerators will visit your plant to go through the questionnaire with you or your staff. **Only aggregate or average information from a large sample of firms will be published and we guarantee confidentiality for all individual responses.**

The general purpose of the survey is to understand the investment climate in Thailand and how it affects business performance, with the objective to improve it. We will provide you with a summary report that will be directly useful to you in that it will enable you to benchmark your business and your industry against domestic and international competitors. The survey will also provide useful information about the investment climate in Thailand in the international context. The World Bank's experience in a wide range of countries shows that this information can be crucial for improving the investment climate so that businesses and workers can prosper.

The questionnaire begins with items about the origin and shareholding status of a business, including questions about the background of the owner or manager. This information is useful to determine if and how the interaction between investment climate and business performance varies by business types (foreign versus domestic, or new versus experienced). It then proceeds to issues of finance (to examine financial constraints on business and expansion), technology (to assess the ease of access to new technologies), relationship with other firms (to gauge the importance of associations and networks), government regulation, contract enforcement, labor relations and international trade. What will eventually emerge is a comprehensive picture of the environment in which businesses are operating in Thailand, both their strengths and weaknesses.

Your cooperation in ensuring the success of this survey is very much appreciated.

##### **To Enumerators:**

For precision of statements, the acronym "KE"-for a fictional business, Khon-Kaen Electronics- appears in places where the name of the participating business should be. Similarly "Electronics" appears where the sector of activity of the business should be.

**ESTABLISHMENT NAME:**  
**Address:**

**ESTABLISHMENT NO.**

**INDUSTRY CODE** \_\_\_\_\_

1. Processing Food
2. Textile
3. Garment
4. Auto Parts
5. Electronics

6. Electrical Appliances
7. Rubber and Plastic
8. Furniture
9. Machinery and Equipment

REGION CODE \_\_\_\_\_

5. North
6. Central
7. Bangkok and Vicinity
8. East

5. Upper North-East
6. Lower North-East
7. South

City Codes:

City Name:

Name of Enumerator:

Name of Respondance:

Current Position:

Email:

Phone number:

Fax Number:

Interview Date:

Start Time:

Finish time:

Enumeration validated by (Inspector):

Date/Time:

**SECTION VIII:  
PRODUCTS AND INPUTS**

VIII.1. Please provide the following information on the three most important products of *your plant* in the fiscal year of 2006.

**(Note: please indicate only one product for each row)**

Product description	Total Value of Production including exports Baht	Value of Exports (Baht)	Year of first Production by your plant	Year of first export by <i>your plant</i>

1	<a href="#">Q8_1_R1_C1</a>	<a href="#">Q8_1_R1_C2</a>	<a href="#">Q8_1_R1_C3</a>	<a href="#">Q8_1_R1_C4</a>	<a href="#">Q8_1_R1_C5</a>
2	<a href="#">Q8_1_R2_C1</a>	<a href="#">Q8_1_R2_C2</a>	<a href="#">Q8_1_R2_C3</a>	<a href="#">Q8_1_R2_C4</a>	<a href="#">Q8_1_R2_C5</a>
3	<a href="#">Q8_1_R3_C1</a>	<a href="#">Q8_1_R3_C2</a>	<a href="#">Q8_1_R3_C3</a>	<a href="#">Q8_1_R3_C4</a>	<a href="#">Q8_1_R3_C5</a>

VIII.2. Please provide the following information on the three most important products of **your plant** in the fiscal year of 2005.

**(Note: please indicate only one product for each row)**

Product description	Total Value of Production including exports Baht)	Value of Exports (Baht)	Year of first Production by your plant	Year of first export by <b>your plant</b>
1 <a href="#">Q8_2_R1_C1</a>	<a href="#">Q8_2_R1_C2</a>	<a href="#">Q8_2_R1_C3</a>	<a href="#">Q8_2_R1_C4</a>	<a href="#">Q8_2_R1_C5</a>
2 <a href="#">Q8_2_R2_C1</a>	<a href="#">Q8_2_R2_C2</a>	<a href="#">Q8_2_R2_C3</a>	<a href="#">Q8_2_R2_C4</a>	<a href="#">Q8_2_R2_C5</a>
3 <a href="#">Q8_2_R3_C1</a>	<a href="#">Q8_2_R3_C2</a>	<a href="#">Q8_2_R3_C3</a>	<a href="#">Q8_2_R3_C4</a>	<a href="#">Q8_2_R3_C5</a>

VIII.3. Please provide the following information on the three most important raw materials (in terms of value) of **your plant** in the fiscal year of 2006.

**(Note: please indicate only one input for each row)**

Raw material description	Value of purchases including imports (Baht)	Value of imports (Baht)
1 <a href="#">Q8_3_R1_C1</a>	<a href="#">Q8_3_R1_C2</a>	<a href="#">Q8_3_R1_C3</a>
2 <a href="#">Q8_3_R2_C1</a>	<a href="#">Q8_3_R2_C2</a>	<a href="#">Q8_3_R2_C3</a>
3 <a href="#">Q8_3_R3_C1</a>	<a href="#">Q8_3_R3_C2</a>	<a href="#">Q8_3_R3_C3</a>

VIII.4. Please provide the following information on the three most important raw materials (in terms of value) of **your plant** in the fiscal year of 2005.

**(Note: please indicate only one input for each row)**

Raw material description	Value of purchases including imports (Baht)	Value of imports (Baht)
1 <a href="#">Q8_4_R1_C1</a>	<a href="#">Q8_4_R1_C2</a>	<a href="#">Q8_4_R1_C3</a>
2 <a href="#">Q8_4_R2_C1</a>	<a href="#">Q8_4_R2_C2</a>	<a href="#">Q8_4_R2_C3</a>
3 <a href="#">Q8_4_R3_C1</a>	<a href="#">Q8_4_R3_C2</a>	<a href="#">Q8_4_R3_C3</a>

VIII.5. What % of the value of the domestic inputs for **this plant** in 2006 came from this region?   Q8\_5   %

VIII.6. Approximately what per cent of annual purchases of raw materials by **your plant** was from the following sources ...?

1. Produced domestically by other divisions of your company
2. Produced domestically by other companies .....
3. Imported raw materials ..... (if no, skip to VIII.8)
4. Own-produced

Total

	2005	2006
	<a href="#">Q8_6_R1_C48</a>	<a href="#">Q8_6_R1_C49</a>
	<a href="#">Q8_6_R2_C48</a>	<a href="#">Q8_6_R2_C49</a>
	<a href="#">Q8_6_R3_C48</a>	<a href="#">Q8_6_R3_C49</a>
	<a href="#">Q8_6_R4_C48</a>	<a href="#">Q8_6_R4_C49</a>
	100 %	100%

VIII.7. Please list the main sources of **this plant's** imports of raw materials in 2005 and the shares (%) of these imports from each source. Please do the same for each 2006. For each source, what was the year in which you first received imports from that source?

Country of import :	Per cent of annual imports of raw materials		Year of import for the first time? (year)
	2005	2006	
1 <a href="#">Q8_7_R1_C1</a>	<a href="#">Q8_7_R1_C2</a>	<a href="#">Q8_7_R1_C3</a>	<a href="#">Q8_7_R1_C4</a>
2 <a href="#">Q8_7_R2_C1</a>	<a href="#">Q8_7_R2_C2</a>	<a href="#">Q8_7_R2_C3</a>	<a href="#">Q8_7_R2_C4</a>
3 <a href="#">Q8_7_R3_C1</a>	<a href="#">Q8_7_R3_C2</a>	<a href="#">Q8_7_R3_C3</a>	<a href="#">Q8_7_R3_C4</a>
4 <a href="#">Q8_7_R4_C1</a>	<a href="#">Q8_7_R4_C2</a>	<a href="#">Q8_7_R4_C3</a>	<a href="#">Q8_7_R4_C4</a>
5 Trader in foreign countries	<a href="#">Q8_7_R5_C2</a>	<a href="#">Q8_7_R5_C3</a>	<a href="#">Q8_7_R5_C4</a>
6 Local traders (Thai importers)	<a href="#">Q8_7_R6_C2</a>	<a href="#">Q8_7_R6_C3</a>	<a href="#">Q8_7_R6_C4</a>
Other (please specify) ... <a href="#">Q8_7_R7_C1</a> ...	<a href="#">Q8_7_R7_C2</a>	<a href="#">Q8_7_R7_C3</a>	<a href="#">Q8_7_R7_C4</a>
TOTAL	100%	100%	

VIII.8. What % of the value of **this plant's** domestic sales in 2006 went to this region?   Q8\_8   %

VIII.9. What per cent of **your plant's** sales are ...?

	2004	2005	2006
Sold domestically .....	<a href="#">Q8_9_R1_C47</a>	<a href="#">Q8_9_R1_C48</a>	<a href="#">Q8_9_R1_C49</a>
Exported directly .....	<a href="#">Q8_9_R2_C47</a>	<a href="#">Q8_9_R2_C48</a>	<a href="#">Q8_9_R2_C49</a>
Export Indirectly (through distributor)	<a href="#">Q8_9_R3_C47</a>	<a href="#">Q8_9_R3_C48</a>	<a href="#">Q8_9_R3_C49</a>
	100%	100%	100%

VIII.10. Please list the main destinations of **this plant's** exports of products in 2005 and the shares (%) of these exports to each destination. Please do the same for each 2006. For each destination, what was the year in which you first exported to each destination?

Country	Per cent of annual exports		Year of export for the first time (year)
	2005	2006	
1 <a href="#">Q8_10_R1_C1</a>	<a href="#">Q8_10_R1_C2</a>	<a href="#">Q8_10_R1_C3</a>	<a href="#">Q8_10_R1_C4</a>
2 <a href="#">Q8_10_R2_C1</a>	<a href="#">Q8_10_R2_C2</a>	<a href="#">Q8_10_R2_C3</a>	<a href="#">Q8_10_R2_C4</a>
3 <a href="#">Q8_10_R3_C1</a>	<a href="#">Q8_10_R3_C2</a>	<a href="#">Q8_10_R3_C3</a>	<a href="#">Q8_10_R3_C4</a>
4 <a href="#">Q8_10_R4_C1</a>	<a href="#">Q8_10_R4_C2</a>	<a href="#">Q8_10_R4_C3</a>	<a href="#">Q8_10_R4_C4</a>
5 <a href="#">Q8_10_R5_C1</a>	<a href="#">Q8_10_R5_C2</a>	<a href="#">Q8_10_R5_C3</a>	<a href="#">Q8_10_R5_C4</a>
6. Other countries	<a href="#">Q8_10_R6_C2</a>	<a href="#">Q8_10_R6_C3</a>	<a href="#">Q8_10_R6_C4</a>
TOTAL	100%	100%	

VIII.11. How important are the following factors in relation to imports that compete with your major products?

		Not important	Moderately important	Very important
1. low price	<a href="#">Q8_11_R1_C1</a>	0	1.....2.....3	4
2. durability	<a href="#">Q8_11_R2_C1</a>	0	1.....2.....3	4
3. better material quality	<a href="#">Q8_11_R3_C1</a>	0	1.....2.....3	4
4. better model/design	<a href="#">Q8_11_R4_C1</a>	0	1.....2.....3	4
others (specify) ... <a href="#">Q8_11_O...</a>	<a href="#">Q8_11_R5_C1</a>	0	1.....2.....3	4

VIII.12. What % of the value of the material inputs and supplies used by this plant in 2006 were lower than the agreed upon quality? [Q8\\_12](#) %

VIII.13. What percentage of sales are lost due to delivery delays from suppliers in 2006? [Q8\\_13](#) %

### Relations with Suppliers:

VIII.14. Please provide information on suppliers of two most important raw materials (in the order of importance)

Description of raw materials	Total number of suppliers	Including your suppliers, how many suppliers of raw materials are there in total (that you know of) in this market?	Is this raw material made to your unique specification? Yes=1 ; No=2
1 <a href="#">Q8_14_R1_C1</a>	<a href="#">Q8_14_R1_C2</a>	<a href="#">Q8_14_R1_C3</a>	<a href="#">Q8_14_R1_C4</a>
2 <a href="#">Q8_14_R2_C1</a>	<a href="#">Q8_14_R2_C2</a>	<a href="#">Q8_14_R2_C3</a>	<a href="#">Q8_14_R2_C4</a>

VIII.15. Relationships with **main** supplier for each of two main raw materials (same raw materials as listed above)

	% of this raw material is bought from this supplier	Number of times delivered per year	Is your firm the most important customer of this supplier Yes=1 ; No=2	How long is your relationship (years)	% of raw material that you pay for before delivery	% of raw material that you buy on credit	Number of days of credit
1	<a href="#">Q8_15_R1_C1</a>	<a href="#">Q8_15_R1_C2</a>	<a href="#">Q8_15_R1_C3</a>	<a href="#">Q8_15_R1_C4</a>	<a href="#">Q8_15_R1_C5</a>	<a href="#">Q8_15_R1_C6</a>	<a href="#">Q8_15_R1_C7</a>
2	<a href="#">Q8_15_R2_C1</a>	<a href="#">Q8_15_R2_C2</a>	<a href="#">Q8_15_R2_C3</a>	<a href="#">Q8_15_R2_C4</a>	<a href="#">Q8_15_R2_C5</a>	<a href="#">Q8_15_R2_C6</a>	<a href="#">Q8_15_R2_C7</a>

VIII.16. If your main supplier failed to deliver your 2 raw materials, how long would it take you to obtain replacement supplies?

	Days
--	------

Raw material 1	<a href="#">Q8_16_R1_C1</a>
Raw material 2	<a href="#">Q8_16_R2_C1</a>

VIII.17. How far is your main supplier?

	KM (domestic)	Foreigner (country)
Raw material 1	<a href="#">Q8_17_R1_C1</a>	<a href="#">Q8_17_R1_C2</a>
Raw material 2	<a href="#">Q8_17_R2_C1</a>	<a href="#">Q8_17_R2_C2</a>

VIII.18. When you receive a new delivery from your main supplier, how much inventory of these inputs do you still have in stock, generally? *(Please answer in number of days of production)*

Raw material 1 [Q8\\_18\\_R1\\_C1](#) (days of production)

Raw material 2 [Q8\\_18\\_R2\\_C1](#) (days of production)

VIII.19. Did you have to stop operation in the last 3 years because of shortage of inputs? [Q8\\_19](#) Yes=1, No=2

VIII.20. If one of your suppliers cheats another firm, would you find out? [Q8\\_20](#) Yes=1, No=2

VIII.21. Have you had disputes with suppliers such as a delay or suspension of payment, return shipment or cancellation of future shipments over the last 3 years?  
[Q8\\_21](#)

1. Yes ..... these disputes resolve through....

**[Multiple answers allowed, circle what applies]**

- 1) Court
- 2) Federal Government
- 3) State government
- 4) Business association
- 5) Arbitration
- 6) Amicable
- Others (please specify) .....

2. No

1st answer [Q8\\_21\\_1A\\_R1\\_C1](#)

2nd answer [Q8\\_21\\_1A\\_R2\\_C1](#)

3rd answer [Q8\\_21\\_1A\\_R3\\_C1](#)

4th answer [Q8\\_21\\_1A\\_R4\\_C1](#)

5th answer \_\_\_ Q8\_21\_1A\_R5\_C1 \_\_\_

6th answer \_\_\_ Q8\_21\_1A\_R6\_C1 \_\_\_

7th answer \_\_\_ Q8\_21\_1A\_R7\_C1 \_\_\_

**Relations with Clients:**

VIII.22. On average, what percent of your sales is

- a. paid before delivery \_\_\_ Q8\_22\_R1\_C1 \_\_\_ %
  - b. paid upon delivery \_\_\_ Q8\_22\_R2\_C1 \_\_\_ %
  - c. bought on credit \_\_\_ Q8\_22\_R3\_C1 \_\_\_ % (if No, skip to VIII.25)
  - ~~others (specify) ..... %~~
- 100%

VIII.23. If you offer credit to your customers (i.e. accounts receivables)

- 1. Do you charge a different price for customers that buy on credit (relative to cash or before delivery) \_\_\_ Q8\_23\_A \_\_\_ (1= Yes, 2= No)
- 2. How long do you **allow** your customer to use the credit \_\_\_ Q8\_23\_B \_\_\_ (days)
- 3. On average, how fast do you get the **actual** payment \_\_\_ Q8\_23\_C \_\_\_ (days)
- 4. What % of your annual sales in 2006 were tied up in overdue payments? \_\_\_ Q8\_23\_D \_\_\_ %

VIII.24. How do you finance the credit you offer to your customers (percent of total financing)

- a. Credit you obtain from your suppliers \_\_\_ Q8\_24\_R1\_C1 \_\_\_ %
  - b. Bank credit ..... \_\_\_ Q8\_24\_R2\_C1 \_\_\_ %
  - c. Unlicensed lender/informal lenders..... \_\_\_ Q8\_24\_R3\_C1 \_\_\_ %
  - d. Retained earnings ..... \_\_\_ Q8\_24\_R4\_C1 \_\_\_ %
  - Others \_\_\_\_\_ Q8\_24\_OTHER \_\_\_\_\_ \_\_\_ Q8\_24\_R5\_C1 \_\_\_ %
- 100%

VIII.25. What % of the sales of this establishment in 2006 went to your largest customer? \_\_\_ Q8\_25 \_\_\_ %

VIII.26. If one of your clients deceives another firm, would you find out? \_\_\_ Q8\_26 \_\_\_ Yes=1, No=2

VIII.27. What is [KE's] share in the domestic market for its most important product? \_\_\_ Q8\_27 \_\_\_ %

VIII.28. Does your enterprise regularly use e-mail or a website in its interactions with clients and suppliers?

- a. E-mail? \_\_\_ Q8\_28\_1 \_\_\_ 1 = Yes, 2 = No
  - b. Website? \_\_\_ Q8\_28\_2 \_\_\_ 1 = Yes, 2 = No
- If Yes to b.**, What percentage of your sales is done through your website? \_\_\_ Q8\_28\_3 \_\_\_ %

VIII.29. How far is your main client?

	KM (domestic)	Foreigner (country)
Product 1	<a href="#">Q8_29_R1_C1</a>	<a href="#">Q8_29_R1_C2</a>
Product 2	<a href="#">Q8_29_R2_C1</a>	<a href="#">Q8_29_R2_C2</a>

VIII.30. Within your main product line, how many competitors, suppliers and buyers do you have and are they domestic or foreign owned?  
 Within your main product line, and in the main markets that you sell to, how many competitors suppliers and buyers do you have, and are they domestic or foreign owned?

	Number		(Multiple answers allowed)
a) competitors	___ <a href="#">Q8_30_R1_C1</a> ___	of which are	1. Domestic Firms <a href="#">Q8_30_R1_C2</a> 2. Foreign Owned Firms <a href="#">Q8_30_R1_C3</a>
b) suppliers	___ <a href="#">Q8_30_R2_C1</a> ___	of which are	1. Domestic Firms <a href="#">Q8_30_R2_C2</a> 2. Foreign Owned Firms <a href="#">Q8_30_R2_C3</a>
c) buyers	___ <a href="#">Q8_30_R3_C1</a> ___	of which are	1. Domestic Firms <a href="#">Q8_30_R3_C2</a> 2. Foreign Owned Firms <a href="#">Q8_30_R3_C3</a>

**SECTION IX:  
CORPORATE FINANCE**

All questions in section IX refer to the company that owns and operates this establishment.

IX.1.a What was **your company's** sales revenue in Baht for the fiscal year of

- |                            |                                      |
|----------------------------|--------------------------------------|
| (a) 2001? (five years ago) | <a href="#">Q9_1_A_R44_C1</a> (Baht) |
| (b) 1996? (ten years ago)  | <a href="#">Q9_1_A_R39_C1</a> (Baht) |

IX.1.b What was the value in Baht of **your company's** total production in 2006? In 2005? In 2004? In 2003?

- |          |                                      |
|----------|--------------------------------------|
| (a) 2006 | <a href="#">Q9_1_B_R49_C1</a> (Baht) |
| (b) 2005 | <a href="#">Q9_1_B_R48_C1</a> (Baht) |
| (c) 2004 | <a href="#">Q9_1_B_R47_C1</a> (Baht) |
| (d) 2003 | <a href="#">Q9_1_B_R46_C1</a> (Baht) |

IX.2. How much did the following cost **your company** in Baht during the fiscal year of ...?

	2003	2004	2005	2006
a. Rent for machinery and equipment (if owned, please enter value of depreciation) .....	<a href="#">Q9_2_R1_C46</a>	<a href="#">Q9_2_R1_C47</a>	<a href="#">Q9_2_R1_C48</a>	<a href="#">Q9_2_R1_C49</a>
b. Rent for land and/or buildings (if owned, please enter value of depreciation) .....	<a href="#">Q9_2_R2_C46</a>	<a href="#">Q9_2_R2_C47</a>	<a href="#">Q9_2_R2_C48</a>	<a href="#">Q9_2_R2_C49</a>

- c. Telecommunication costs (telephone, postal serv., leased line, etc)
- d. Traveling (for employees) .....
- e. Royalty or license fee to domestic companies .....
- f. Royalty or license fee to foreign owned companies
- g. Leasing

<a href="#">Q9_2_R3_C46</a>	<a href="#">Q9_2_R3_C47</a>	<a href="#">Q9_2_R3_C48</a>	<a href="#">Q9_2_R3_C49</a>
<a href="#">Q9_2_R4_C46</a>	<a href="#">Q9_2_R4_C47</a>	<a href="#">Q9_2_R4_C48</a>	<a href="#">Q9_2_R4_C49</a>
<a href="#">Q9_2_R5_C46</a>	<a href="#">Q9_2_R5_C47</a>	<a href="#">Q9_2_R5_C48</a>	<a href="#">Q9_2_R5_C49</a>
<a href="#">Q9_2_R6_C46</a>	<a href="#">Q9_2_R6_C47</a>	<a href="#">Q9_2_R6_C48</a>	<a href="#">Q9_2_R6_C49</a>
<a href="#">Q9_2_R7_C46</a>	<a href="#">Q9_2_R7_C47</a>	<a href="#">Q9_2_R7_C48</a>	<a href="#">Q9_2_R7_C49</a>

IX.3. How much did **your company** pay for the following taxes in the fiscal year ....? (Baht)

	2003	2004	2005	2006
a. Corporate tax .....	<a href="#">Q9_3_R1_C46</a>	<a href="#">Q9_3_R1_C47</a>	<a href="#">Q9_3_R1_C48</a>	<a href="#">Q9_3_R1_C49</a>
b. Import duties on materials and components .....	<a href="#">Q9_3_R2_C46</a>	<a href="#">Q9_3_R2_C47</a>	<a href="#">Q9_3_R2_C48</a>	<a href="#">Q9_3_R2_C49</a>
c. Import duties on capital goods .....	<a href="#">Q9_3_R3_C46</a>	<a href="#">Q9_3_R3_C47</a>	<a href="#">Q9_3_R3_C48</a>	<a href="#">Q9_3_R3_C49</a>
d. Sales tax .....	<a href="#">Q9_3_R4_C46</a>	<a href="#">Q9_3_R4_C47</a>	<a href="#">Q9_3_R4_C48</a>	<a href="#">Q9_3_R4_C49</a>
e. Excise tax .....	<a href="#">Q9_3_R5_C46</a>	<a href="#">Q9_3_R5_C47</a>	<a href="#">Q9_3_R5_C48</a>	<a href="#">Q9_3_R5_C49</a>
f. Contributions/donations .....	<a href="#">Q9_3_R6_C46</a>	<a href="#">Q9_3_R6_C47</a>	<a href="#">Q9_3_R6_C48</a>	<a href="#">Q9_3_R6_C49</a>
g. Local authority taxes (eg. assessment tax, quit rent etc) .....	<a href="#">Q9_3_R7_C46</a>	<a href="#">Q9_3_R7_C47</a>	<a href="#">Q9_3_R7_C48</a>	<a href="#">Q9_3_R7_C49</a>
h. Other direct taxes .....	<a href="#">Q9_3_R8_C46</a>	<a href="#">Q9_3_R8_C47</a>	<a href="#">Q9_3_R8_C48</a>	<a href="#">Q9_3_R8_C49</a>
i. Other indirect taxes (i.e. taxes on transactions) .....	<a href="#">Q9_3_R9_C46</a>	<a href="#">Q9_3_R9_C47</a>	<a href="#">Q9_3_R9_C48</a>	<a href="#">Q9_3_R9_C49</a>

IX.4.1 What was the share of the following modes of transport in the total transport costs your company incurred in 2006 in acquiring **inputs**?

- a) Air     [Q9\\_4\\_R1\\_C1](#)     %
- b) Rail     [Q9\\_4\\_R2\\_C1](#)     %
- c) Road     [Q9\\_4\\_R3\\_C1](#)     %
- d) Shipping     [Q9\\_4\\_R4\\_C1](#)     %
- ~~Others~~                      %
- Total 100 %

IX.4.2 What was the share of the following modes of transport in the total cost your company incurred in 2006 in transporting your **products**?

- a) Air     [Q9\\_4\\_2\\_R1\\_C1](#)     %
- b) Rail     [Q9\\_4\\_2\\_R2\\_C1](#)     %
- c) Road     [Q9\\_4\\_2\\_R3\\_C1](#)     %
- d) Shipping     [Q9\\_4\\_2\\_R4\\_C1](#)     %
- ~~Others~~                      %
- Total 100 %

IX.5.a. What was the total cost (including transport costs) of your last consignment of imports?           [Q9\\_5\\_A\\_Total\\_C1](#)           Baht

Please provide a breakdown of the transport costs associated with your last consignment of imports:

- a) Cost of insurance and freight to the port of entry to Thailand           [Q9\\_5\\_A\\_R1\\_C1](#)           Baht
- b) Cost of insurance and freight from the port of entry to Thailand to this plant/farm           [Q9\\_5\\_A\\_R2\\_C1](#)           Baht
- c) Cost of air transport           [Q9\\_5\\_A\\_R3\\_C1](#)           Baht
- d) Cost of road transport           [Q9\\_5\\_A\\_R4\\_C1](#)           Baht
- e) Cost of rail transport           [Q9\\_5\\_A\\_R5\\_C1](#)           Baht
- f) Sea-port charges           [Q9\\_5\\_A\\_R6\\_C1](#)           Baht

- g) Airport charges  
 h) Value of input purchased

\_\_\_\_\_ **Q9\_5\_A\_R7\_C1** \_\_\_\_\_ Baht  
 \_\_\_\_\_ **Q9\_5\_A\_R8\_C1** \_\_\_\_\_ Baht

IX.5.b. How much would it cost to ship a 20-foot container or equivalent of your main product from your plant to

- a) New York (USA) \_\_\_\_\_ **Q9\_5\_B\_R1\_C1** \_\_\_\_\_ Baht per container  
 b) Hong Kong \_\_\_\_\_ **Q9\_5\_B\_R2\_C1** \_\_\_\_\_ Baht per container  
 c) Rotterdam \_\_\_\_\_ **Q9\_5\_B\_R3\_C1** \_\_\_\_\_ Baht per container  
 d) Bangkok \_\_\_\_\_ **Q9\_5\_B\_R4\_C1** \_\_\_\_\_ Baht per container  
 e) Others (please specify)... **Q9\_5\_B\_1...** \_\_\_\_\_ **Q9\_5\_B\_R5\_C1** \_\_\_\_\_ Baht per container

IX.5.c Please provide a breakdown of the transport costs associated with your exports:

Item	City / Country				
	New York (USA)	Hong Kong	Rotterdam	Bangkok	Others (please specify).....
1. Cost of insurance and freight from the port of Thailand to the port of another country	<b>Q9_5_C_R1_C1</b>	<b>Q9_5_C_R1_C2</b>	<b>Q9_5_C_R1_C3</b>		<b>Q9_5_C_R1_C5</b>
2. Cost of insurance and freight from this plant/farm to the port of Thailand	<b>Q9_5_C_R2_C1</b>	<b>Q9_5_C_R2_C2</b>	<b>Q9_5_C_R2_C3</b>	<b>Q9_5_C_R2_C4</b>	<b>Q9_5_C_R2_C5</b>
3. Cost of air transport	<b>Q9_5_C_R3_C1</b>	<b>Q9_5_C_R3_C2</b>	<b>Q9_5_C_R3_C3</b>	<b>Q9_5_C_R3_C4</b>	<b>Q9_5_C_R3_C5</b>
4. Cost of road transport	<b>Q9_5_C_R4_C1</b>	<b>Q9_5_C_R4_C2</b>	<b>Q9_5_C_R4_C3</b>	<b>Q9_5_C_R4_C4</b>	<b>Q9_5_C_R4_C5</b>
5. Cost of rail transport	<b>Q9_5_C_R5_C1</b>	<b>Q9_5_C_R5_C2</b>	<b>Q9_5_C_R5_C3</b>	<b>Q9_5_C_R5_C4</b>	<b>Q9_5_C_R5_C5</b>
6. Sea-port charges	<b>Q9_5_C_R6_C1</b>	<b>Q9_5_C_R6_C2</b>	<b>Q9_5_C_R6_C3</b>	<b>Q9_5_C_R6_C4</b>	<b>Q9_5_C_R6_C5</b>
7. Airport charges	<b>Q9_5_C_R7_C1</b>	<b>Q9_5_C_R7_C2</b>	<b>Q9_5_C_R7_C3</b>	<b>Q9_5_C_R7_C4</b>	<b>Q9_5_C_R7_C5</b>
8. Value of exported products	<b>Q9_5_C_R8_C1</b>	<b>Q9_5_C_R8_C2</b>	<b>Q9_5_C_R8_C3</b>	<b>Q9_5_C_R8_C4</b>	<b>Q9_5_C_R8_C5</b>

IX.6. How much does electricity cost per unit (Kilowatt).

- IX.6.a. from your own generator ..... **Q9\_6\_A** ..... Baht  
 IX.6.b. from public ..... **Q9\_6\_B** ..... Baht

IX.7. Machinery & equipment:

a) What would be the cost of replacing all your machinery and equipment at the end of 2006 by acquiring new machines?     Q9\_7\_1     (Baht)

b) What is the current market value of all your machinery and equipment at the end of 2006?     Q9\_7\_2     (Baht)

IX.8. What would be the cost of replacing all your business premises or leasehold?     Q9\_8     (Baht)

IX.9. What is the estimated annual market rent that **your company** would have paid for its business premises?     Q9\_9     (Baht)

IX.10. How much did **your company** spend on design or R&D in 2006? [Spending includes wages and salaries of R&D personnel, such as scientists and engineers; materials, training costs, and subcontracting costs.]     Q9\_10     (Baht)

IX.11. How much did **your company** spend on additional machinery, equipment, vehicles, land and buildings in the fiscal year 2003-2006

	2003		2004		2005		2006	
	amount (Baht)	of which % imported						
a) New machinery and equipment .....	<u>Q9_11_1_</u> <u>R1_C1</u>	<u>Q9_11_1_</u> <u>R1_C2</u>	<u>Q9_11_1_</u> <u>R1_C3</u>	<u>Q9_11_1_</u> <u>R1_C4</u>	<u>Q9_11_2_</u> <u>R1_C1</u>	<u>Q9_11_2_</u> <u>R1_C2</u>	<u>Q9_11_2_</u> <u>R1_C3</u>	<u>Q9_11_2_</u> <u>R1_C4</u>
b) Second hand machinery and equipment .....	<u>Q9_11_1_</u> <u>R2_C1</u>	<u>Q9_11_1_</u> <u>R2_C2</u>	<u>Q9_11_1_</u> <u>R2_C3</u>	<u>Q9_11_1_</u> <u>R2_C4</u>	<u>Q9_11_2_</u> <u>R2_C1</u>	<u>Q9_11_2_</u> <u>R2_C2</u>	<u>Q9_11_2_</u> <u>R2_C3</u>	<u>Q9_11_2_</u> <u>R2_C4</u>
c) Land and buildings and improvement in leasehold	<u>Q9_11_1_</u> <u>R3_C1</u>		<u>Q9_11_1_</u> <u>R3_C3</u>		<u>Q9_11_2_</u> <u>R3_C1</u>		<u>Q9_11_2_</u> <u>R3_C3</u>	
d) New vehicles .....	<u>Q9_11_1_</u> <u>R4_C1</u>		<u>Q9_11_1_</u> <u>R4_C3</u>		<u>Q9_11_2_</u> <u>R4_C1</u>		<u>Q9_11_2_</u> <u>R4_C3</u>	
e) Second hand vehicles .....	<u>Q9_11_1_</u> <u>R5_C1</u>		<u>Q9_11_1_</u> <u>R5_C3</u>		<u>Q9_11_2_</u> <u>R5_C1</u>		<u>Q9_11_2_</u> <u>R5_C3</u>	

IX.12. Did you sell any equipment or property during the fiscal year 2003-2006?

Value sold in Baht ...

- a) Machinery and equipment .....
- b) Land and buildings or leasehold
- c) Vehicles .....

	2003	2004	2005	2006
a) Machinery and equipment .....	<u>Q9_12_R1_C46</u>	<u>Q9_12_R1_C47</u>	<u>Q9_12_R1_C48</u>	<u>Q9_12_R1_C49</u>
b) Land and buildings or leasehold	<u>Q9_12_R2_C46</u>	<u>Q9_12_R2_C47</u>	<u>Q9_12_R2_C48</u>	<u>Q9_12_R2_C49</u>
c) Vehicles .....	<u>Q9_12_R3_C46</u>	<u>Q9_12_R3_C47</u>	<u>Q9_12_R3_C48</u>	<u>Q9_12_R3_C49</u>

<b>IX.13 Sales and Costs</b>				
Sales and expenses for the fiscal years of 2003-2006.	Value in Baht			
	2003	2004	2005	2006
<b>Revenue</b>				
Operating Revenue	<a href="#">Q9_13_1_46_R1_C46</a>	<a href="#">Q9_13_1_47_R1_C47</a>	<a href="#">Q9_13_1_48_R1_C48</a>	<a href="#">Q9_13_1_49_R1_C49</a>
Other Revenue	<a href="#">Q9_13_1_46_R2_C46</a>	<a href="#">Q9_13_1_47_R2_C47</a>	<a href="#">Q9_13_1_48_R2_C48</a>	<a href="#">Q9_13_1_49_R2_C49</a>
<b>Total Revenue</b>	<a href="#">Q9_13_1_46_R3_C46</a>	<a href="#">Q9_13_1_47_R3_C47</a>	<a href="#">Q9_13_1_48_R3_C48</a>	<a href="#">Q9_13_1_49_R3_C49</a>
<b>Production Cost</b>				
Purchases of materials excluding fuel	<a href="#">Q9_13_2_46_R1_C46</a>	<a href="#">Q9_13_2_47_R1_C47</a>	<a href="#">Q9_13_2_48_R1_C48</a>	<a href="#">Q9_13_2_49_R1_C49</a>
Direct material cost	<a href="#">Q9_13_2_46_R2_C46</a>	<a href="#">Q9_13_2_47_R2_C47</a>	<a href="#">Q9_13_2_48_R2_C48</a>	<a href="#">Q9_13_2_49_R2_C49</a>
Purchased parts cost	<a href="#">Q9_13_2_46_R3_C46</a>	<a href="#">Q9_13_2_47_R3_C47</a>	<a href="#">Q9_13_2_48_R3_C48</a>	<a href="#">Q9_13_2_49_R3_C49</a>
Work-in-process (At the beginning of period)	<a href="#">Q9_13_2_46_R4_C46</a>	<a href="#">Q9_13_2_47_R4_C47</a>	<a href="#">Q9_13_2_48_R4_C48</a>	<a href="#">Q9_13_2_49_R4_C49</a>
Wage and salary for production labor	<a href="#">Q9_13_2_46_R5_C46</a>	<a href="#">Q9_13_2_47_R5_C47</a>	<a href="#">Q9_13_2_48_R5_C48</a>	<a href="#">Q9_13_2_49_R5_C49</a>
Allowances, Bonuses and Welfare for production labor	<a href="#">Q9_13_2_46_R6_C46</a>	<a href="#">Q9_13_2_47_R6_C47</a>	<a href="#">Q9_13_2_48_R6_C48</a>	<a href="#">Q9_13_2_49_R6_C49</a>
Factory Depreciation	<a href="#">Q9_13_2_46_R7_C46</a>	<a href="#">Q9_13_2_47_R7_C47</a>	<a href="#">Q9_13_2_48_R7_C48</a>	<a href="#">Q9_13_2_49_R7_C49</a>
Electricity	<a href="#">Q9_13_2_46_R8_C46</a>	<a href="#">Q9_13_2_47_R8_C47</a>	<a href="#">Q9_13_2_48_R8_C48</a>	<a href="#">Q9_13_2_49_R8_C49</a>
Fuel and other energy (Coal, Oil)	<a href="#">Q9_13_2_46_R9_C46</a>	<a href="#">Q9_13_2_47_R9_C47</a>	<a href="#">Q9_13_2_48_R9_C48</a>	<a href="#">Q9_13_2_49_R9_C49</a>
Subcontracting cost	<a href="#">Q9_13_2_46_R10_C46</a>	<a href="#">Q9_13_2_47_R10_C47</a>	<a href="#">Q9_13_2_48_R10_C48</a>	<a href="#">Q9_13_2_49_R10_C49</a>
Rent (buildings and machines)	<a href="#">Q9_13_2_46_R11_C46</a>	<a href="#">Q9_13_2_47_R11_C47</a>	<a href="#">Q9_13_2_48_R11_C48</a>	<a href="#">Q9_13_2_49_R11_C49</a>
Other production cost	<a href="#">Q9_13_2_46_R12_C46</a>	<a href="#">Q9_13_2_47_R12_C47</a>	<a href="#">Q9_13_2_48_R12_C48</a>	<a href="#">Q9_13_2_49_R12_C49</a>
Exclude work-in-process (At the end of period)	<a href="#">Q9_13_2_46_R13_C46</a>	<a href="#">Q9_13_2_47_R13_C47</a>	<a href="#">Q9_13_2_48_R13_C48</a>	<a href="#">Q9_13_2_49_R13_C49</a>
<b>Total Production Cost</b>	<a href="#">Q9_13_2_46_R14_C46</a>	<a href="#">Q9_13_2_47_R14_C47</a>	<a href="#">Q9_13_2_48_R14_C48</a>	<a href="#">Q9_13_2_49_R14_C49</a>
<b>Cost of Goods Sold</b>				
Inventory at the beginning of period	<a href="#">Q9_13_3_46_R1_C46</a>	<a href="#">Q9_13_3_47_R1_C47</a>	<a href="#">Q9_13_3_48_R1_C48</a>	<a href="#">Q9_13_3_49_R1_C49</a>
Copyright	<a href="#">Q9_13_3_46_R2_C46</a>	<a href="#">Q9_13_3_47_R2_C47</a>	<a href="#">Q9_13_3_48_R2_C48</a>	<a href="#">Q9_13_3_49_R2_C49</a>
Purchased Goods	<a href="#">Q9_13_3_46_R3_C46</a>	<a href="#">Q9_13_3_47_R3_C47</a>	<a href="#">Q9_13_3_48_R3_C48</a>	<a href="#">Q9_13_3_49_R3_C49</a>
Exclude Inventory at the end of period	<a href="#">Q9_13_3_46_R4_C46</a>	<a href="#">Q9_13_3_47_R4_C47</a>	<a href="#">Q9_13_3_48_R4_C48</a>	<a href="#">Q9_13_3_49_R4_C49</a>
<b>Total Cost of Goods Sold</b>	<a href="#">Q9_13_3_46_R5_C46</a>	<a href="#">Q9_13_3_47_R5_C47</a>	<a href="#">Q9_13_3_48_R5_C48</a>	<a href="#">Q9_13_3_49_R5_C49</a>
<b>Selling and Administration Expenditure</b>				
Wage and Salary for director and officers	<a href="#">Q9_13_4_46_R1_C46</a>	<a href="#">Q9_13_4_47_R1_C47</a>	<a href="#">Q9_13_4_48_R1_C48</a>	<a href="#">Q9_13_4_49_R1_C49</a>
Allowances, bonuses and welfare for director and officers	<a href="#">Q9_13_4_46_R2_C46</a>	<a href="#">Q9_13_4_47_R2_C47</a>	<a href="#">Q9_13_4_48_R2_C48</a>	<a href="#">Q9_13_4_49_R2_C49</a>
Other tax (excluding corporate tax)	<a href="#">Q9_13_4_46_R3_C46</a>	<a href="#">Q9_13_4_47_R3_C47</a>	<a href="#">Q9_13_4_48_R3_C48</a>	<a href="#">Q9_13_4_49_R3_C49</a>
Financial fees	<a href="#">Q9_13_4_46_R4_C46</a>	<a href="#">Q9_13_4_47_R4_C47</a>	<a href="#">Q9_13_4_48_R4_C48</a>	<a href="#">Q9_13_4_49_R4_C49</a>
Donation	<a href="#">Q9_13_4_46_R5_C46</a>	<a href="#">Q9_13_4_47_R5_C47</a>	<a href="#">Q9_13_4_48_R5_C48</a>	<a href="#">Q9_13_4_49_R5_C49</a>
Office depreciation	<a href="#">Q9_13_4_46_R6_C46</a>	<a href="#">Q9_13_4_47_R6_C47</a>	<a href="#">Q9_13_4_48_R6_C48</a>	<a href="#">Q9_13_4_49_R6_C49</a>

Transportation cost	<a href="#">Q9_13_4_46_R7_C46</a>	<a href="#">Q9_13_4_47_R7_C47</a>	<a href="#">Q9_13_4_48_R7_C48</a>	<a href="#">Q9_13_4_49_R7_C49</a>
Promotion expenditure	<a href="#">Q9_13_4_46_R8_C46</a>	<a href="#">Q9_13_4_47_R8_C47</a>	<a href="#">Q9_13_4_48_R8_C48</a>	<a href="#">Q9_13_4_49_R8_C49</a>
R&D expenditure	<a href="#">Q9_13_4_46_R9_C46</a>	<a href="#">Q9_13_4_47_R9_C47</a>	<a href="#">Q9_13_4_48_R9_C48</a>	<a href="#">Q9_13_4_49_R9_C49</a>
Other selling and administration expenditure	<a href="#">Q9_13_4_46_R10_C46</a>	<a href="#">Q9_13_4_47_R10_C47</a>	<a href="#">Q9_13_4_48_R10_C48</a>	<a href="#">Q9_13_4_49_R10_C49</a>
<b>Total Selling and Administration Expenditure</b>	<a href="#">Q9_13_4_46_R11_C46</a>	<a href="#">Q9_13_4_47_R11_C47</a>	<a href="#">Q9_13_4_48_R11_C48</a>	<a href="#">Q9_13_4_49_R11_C49</a>

<b>IX.14. Asset, Liabilities and Equity</b>				
	Value in Baht as of end of the fiscal year of			
	2003	2004	2005	2006
<b>Current Asset</b>				
Cash and deposits	<a href="#">Q9_14_1_46_R1_C46</a>	<a href="#">Q9_14_1_47_R1_C47</a>	<a href="#">Q9_14_1_48_R1_C48</a>	<a href="#">Q9_14_1_49_R1_C49</a>
Accounts receivable and notes	<a href="#">Q9_14_1_46_R2_C46</a>	<a href="#">Q9_14_1_47_R2_C47</a>	<a href="#">Q9_14_1_48_R2_C48</a>	<a href="#">Q9_14_1_49_R2_C49</a>
<b>Inventory</b> : Finished Goods	<a href="#">Q9_14_1_46_R3_C46</a>	<a href="#">Q9_14_1_47_R3_C47</a>	<a href="#">Q9_14_1_48_R3_C48</a>	<a href="#">Q9_14_1_49_R3_C49</a>
: Work-in-process	<a href="#">Q9_14_1_46_R4_C46</a>	<a href="#">Q9_14_1_47_R4_C47</a>	<a href="#">Q9_14_1_48_R4_C48</a>	<a href="#">Q9_14_1_49_R4_C49</a>
: Raw material (exclude fuel)	<a href="#">Q9_14_1_46_R5_C46</a>	<a href="#">Q9_14_1_47_R5_C47</a>	<a href="#">Q9_14_1_48_R5_C48</a>	<a href="#">Q9_14_1_49_R5_C49</a>
: Fuel	<a href="#">Q9_14_1_46_R6_C46</a>	<a href="#">Q9_14_1_47_R6_C47</a>	<a href="#">Q9_14_1_48_R6_C48</a>	<a href="#">Q9_14_1_49_R6_C49</a>
<b>Total inventory</b>	<a href="#">Q9_14_1_46_R7_C46</a>	<a href="#">Q9_14_1_47_R7_C47</a>	<a href="#">Q9_14_1_48_R7_C48</a>	<a href="#">Q9_14_1_49_R7_C49</a>
Investment in other company or stock market	<a href="#">Q9_14_1_46_R8_C46</a>	<a href="#">Q9_14_1_47_R8_C47</a>	<a href="#">Q9_14_1_48_R8_C48</a>	<a href="#">Q9_14_1_49_R8_C49</a>
Other current asset	<a href="#">Q9_14_1_46_R9_C46</a>	<a href="#">Q9_14_1_47_R9_C47</a>	<a href="#">Q9_14_1_48_R9_C48</a>	<a href="#">Q9_14_1_49_R9_C49</a>
<b>Total Current Asset</b>	<a href="#">Q9_14_1_46_R10_C46</a>	<a href="#">Q9_14_1_47_R10_C47</a>	<a href="#">Q9_14_1_48_R10_C48</a>	<a href="#">Q9_14_1_49_R10_C49</a>
<b>Fixed Asset</b>				
Machinery and equipment	<a href="#">Q9_14_2_46_R1_C46</a>	<a href="#">Q9_14_2_47_R1_C47</a>	<a href="#">Q9_14_2_48_R1_C48</a>	<a href="#">Q9_14_2_49_R1_C49</a>
Land and development	<a href="#">Q9_14_2_46_R2_C46</a>	<a href="#">Q9_14_2_47_R2_C47</a>	<a href="#">Q9_14_2_48_R2_C48</a>	<a href="#">Q9_14_2_49_R2_C49</a>
Buildings	<a href="#">Q9_14_2_46_R3_C46</a>	<a href="#">Q9_14_2_47_R3_C47</a>	<a href="#">Q9_14_2_48_R3_C48</a>	<a href="#">Q9_14_2_49_R3_C49</a>
Pre-operating buildings and machinery	<a href="#">Q9_14_2_46_R4_C46</a>	<a href="#">Q9_14_2_47_R4_C47</a>	<a href="#">Q9_14_2_48_R4_C48</a>	<a href="#">Q9_14_2_49_R4_C49</a>
Guarantee (for electricity usage)	<a href="#">Q9_14_2_46_R5_C46</a>	<a href="#">Q9_14_2_47_R5_C47</a>	<a href="#">Q9_14_2_48_R5_C48</a>	<a href="#">Q9_14_2_49_R5_C49</a>
other fixed asset	<a href="#">Q9_14_2_46_R6_C46</a>	<a href="#">Q9_14_2_47_R6_C47</a>	<a href="#">Q9_14_2_48_R6_C48</a>	<a href="#">Q9_14_2_49_R6_C49</a>
<b>Total Fixed Asset</b>	<a href="#">Q9_14_2_46_R7_C46</a>	<a href="#">Q9_14_2_47_R7_C47</a>	<a href="#">Q9_14_2_48_R7_C48</a>	<a href="#">Q9_14_2_49_R7_C49</a>
<b>Total Asset</b>	<a href="#">Q9_14_2_46_R8_C46</a>	<a href="#">Q9_14_2_47_R8_C47</a>	<a href="#">Q9_14_2_48_R8_C48</a>	<a href="#">Q9_14_2_49_R8_C49</a>
<b>Short-term liabilities (i.e. one year or less)</b>				
Accounts payable	<a href="#">Q9_14_3_46_R1_C46</a>	<a href="#">Q9_14_3_47_R1_C47</a>	<a href="#">Q9_14_3_48_R1_C48</a>	<a href="#">Q9_14_3_49_R1_C49</a>
Other short-term liabilities	<a href="#">Q9_14_3_46_R2_C46</a>	<a href="#">Q9_14_3_47_R2_C47</a>	<a href="#">Q9_14_3_48_R2_C48</a>	<a href="#">Q9_14_3_49_R2_C49</a>
<b>Long-term liabilities (i.e., more than one year )</b>				
Long term liabilities	<a href="#">Q9_14_3_46_R3_C46</a>	<a href="#">Q9_14_3_47_R3_C47</a>	<a href="#">Q9_14_3_48_R3_C48</a>	<a href="#">Q9_14_3_49_R3_C49</a>
<b>Total liabilities</b>	<a href="#">Q9_14_3_46_R4_C46</a>	<a href="#">Q9_14_3_47_R4_C47</a>	<a href="#">Q9_14_3_48_R4_C48</a>	<a href="#">Q9_14_3_49_R4_C49</a>
<b>Equity</b>				
Share capital (Equity)	<a href="#">Q9_14_4_46_R1_C46</a>	<a href="#">Q9_14_4_47_R1_C47</a>	<a href="#">Q9_14_4_48_R1_C48</a>	<a href="#">Q9_14_4_49_R1_C49</a>
Surplus	<a href="#">Q9_14_4_46_R2_C46</a>	<a href="#">Q9_14_4_47_R2_C47</a>	<a href="#">Q9_14_4_48_R2_C48</a>	<a href="#">Q9_14_4_49_R2_C49</a>
Retained earning	<a href="#">Q9_14_4_46_R3_C46</a>	<a href="#">Q9_14_4_47_R3_C47</a>	<a href="#">Q9_14_4_48_R3_C48</a>	<a href="#">Q9_14_4_49_R3_C49</a>
<b>Total Equity</b>	<a href="#">Q9_14_4_46_R4_C46</a>	<a href="#">Q9_14_4_47_R4_C47</a>	<a href="#">Q9_14_4_48_R4_C48</a>	<a href="#">Q9_14_4_49_R4_C49</a>
<b>Total Liabilities and Equity</b>	<a href="#">Q9_14_4_46_R5_C46</a>	<a href="#">Q9_14_4_47_R5_C47</a>	<a href="#">Q9_14_4_48_R5_C48</a>	<a href="#">Q9_14_4_49_R5_C49</a>

(Note: Total Assets must equal Total Liabilities)

	Value in Baht as of end of the fiscal year of			
	2003	2004	2005	2006
IX.14.a. The amount of total long-term liabilities that are Foreign currency	<a href="#">Q9_14_A_B_R1_C46</a>	<a href="#">Q9_14_A_B_R1_C47</a>	<a href="#">Q9_14_A_B_R1_C48</a>	<a href="#">Q9_14_A_B_R1_C49</a>
IX.14.b. The amount of total short-term liabilities that are Foreign currency	<a href="#">Q9_14_A_B_R2_C46</a>	<a href="#">Q9_14_A_B_R2_C47</a>	<a href="#">Q9_14_A_B_R2_C48</a>	<a href="#">Q9_14_A_B_R2_C49</a>
Of which: payables	<a href="#">Q9_14_A_B_R3_C46</a>	<a href="#">Q9_14_A_B_R3_C47</a>	<a href="#">Q9_14_A_B_R3_C48</a>	<a href="#">Q9_14_A_B_R3_C49</a>

Income Statement				
IX.15.	Value in Baht as of end of the fiscal year of			
	2003	2004	2005	2006
Gross Profit	<a href="#">Q9_15_1_46_R1_C46</a>	<a href="#">Q9_15_1_47_R1_C47</a>	<a href="#">Q9_15_1_48_R1_C48</a>	<a href="#">Q9_15_1_49_R1_C49</a>
Interest charges	<a href="#">Q9_15_1_46_R2_C46</a>	<a href="#">Q9_15_1_47_R2_C47</a>	<a href="#">Q9_15_1_48_R2_C48</a>	<a href="#">Q9_15_1_49_R2_C49</a>
Corporate tax	<a href="#">Q9_15_1_46_R3_C46</a>	<a href="#">Q9_15_1_47_R3_C47</a>	<a href="#">Q9_15_1_48_R3_C48</a>	<a href="#">Q9_15_1_49_R3_C49</a>
Net profit (Loss)	<a href="#">Q9_15_1_46_R4_C46</a>	<a href="#">Q9_15_1_47_R4_C47</a>	<a href="#">Q9_15_1_48_R4_C48</a>	<a href="#">Q9_15_1_49_R4_C49</a>
Retained earning from the beginning of period	<a href="#">Q9_15_1_46_R5_C46</a>	<a href="#">Q9_15_1_47_R5_C47</a>	<a href="#">Q9_15_1_48_R5_C48</a>	<a href="#">Q9_15_1_49_R5_C49</a>
Accumulated Results from change in account basis	<a href="#">Q9_15_1_46_R6_C46</a>	<a href="#">Q9_15_1_47_R6_C47</a>	<a href="#">Q9_15_1_48_R6_C48</a>	<a href="#">Q9_15_1_49_R6_C49</a>
Dividend	<a href="#">Q9_15_1_46_R7_C46</a>	<a href="#">Q9_15_1_47_R7_C47</a>	<a href="#">Q9_15_1_48_R7_C48</a>	<a href="#">Q9_15_1_49_R7_C49</a>
Legal reserve	<a href="#">Q9_15_1_46_R8_C46</a>	<a href="#">Q9_15_1_47_R8_C47</a>	<a href="#">Q9_15_1_48_R8_C48</a>	<a href="#">Q9_15_1_49_R8_C49</a>
Reserve for investment	<a href="#">Q9_15_1_46_R9_C46</a>	<a href="#">Q9_15_1_47_R9_C47</a>	<a href="#">Q9_15_1_48_R9_C48</a>	<a href="#">Q9_15_1_49_R9_C49</a>
Retained earning at the end of period	<a href="#">Q9_15_1_46_R10_C46</a>	<a href="#">Q9_15_1_47_R10_C47</a>	<a href="#">Q9_15_1_48_R10_C48</a>	<a href="#">Q9_15_1_49_R10_C49</a>
Earning per share (EPS)	<a href="#">Q9_15_1_46_R11_C46</a>	<a href="#">Q9_15_1_47_R11_C47</a>	<a href="#">Q9_15_1_48_R11_C48</a>	<a href="#">Q9_15_1_49_R11_C49</a>

IX.16. In how many banks do you have an account?     Q9\_16    

IX.17. Do you have a term loan from a bank or financial institution?     Q9\_17    

1. Yes (skip to IX.19)
2. No

IX.18. What is the reason that you have no term loan from a bank or financial institution? \_\_\_ **Q9\_18** \_\_\_

1. Never applied for a bank loan, because.....[**Multiple answers allowed, circle what applies**]

- (1) Do not need term loans
- (2) Application procedures for bank term loans are too cumbersome
- (3) Collateral requirements of bank term loans are too stringent
- (4) Interest rates are too high
- (5) Corruption in the allocation of bank credit
- Others (specify) .....

2. Application for (a) bank term loan(s) was turned down, because .....

- (1) lack of collateral
- (2) incompleteness of application
- (3) perceived lack of feasibility of project
- Others (specify) .....

1st reason \_\_\_ **Q9\_18\_1\_R1\_C1** \_\_\_

2nd reason \_\_\_ **Q9\_18\_1\_R2\_C1** \_\_\_

3rd reason \_\_\_ **Q9\_18\_1\_R3\_C1** \_\_\_

4th reason \_\_\_ **Q9\_18\_1\_R4\_C1** \_\_\_

5th reason \_\_\_ **Q9\_18\_1\_R5\_C1** \_\_\_

6th reason \_\_\_ **Q9\_18\_1\_R6\_C1** \_\_\_

IX. 19. How long has your firm been doing business with your primary bank? \_\_\_ **Q9\_19** \_\_\_ (months)

IX.20. Do you have a bank overdraft facility? \_\_\_ **Q9\_20** \_\_\_

- 1. Yes
- 2. No (skip to IX.22)

IX.21. What percentage of your overdraft facility did you use in 2006? \_\_\_ **Q9\_21** \_\_\_ %

IX.22. What share of your outstanding credit is due in:

less than a year \_\_\_ **Q9\_22\_R1\_C1** \_\_\_ %  
more than a year \_\_\_ **Q9\_22\_R2\_C1** \_\_\_ %  
100%

IX.23. Please identify the percentage of your establishment's financing from each of the following sources for:

- i) Working capital
- ii) New Investments

	Working Capital		New Investments	
1. Internal funds or Retained earnings	___ Q9_23_R1_C1 ___	%	___ Q9_23_R1_C2 ___	%
2. Local commercial banks (loan, overdraft)	___ Q9_23_R2_C1 ___	%	___ Q9_23_R2_C2 ___	%
3. Foreign owned commercial banks	___ Q9_23_R3_C1 ___	%	___ Q9_23_R3_C2 ___	%
4. Leasing arrangement	___ Q9_23_R4_C1 ___	%	___ Q9_23_R4_C2 ___	%
5. Investment Funds/Special Development Financing	___ Q9_23_R5_C1 ___	%	___ Q9_23_R5_C2 ___	%
6. Trade credit (supplier or customer credit)	___ Q9_23_R6_C1 ___	%	___ Q9_23_R6_C2 ___	%
7. Equity, sale of stock	___ Q9_23_R7_C1 ___	%	___ Q9_23_R7_C2 ___	%
8. Family, friends	___ Q9_23_R8_C1 ___	%	___ Q9_23_R8_C2 ___	%
9. Informal sources (e.g. unlicensed money lender)	___ Q9_23_R9_C1 ___	%	___ Q9_23_R9_C2 ___	%
Others (specify): ___ Q9_23_other ___	___ Q9_23_R10_C1 ___	%	___ Q9_23_R10_C2 ___	%
<b>TOTAL</b>	<b>100%</b>		<b>100%</b>	

IX.24. Has **your company** taken any loan during the last 3 years? \_\_\_ Q9\_24 \_\_\_

- 1. Yes
- 2. No (skip to IX.28)

IX.24.a. what type of the most recent loan of your company? \_\_\_ Q9\_24\_A \_\_\_

- 1. Term loan
- 2. Overdraft (skip to IX.26)
- 3. Non-term loan (skip to IX.26)

IX.25. What term of the last loan? \_\_\_ Q9\_25 \_\_\_ 1. Less than 1 year 2. 1-5 years 3. Over 5 years

IX.26. What is the amount of the last loan/overdraft? \_\_\_ Q9\_26 \_\_\_ Baht

IX.27. In what year was this loan/overdraft approved? \_\_\_ Q9\_27 \_\_\_

IX.28. Are externally audited financial statements required to obtain bank credit? \_\_\_ Q9\_28 \_\_\_ Yes=1, No=2

IX.29. Does your firm provide collateral to obtain a bank credit? \_\_\_ Q9\_29 \_\_\_ Yes=1, No=2

IX.30. In your experience how frequently do Banks accept the following forms of collateral

Type of Collateral	Never	Sometimes	Always
a) Land	Q9_30_R1_C1	0	1 2

b) Buildings	<b>Q9_30_R2_C1</b>	0	1	2
c) Machinery and equipment (NEW)	<b>Q9_30_R3_C1</b>	0	1	2
d) Machinery & Equipment (USED)	<b>Q9_30_R4_C1</b>	0	1	2
e) Firm equity	<b>Q9_30_R5_C1</b>	0	1	2
f) Trade credit / accounts receivables	<b>Q9_30_R6_C1</b>	0	1	2
Others, specify: ..... <b>Q9_30_O</b> .....	<b>Q9_30_R7_C1</b>	0	1	2

IX.31. What was the approximate value of collateral required as a percentage of the loan value? \_\_\_ **Q9\_31** \_\_\_%

IX.32. What is the average interest rate for each category of **your company's** liabilities?

	Domestic	Foreign
Short term liabilities	___ <b>Q9_32_R1_C1</b> ___ %	___ <b>Q9_32_R1_C2</b> ___ %
Long term liabilities	___ <b>Q9_32_R2_C1</b> ___ %	___ <b>Q9_32_R2_C2</b> ___ %

IX.33. How long does it take to clear the following payments through your financial institution?

	Days	Charge (% of transaction)
a) a cheque	___ <b>Q9_33_R1_C1</b> ___	___ <b>Q9_33_R1_C2</b> ___ %
b) a domestic currency transfer	___ <b>Q9_33_R2_C1</b> ___	___ <b>Q9_33_R2_C2</b> ___ %
c) a foreign currency transfer	___ <b>Q9_33_R3_C1</b> ___	___ <b>Q9_33_R3_C2</b> ___ %

IX.34. Does your establishment have its annual financial statement reviewed by a certified external auditor? \_\_\_ **Q9\_34** \_\_\_ YES=1 NO=2

IX.35. Your fiscal year ended on ..... **Q9\_35** ..... (Date and month)

# PRODUCTIVITY AND INVESTMENT CLIMATE STUDY THAILAND (PICS-2007)

## Manufacturing Sector Survey Questionnaire

### *Part II-B* *(To be administered to the Personnel Manager/CAO)*

#### **About the survey**

The Foundation for the Thailand Productivity Institute (FTPI) has been given the responsibility to conduct a productivity and Investment Climate Survey (PICS) with the assistance of the World Bank. This work is conducted under the supervision of the Ministry of Industry, and its results will support Thailand's initiative to improve productivity and competitiveness of firms operating in Thailand.

The Productivity and Investment Climate Survey is a collaborative effort of the Thailand Government and the World Bank. Similar surveys are being carried out in several other countries. Parts of the survey questionnaire can be filled out by your staff working from your records; other parts should be answered by the owner or plant manager. A team of enumerators will visit your plant to go through the questionnaire with you or your staff. **Only aggregate or average information from a large sample of firms will be published and we guarantee confidentiality for all individual responses.**

The general purpose of the survey is to understand the investment climate in Thailand and how it affects business performance, with the objective to improve it. We will provide you with a summary report that will be directly useful to you in that it will enable you to benchmark your business and your industry against domestic and international competitors. The survey will also provide useful information about the investment climate in Thailand in the international context. The World Bank's experience in a wide range of countries shows that this information can be crucial for improving the investment climate so that businesses and workers can prosper.

The questionnaire begins with items about the origin and shareholding status of a business, including questions about the background of the owner or manager. This information is useful to determine if and how the interaction between investment climate and business performance varies by business types (foreign versus domestic, or new versus experienced). It then proceeds to issues of finance (to examine financial constraints on business and expansion), technology (to assess the ease of access to new technologies), relationship with other firms (to gauge the importance of associations and networks), government regulation, contract enforcement, labor relations and international trade. What will eventually emerge is a comprehensive picture of the environment in which businesses are operating in Thailand, both their strengths and weaknesses.

Your cooperation in ensuring the success of this survey is very much appreciated.

#### **To Enumerators:**

For precision of statements, the acronym "KE"-for a fictional business, Khon-Kaen Electronics- appears in places where the name of the participating business should be. Similarly "Electronics" appears where the sector of activity of the business should be

**ESTABLISHMENT NAME:**

**ESTABLISHMENT NO.** \_\_\_\_\_

**Address:**

**INDUSTRY CODE \_\_\_\_\_**

- |                    |                            |
|--------------------|----------------------------|
| 1. Processing Food | 6. Electrical Appliances   |
| 2. Textile         | 7. Rubber and Plastic      |
| 3. Garment         | 8. Furniture               |
| 4. Auto Parts      | 9. Machinery and Equipment |
| 5. Electronics     |                            |

**REGION CODE \_\_\_\_\_**

- |                          |                     |
|--------------------------|---------------------|
| 9. North                 | 5. Upper North-East |
| 10. Central              | 6. Lower North-East |
| 11. Bangkok and Vicinity | 7. South            |
| 12. East                 |                     |

**City Codes:**

**City Name:**

**Name of Enumerator:**

**Name of Respondance:**

**Current Position:**

**Email:**

**Phone number:**

**Fax Number:**

**Interview Date:**

**Start Time:**

**Finish time:**

**Enumeration validated by (Inspector):**

**Date/Time:**

**SECTION X:  
LABOR AND HUMAN RESOURCES**

**Please use the following definitions in this section.**

<b><i>Management:</i></b>	Persons making management decisions (exclude supervisors).
<b><i>Professionals:</i></b>	Trained and certified specialists outside of management such as engineers, accountants, lawyers, chemists, scientists, software programmers. Generally, Professionals hold a University-level degree.
<b><i>Skilled Production worker:</i></b>	Skilled Production workers are technicians involved directly in the production process or at a supervisory level and whom management considers to be skilled.
<b><i>Unskilled Production worker:</i></b>	Persons involved in production process whom management considers to be unskilled.
<b><i>Non-production worker:</i></b>	Support, administrative, sales workers not included in management or among professionals.
<b><i>Temporary workers:</i></b>	All (paid) short term( i.e. for less than a year) employees with no guarantee of renewal of employment contract (include part-time workers)
<b><i>Permanent workers:</i></b>	All paid workers that are not temporary.
<b><i>Out sourced / contract workers:</i></b>	All workers engaged through labour supplier.

**Part A. Employment Dynamics**

X.1. How many workers in total were employed in this **establishment** at the end of:

	2002	2003	2004	2005	2006	working hours per week
Permanent workers in production floor	<a href="#">Q10_1_r1_c1</a>	<a href="#">Q10_1_r1_c2</a>	<a href="#">Q10_1_r1_c3</a>	<a href="#">Q10_1_r1_c4</a>	<a href="#">Q10_1_r1_c5</a>	<a href="#">Q10_1_r1_c6</a>
Temporary workers in production floor	<a href="#">Q10_1_r2_c1</a>	<a href="#">Q10_1_r2_c2</a>	<a href="#">Q10_1_r2_c3</a>	<a href="#">Q10_1_r2_c4</a>	<a href="#">Q10_1_r2_c5</a>	<a href="#">Q10_1_r2_c6</a>
Permanent worker in office	<a href="#">Q10_1_r3_c1</a>	<a href="#">Q10_1_r3_c2</a>	<a href="#">Q10_1_r3_c3</a>	<a href="#">Q10_1_r3_c4</a>	<a href="#">Q10_1_r3_c5</a>	<a href="#">Q10_1_r3_c6</a>
Temporary worker in office	<a href="#">Q10_1_r4_c1</a>	<a href="#">Q10_1_r4_c2</a>	<a href="#">Q10_1_r4_c3</a>	<a href="#">Q10_1_r4_c4</a>	<a href="#">Q10_1_r4_c5</a>	<a href="#">Q10_1_r4_c6</a>
Management	<a href="#">Q10_1_r5_c1</a>	<a href="#">Q10_1_r5_c2</a>	<a href="#">Q10_1_r5_c3</a>	<a href="#">Q10_1_r5_c4</a>	<a href="#">Q10_1_r5_c5</a>	<a href="#">Q10_1_r5_c6</a>
Total	<a href="#">Q10_1_r6_c1</a>	<a href="#">Q10_1_r6_c2</a>	<a href="#">Q10_1_r6_c3</a>	<a href="#">Q10_1_r6_c4</a>	<a href="#">Q10_1_r6_c5</a>	<a href="#">Q10_1_r6_c6</a>

X.2. What kind of work shift did [KE] follow in the following years?

	2003	2004	2005	2006
1. Single shift				
2. Double shift				
3. Triple shift				
4. Others (specify) .....				

Answer [Q10\\_2\\_r1\\_c1](#) [Q10\\_2\\_r1\\_c2](#) [Q10\\_2\\_r1\\_c3](#) [Q10\\_2\\_r1\\_c4](#)

X.3. How many days in 2006 was your plant in operation (i.e., with production processes in operation, not under maintenance or idle)?  [Q10\\_3](#)  days

X.4. Out of a 8-hour working day, How many hours a day does a typical production worker work?  [Q10\\_4](#)  hours

X.5. Are any of your employees members of a trade union?  [Q10\\_5](#)

1. Yes
2. No (skip to X.6)

X.5.a. What percentage of your plant's employees belong to a trade union?  [Q10\\_5\\_A](#)  %

X.6. During the last years (2006), Have you had any labor disputes concerning any of the following?

- a) pay  [Q10\\_6\\_r1\\_c1](#)  Yes=1 No=2
- b) redundancy  [Q10\\_6\\_r2\\_c1](#)  Yes=1 No=2

- c) social security                                    \_\_\_ [Q10\\_6\\_r3\\_c1](#) \_\_\_ Yes=1    No=2  
d) others (specify) ...Q10\_6\_other.....    \_\_\_ [Q10\\_6\\_r4\\_c1](#) \_\_\_ Yes=1    No=2

X.7. Approximately how many man-days, if any, did you lose in year 2006 due to the following? (Please put zero if you did not lose any)

- a)     Strikes                                        \_\_\_ [Q10\\_7\\_r1\\_c1](#) \_\_\_  
b)     Other Stoppages                            \_\_\_ [Q10\\_7\\_r2\\_c1](#) \_\_\_  
c)     Worker slowdowns                        \_\_\_ [Q10\\_7\\_r3\\_c1](#) \_\_\_  
d)     Worker absenteeism                       \_\_\_ [Q10\\_7\\_r4\\_c1](#) \_\_\_  
e)     Alcoholism / Drug abuse                 \_\_\_ [Q10\\_7\\_r5\\_c1](#) \_\_\_  
f)     Reported sickness                         \_\_\_ [Q10\\_7\\_r6\\_c1](#) \_\_\_  
g)     Civil unrest                                 \_\_\_ [Q10\\_7\\_r7\\_c1](#) \_\_\_  
h)     Other (specify)... [Q10\\_7\\_other...](#)    \_\_\_ [Q10\\_7\\_r8\\_c1](#) \_\_\_

X.8. The following table refers only to permanent workers of your plant

	Management	Professionals	Skilled Production Workers	Unskilled Production Workers	Non-production workers	Total
Number of workers at the end of the fiscal year of 2003	<a href="#">Q10_8_r1_c1</a>	<a href="#">Q10_8_r1_c2</a>	<a href="#">Q10_8_r1_c3</a>	<a href="#">Q10_8_r1_c4</a>	<a href="#">Q10_8_r1_c5</a>	<a href="#">Q10_8_r1_c6</a>
Number of workers at the end of the fiscal year of 2004	<a href="#">Q10_8_r2_c1</a>	<a href="#">Q10_8_r2_c2</a>	<a href="#">Q10_8_r2_c3</a>	<a href="#">Q10_8_r2_c4</a>	<a href="#">Q10_8_r2_c5</a>	<a href="#">Q10_8_r2_c6</a>
Number of workers at the end of the fiscal year of 2005	<a href="#">Q10_8_r3_c1</a>	<a href="#">Q10_8_r3_c2</a>	<a href="#">Q10_8_r3_c3</a>	<a href="#">Q10_8_r3_c4</a>	<a href="#">Q10_8_r3_c5</a>	<a href="#">Q10_8_r3_c6</a>
Number of workers at the end of the fiscal year of 2006	<a href="#">Q10_8_r4_c1</a>	<a href="#">Q10_8_r4_c2</a>	<a href="#">Q10_8_r4_c3</a>	<a href="#">Q10_8_r4_c4</a>	<a href="#">Q10_8_r4_c5</a>	<a href="#">Q10_8_r4_c6</a>
of which Female	<a href="#">Q10_8_r5_c1</a>	<a href="#">Q10_8_r5_c2</a>	<a href="#">Q10_8_r5_c3</a>	<a href="#">Q10_8_r5_c4</a>	<a href="#">Q10_8_r5_c5</a>	<a href="#">Q10_8_r5_c6</a>
How many new employees did you hire in 2006?	<a href="#">Q10_8_r6_c1</a>	<a href="#">Q10_8_r6_c2</a>	<a href="#">Q10_8_r6_c3</a>	<a href="#">Q10_8_r6_c4</a>	<a href="#">Q10_8_r6_c5</a>	<a href="#">Q10_8_r6_c6</a>
How many employees retired in 2006?	<a href="#">Q10_8_r7_c1</a>	<a href="#">Q10_8_r7_c2</a>	<a href="#">Q10_8_r7_c3</a>	<a href="#">Q10_8_r7_c4</a>	<a href="#">Q10_8_r7_c5</a>	<a href="#">Q10_8_r7_c6</a>
How many employees were dismissed or laid off in 2006?	<a href="#">Q10_8_r8_c1</a>	<a href="#">Q10_8_r8_c2</a>	<a href="#">Q10_8_r8_c3</a>	<a href="#">Q10_8_r8_c4</a>	<a href="#">Q10_8_r8_c5</a>	<a href="#">Q10_8_r8_c6</a>
How many employees resigned in 2006?	<a href="#">Q10_8_r9_c1</a>	<a href="#">Q10_8_r9_c2</a>	<a href="#">Q10_8_r9_c3</a>	<a href="#">Q10_8_r9_c4</a>	<a href="#">Q10_8_r9_c5</a>	<a href="#">Q10_8_r9_c6</a>
How many employees left for other reasons in 2006?	<a href="#">Q10_8_r10_c1</a>	<a href="#">Q10_8_r10_c2</a>	<a href="#">Q10_8_r10_c3</a>	<a href="#">Q10_8_r10_c4</a>	<a href="#">Q10_8_r10_c5</a>	<a href="#">Q10_8_r10_c6</a>

X.10. What percent of your permanent **skilled workers** are foreign nationals?    \_\_\_ [Q10\\_10](#) \_\_\_ %

X.11. What percent of your **unskilled workers** are foreign nationals?    \_\_\_ [Q10\\_11](#) \_\_\_ %

X.12. What percent of the management is male?    \_\_\_ [Q10\\_12](#) \_\_\_ %

X.13. How many vacancies did you have in the following categories of workers?

	Management	Professionals	Skilled Production Workers	Unskilled Production Workers	Non-production workers	Total

Vacancies at the end of the fiscal year of 2003	Q10_13_r1_c1	Q10_13_r1_c2	Q10_13_r1_c3	Q10_13_r1_c4	Q10_13_r1_c5	Q10_13_r1_c6
Vacancies at the end of the fiscal year of 2004	Q10_13_r2_c1	Q10_13_r2_c2	Q10_13_r2_c3	Q10_13_r2_c4	Q10_13_r2_c5	Q10_13_r2_c6
Vacancies at the end of the fiscal year of 2005	Q10_13_r3_c1	Q10_13_r3_c2	Q10_13_r3_c3	Q10_13_r3_c4	Q10_13_r3_c5	Q10_13_r3_c6
Vacancies at the end of the fiscal year of 2006	Q10_13_r4_c1	Q10_13_r4_c2	Q10_13_r4_c3	Q10_13_r4_c4	Q10_13_r4_c5	Q10_13_r4_c6

X.14. What is the remuneration cost to **your plant** of the year 2006 by the indicated group of *permanent* workers (values in Baht)

remuneration cost in 2006	Management	Professionals	Skilled Production Workers	Unskilled Production Workers	Non-production workers	Total
Total Wages and Salaries.....	Q10_14_r1_c1	Q10_14_r1_c2	Q10_14_r1_c3	Q10_14_r1_c4	Q10_14_r1_c5	Q10_14_r1_c6
Of which over-time pay .....	Q10_14_r2_c1	Q10_14_r2_c2	Q10_14_r2_c3	Q10_14_r2_c4	Q10_14_r2_c5	Q10_14_r2_c6
Bonuses .....	Q10_14_r3_c1	Q10_14_r3_c2	Q10_14_r3_c3	Q10_14_r3_c4	Q10_14_r3_c5	Q10_14_r3_c6
Other benefits (social security*, education, food, transport, etc.) ..	Q10_14_r4_c1	Q10_14_r4_c2	Q10_14_r4_c3	Q10_14_r4_c4	Q10_14_r4_c5	Q10_14_r4_c6
Total compensation .....	Q10_14_r5_c1	Q10_14_r5_c2	Q10_14_r5_c3	Q10_14_r5_c4	Q10_14_r5_c5	Q10_14_r5_c6

\* i.e. pensions, provident fund, medical insurance and unemployment insurance.

X.14.a. The following table refers only to **temporary workers** employed by your plant  
(If your plant does not employ temporary staff, then skip this table)

	Skilled Production Workers	Unskilled Production Workers	Non-production workers	Total
Number of workers at the end of the fiscal year of 2003.....	Q10_14_A_r1_c1	Q10_14_A_r1_c2	Q10_14_A_r1_c3	Q10_14_A_r1_c4
Number of workers at the end of the fiscal year of 2004.....	Q10_14_A_r2_c1	Q10_14_A_r2_c2	Q10_14_A_r2_c3	Q10_14_A_r2_c4
Number of workers at the end of the fiscal year of 2005.....	Q10_14_A_r3_c1	Q10_14_A_r3_c2	Q10_14_A_r3_c3	Q10_14_A_r3_c4
Number of workers at the end of the fiscal year of 2006.....	Q10_14_A_r4_c1	Q10_14_A_r4_c2	Q10_14_A_r4_c3	Q10_14_A_r4_c4
of which Female .....	Q10_14_A_r5_c1	Q10_14_A_r5_c2	Q10_14_A_r5_c3	Q10_14_A_r5_c4
Average number of days worked	Q10_14_A_r6_c1	Q10_14_A_r6_c2	Q10_14_A_r6_c3	Q10_14_A_r6_c4
Total Wages and Salaries in 2006	Q10_14_A_r7_c1	Q10_14_A_r7_c2	Q10_14_A_r7_c3	Q10_14_A_r7_c4
Other fringe benefits** in 2006	Q10_14_A_r8_c1	Q10_14_A_r8_c2	Q10_14_A_r8_c3	Q10_14_A_r8_c4
Total compensation in 2006	Q10_14_A_r9_c1	Q10_14_A_r9_c2	Q10_14_A_r9_c3	Q10_14_A_r9_c4

\*\*including housing, education, food and transport.

X.14.b. The following table refers only to **outsourced/contract workers** employed by your plant  
(If your plant does not employ outsourced/contract staff, then skip this table)

	Skilled Production Workers	Unskilled Production Workers	Non-production workers	Total
Number of workers at the end of the fiscal year of 2003 .....	Q10_14_B_r1_c1	Q10_14_B_r1_c2	Q10_14_B_r1_c3	Q10_14_B_r1_c4
Number of workers at the end of the fiscal year of 2004 .....	Q10_14_B_r2_c1	Q10_14_B_r2_c2	Q10_14_B_r2_c3	Q10_14_B_r2_c4

Number of workers at the end of the fiscal year of 2005 .....	<a href="#">Q10_14_B_r3_c1</a>	<a href="#">Q10_14_B_r3_c2</a>	<a href="#">Q10_14_B_r3_c3</a>	<a href="#">Q10_14_B_r3_c4</a>
Number of workers at the end of the fiscal year of 2006 .....	<a href="#">Q10_14_B_r4_c1</a>	<a href="#">Q10_14_B_r4_c2</a>	<a href="#">Q10_14_B_r4_c3</a>	<a href="#">Q10_14_B_r4_c4</a>
Total compensation in 2005	<a href="#">Q10_14_B_r5_c1</a>	<a href="#">Q10_14_B_r5_c2</a>	<a href="#">Q10_14_B_r5_c3</a>	<a href="#">Q10_14_B_r5_c4</a>

X.15. Do you pay any of your workers on a piece rate basis? [Q10\\_15](#) Yes=1 No=2

## Part B. Human Capital Stock and Acquisition

X.16. For **permanent workers** employed at the end of the year 2006, please give an estimate for the following:

	Management	Professionals (Engineers/ Accountants)	Skilled Production Workers	Unskilled Production Workers	Non-production workers
Average number of years of education .....	<a href="#">Q10_16_r1_c1</a>	<a href="#">Q10_16_r1_c2</a>	<a href="#">Q10_16_r1_c3</a>	<a href="#">Q10_16_r1_c4</a>	<a href="#">Q10_16_r1_c5</a>
Average tenure (in years) .....	<a href="#">Q10_16_r2_c1</a>	<a href="#">Q10_16_r2_c2</a>	<a href="#">Q10_16_r2_c3</a>	<a href="#">Q10_16_r2_c4</a>	<a href="#">Q10_16_r2_c5</a>
Average Age .....	<a href="#">Q10_16_r3_c1</a>	<a href="#">Q10_16_r3_c2</a>	<a href="#">Q10_16_r3_c3</a>	<a href="#">Q10_16_r3_c4</a>	<a href="#">Q10_16_r3_c5</a>

X.17. How many persons with university degree did your plant employ full time as at the end of 2006?

1. Trained locally [Q10\\_17\\_r1\\_c1](#) (number)
2. Trained abroad [Q10\\_17\\_r2\\_c1](#) (number)
3. Expatriates [Q10\\_17\\_r3\\_c1](#) (number)
- Total [Q10\\_17\\_r4\\_c1](#) (number)

X.18. How many university graduates in total did your plant recruit in 2006?

1. Trained locally [Q10\\_18\\_r1\\_c1](#) (number)
2. Trained abroad [Q10\\_18\\_r2\\_c1](#) (number)
3. Expatriates [Q10\\_18\\_r3\\_c1](#) (number)
- Total [Q10\\_18\\_r4\\_c1](#) (number)

X.19. How many persons in your firm work as:

1. Engineers [Q10\\_19\\_r1\\_c1](#)
2. Scientists [Q10\\_19\\_r2\\_c1](#)
3. Research staff [Q10\\_19\\_r3\\_c1](#)
4. Analysis staff [Q10\\_19\\_r4\\_c1](#)
5. Information Technician [Q10\\_19\\_r5\\_c1](#)

X.19.a. What percent of the workforce at your establishment have the following education levels?

- c. Less than 6 years ("some elementary") [Q10\\_19\\_A\\_r1\\_c1](#) % Of which female [Q10\\_19\\_A\\_r2\\_c1](#) %
- d. 6-12 years ("some secondary") [Q10\\_19\\_A\\_r3\\_c1](#) % Of which female [Q10\\_19\\_A\\_r4\\_c1](#) %
- e. More than 12 years (some university of higher) [Q10\\_19\\_A\\_r5\\_c1](#) % Of which female [Q10\\_19\\_A\\_r6\\_c1](#) %

**Part C. Formal In- house Training (in a training room setting)**

X.20. Did **your plant** run formal in-house training programs for its employees in 2006?   Q10\_20  

1. Yes
2. No (skip to question X.23)

X.20.a. Please give the following information on the programs:

	Management	Professionals (Engineers/ Accountants)	Skilled Production Workers	Unskilled Production Workers	Non-production workers
How many people were trained in these programs? .....	Q10_20_A_r1_c1	Q10_20_A_r1_c2	Q10_20_A_r1_c3	Q10_20_A_r1_c4	Q10_20_A_r1_c5
How many days of training received (in aggregate)?	Q10_20_A_r2_c1	Q10_20_A_r2_c2	Q10_20_A_r2_c3	Q10_20_A_r2_c4	Q10_20_A_r2_c5

X.21. Of the employees who received formal in-house training in 2006 what % were trained by each of the following categories of trainers?

1. Dedicated internal trainers   Q10\_21\_r1\_c1
2. Managers (part-time)   Q10\_21\_r2\_c1
3. Supervisors / foremen   Q10\_21\_r3\_c1
4. Experienced worker   Q10\_21\_r4\_c1
5. Suppliers, buyers, business partners   Q10\_21\_r5\_c1
6. Training consultants   Q10\_21\_r6\_c1
7. Donors, NGOs   Q10\_21\_r7\_c1
8. Government institution   Q10\_21\_r8\_c1



1. University	___ Q10_24_r1_c1 ___
2. Joint-venture Partners	___ Q10_24_r2_c1 ___
3. Government institutes	___ Q10_24_r3_c1 ___
4. Private training schools	___ Q10_24_r4_c1 ___
5. Vocational/technical schools	___ Q10_24_r5_c1 ___
6. Suppliers	___ Q10_24_r6_c1 ___
Others (specify) ... Q10_24_other....	___ Q10_24_r7_c1 ___
Total	100%

X.25. Of the employees who received formal outside training in 2006, what % received training in the following areas?

1. Production technologies	___ Q10_25_r1_c1 ___
2. Marketing	___ Q10_25_r2_c1 ___
3. Information technology	___ Q10_25_r3_c1 ___
4. Management / quality technologies	___ Q10_25_r4_c1 ___
5. Intellectual property	___ Q10_25_r5_c1 ___
6. Safety procedures	___ Q10_25_r6_c1 ___
7. Language skills	___ Q10_25_r7_c1 ___
Other (specify) ___ Q10_25_other ___	___ Q10_25_r8_c1 ___
Total	100%

X.26. How much did your firm spend on outside training in 2006? \_\_\_\_\_ Q10\_26 \_\_\_\_\_ Baht

X.27. How many of the employees that participated in training (both in-house and outside) were promoted in 2006 as a result of training? \_\_\_ Q10\_27 \_\_\_ (number)

X.27.1 How many of the employees that participated in training (both in-house and outside) in 2006 did so because they had been promoted and their job responsibilities had changed? \_\_\_ Q10\_27\_1 \_\_\_ (number)

X.28. How many of the employees that participated in training (both in-house and outside) had pay increases in 2006 as a result of the training?  
\_\_\_ Q10\_28 \_\_\_ (number)

X.29. How many of the employees that participated in training (both in-house and outside) left your plant in 2006 after the training? \_\_\_ Q10\_29 \_\_\_ (number)

X.30. Did the employees share the cost of training in 2006? \_\_\_ Q10\_30 \_\_\_ Code: Yes=1 No=2

X.31. How many weeks of training does it take for a newly hired production worker to be fully operational? \_\_\_ Q10\_31 \_\_\_ (weeks)

**PRODUCTIVITY AND INVESTMENT CLIMATE STUDY  
THAILAND (PICS-2007)**

***Manufacturing Sector Survey Questionnaire***

**PART III**

**QUESTIONNAIRE FOR WORKERS**

***(To be administered to workers sampled from each establishment)***

To Enumerators:

***This is an annex to the main questionnaire to be administered to 10 full-time workers sampled from each establishment covered by the survey. Workers should be interviewed only if the manager of the business is not unhappy about it. If the manager has no objections, please ask for a complete list of full-time employees of the establishment from the personnel manager at about the time the human resources module is being completed. Ask also the personnel manager to pick any one worker from the list. The enumerator should then pick workers at fixed regular intervals until a sample of 10 workers is reached. A worker who, for one reason or another, cannot be interviewed, should be replaced by another randomly chosen worker.***

***Please make sure that:***

- a. all monetary values are in the national currency, the local currency, the Baht***
- b. all dates are entered in the European calendar or Fiscal Year***

**ESTABLISHMENT NAME:**  
**Address:**

**ESTABLISHMENT NO.**

**INDUSTRY CODE** \_\_\_\_\_

1. Processing Food
2. Textile
3. Garment
4. Auto Parts
5. Electronics

6. Electrical Appliances
7. Rubber and Plastic
8. Furniture
9. Machinery and Equipment

**REGION CODE** \_\_\_\_\_

13. North
14. Central
15. Bangkok and Vicinity
16. East

5. Upper North-East
6. Lower North-East
7. South

**City Codes:**

**City Name:**

**Name of Enumerator:**

**Name of Respondance:**

**Current Position:**

**Phone number:**

**Interview Date:**

**Start Time:**

**Finish time:**

**Enumeration validated by (Inspector):**

**Date/Time:**

**Email:**

**Fax Number:**

**Part A. Administrative Records and Ethnicity**



**Part B. Education, Skills, and Life-long learning**

No.	8. What is the highest level of formal education you attended?  1= Degree 2= Por Wor Sor 3= Upper secondary / Por Wor Shor 4= Lower secondary 5= Primary 6= Non (illiterate)	9. <i>How many years of Formal Education have you completed?</i>  (Number of Years)	10. When did you leave the formal education System?  (Year)	11. Did you complete professional Certification Program(s) or Skills training (Polytechnic, Vocational...)?  Yes=1 No=2 (skip to 12)	IF YES, 11.a  How long in total did it take?  (Number of cumulated Months)	12.  What are the three skills that you lack the most in doing your job?  1. English language proficiency 2. Professional Communication skills 3. Social Skills 4. Team-working 5. Leadership skills 6. Time Management skills 7. Adaptability 8. Creativity/innovation skills 9. Numerical skills 10. Problem solving 11. IT skills 12. Technical/professional skills	13.  At what stage in the education system do you think you ought to have received the skills that you are lacking?  1. <i>Primary</i> 2. <i>Secondary</i> 3. <i>University or higher</i> 4. <i>Vocational</i>	13.a. Were you in Thailand at the stage of education you mention in Q. 13?  Yes=1 No=2
	<b>Q8</b>	<b>Q9</b>	<b>Q10</b>	<b>Q11</b>	<b>Q11_1</b>	<b>1st answer Q12_r1_c1</b>	<b>Q13</b>	<b>Q13_A</b>
						<b>2nd answer Q12_r1_c2</b>		
						<b>3rd answer Q12_r1_c3</b>		







No.	32.a.  According to you, what is the most appropriate level of education for the work you are doing?  1= Degree 2= Diploma 3= Upper secondary 4= Lower secondary 5= Primary 6= None (illiterate)	32.b.  According to you, what is the most appropriate field of education for the work you are doing?  1. Only your own field 2. related to my field 3. completely different from my field 4. No specific field is required for this job	33.  On average, how many hours a week are you working at present? (including over time)  (Number of hours)	34.  On average, how many hours a week did you work when you started here? (including over time)  (Number of hours)	35.  Have you received formal training since you joined this firm?  Yes=1 No=2 (skip to question 36.)	If yes,  35.a.  What was the content of training? 1. <i>Production technologies</i> 2. <i>Marketing</i> 3. <i>Information technology</i> 4. <i>Management / quality technologies</i> 5. <i>Intellectual property</i> 6. <i>Safety procedures</i> 7. <i>Language skills</i> <i>Others (specify).....</i>	36.  <i>(If this is not your first job)</i>  Did you receive formal training at the previous employer?  Yes=1 No=2  (training=formal class room in-firm or outside firm training)
	<b>Q32_A</b>	<b>Q32_B</b>	<b>Q33</b>	<b>Q34</b>	<b>Q35</b>	<b>1st answer Q35_A_r1_c1</b>	<b>Q36</b>
						<b>2nd answer Q35_A_r2_c1</b>	
						<b>3rd answer Q35_A_r3_c1</b>	
						<b>4th answer Q35_A_r4_c1</b>	
						<b>5th answer Q35_A_r5_c1</b>	
						<b>6th answer Q35_A_r6_c1</b>	
						<b>7th answer Q35_A_r7_c1</b>	
						<b>8th answer Q35_A_r8_c1</b>	



