



***Business Operating Status***

1. Has this business sold any products/services during the last 6 months?

1 = Yes

2 = No

99 = Don't know

2. Is the business currently operating?

1 = Yes

2 = No

99 = Don't know

***Use of Professional Services for hiring employees***

F8. Do you know of an HR specialist that you could use if you wanted help in finding specialized employees?

1 = Yes

2 = No

F9. How confident are you in your ability to find a high-quality HR specialist if you wanted to use one?

1 = Very confident

2 = somewhat confident

3 = neither confident nor unconfident

4 = somewhat unconfident

5 = Very unconfident

F10. In the last 6 months have you contacted an HR specialist to enquire about using their services, even if you didn't end up using them?

1 = Yes

2 = No

F11. Do you plan on using an HR specialist in the next 12 months?

1 = Yes

2 = No

F1. In the last 6 months, did you hire any new employees?

- No → skip to G1
- Yes

F2. How many new employees did you hire (in the last 6 months)?

- Enter number: \_\_\_\_\_

F3. For each of your **[F2]** new employees, select the functional area that you hired them to work in. Please choose one option for each employee that you hired (in the last 6 months).

- FINANCE / ACCOUNTING (e.g., finance manager, finance officer, financial analyst, accountant, auditor, bookkeeper, recordkeeper).
- MARKETING / SALES (e.g. product manager, branding, advertising, communications, digital marketing, customer relations, customer service representative, sales manager, sales rep, account executive, business development or revenue manager).
- TECHNICAL / R&D (e.g. technical officer, engineering manager, engineer, data scientist, research & development, programmer).
- MANUFACTURING / OPERATIONS (e.g., director of manufacturing, production manager, head of procurement, supply chain specialist, plant manager).
- GENERAL MANAGEMENT (e.g. administration, operations management, area manager, division head, project manager, general advisory services, strategy development).
- HUMAN RESOURCES (e.g., manager of human resources, human development officer, employee training).
- OTHER (specify): \_\_\_\_\_

F4. In the last 6 months, did you use an HR Specialist (HR consultant) to help you find any of these new employees?

- No → skip to F7
- Yes

F5. What was the name of the HR specialist you used? \_\_\_\_\_

F6. What were the main two (2) reasons you decided to use an HR Specialist? Please choose two options (i.e., the most important reasons for you).

- To save the time involved in screening and interviewing workers.
- To identify workers with skills that I found it difficult to assess on my own.
- To find workers with skills that are hard to find.
- To receive some form of guarantee for quality.
- It was required as part of a government program I was participating in.
- Other (specify): \_\_\_\_\_

F7. In the last 6 months, did you use any other ways to find new employees? Please choose all options that apply.

- I used referrals to find my new employees.
- I used formal channels like job fairs, job postings, or online job boards to find my new employees.
- I hired people coming to my shop/factory/outlet who met most of the qualifications.
- I hired relatives and/or friends.
- Other (specify): \_\_\_\_\_

### ***Use of Professional Services for Accounting and Marketing***

G13. Do you know of an accounting or marketing provider that you could use if you wanted to use one of these professional business services?

1 = Yes

2 = No

G14. How confident are you in your ability to find a high-quality accounting or marketing provider if you wanted to use one?

1 = Very confident

2 = somewhat confident

3 = neither confident nor unconfident

4 = somewhat unconfident

5 = Very unconfident

G14. In the last 6 months have you contacted an outside accounting or marketing firm to enquire about using their services, even if you didn't end up using them?

1 = Yes

2 = No

G15. Do you plan on using an outside accounting or marketing provider in the next 12 months?

1 = Yes

2 = No

G1. Over the last 6 months, was there anyone in charge of record-keeping and preparing the formal accounts for your business?

- No (the business does not do any formal accounting) → skip to G6
- Yes

G2. Over the last 6 months, who was the main person or entity that managed the record-keeping and prepared the formal accounts for your business? Please choose all options that apply.

- Myself (the owner).
- Another employee inside my business (who is dedicated to this job) → if selected, then also answer G3
- An outside Accounting agency (professional accountant) → if selected, then also answer G4

G3. Was this accounting employee 'new' to your business in the last 6 months?

- No
- Yes (the accounting worker was hired within the past six months)

G4. Did you just 'start' using this outside Accounting agency in the last 6 months?

- No
- Yes (the accounting agency was contracted for the first time within the past six months)

G5. What is the name of this new outside Accounting agency? \_\_\_\_\_

G6. What were the main two (2) reasons you decided to use an outside Accounting agency? Please choose two options (i.e., the most important reasons for you).

- To save the time involved in record keeping and preparing accounts.
- To complete accounting tasks that I do not trust an employee to be in charge of.
- To complete more advanced accounting tasks that I do not have the skills to do myself.
- To receive some form of guarantee for quality (e.g. financial statements audited and signed-off by an independent accountant).
- To improve the overall management of financial activities in my business.
- Other (specify): \_\_\_\_\_

G7. Over the last 6 months, was there anyone in charge of managing the marketing and communication activities of your business?

- No (the business does not do any formal marketing) → skip to H1
- Yes

G8. Over the last 6 months, who was the main person or entity that managed the marketing and communication activities of your business? Please choose all options that apply.

- Myself (the owner).
- Another employee inside my business (who is dedicated to this job) → if selected, then also answer G9
- An outside Marketing agency (professional marketer) → if selected, then also answer G10

G9. Was this marketing employee 'new' to your business in the last 6 months?

- No
- Yes (the marketing worker was hired within the past six months)

G10. Did you just 'start' using this outside Marketing agency in the last 6 months?

- No
- Yes (the marketing agency was contracted for the first time within the past six months)

G11. What is the name of this new outside Marketing agency? \_\_\_\_\_

G12. What were the main two (2) reasons you decided to use an outside Marketing agency? Please choose two options (i.e., the most important reasons for you).

- To save the time involved in marketing my business and its products/services.
- To complete marketing tasks that I do not trust an employee to be in charge of.
- To complete more advanced marketing tasks that I do not have the skills to do myself.
- To receive some form of guarantee for quality (e.g. market research and marketing plan completed by an expert marketer).
- To improve the overall management of marketing activities in my business.

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

***Direct Actions after Accessing business service marketplace***

H1. Do you remember accessing a business services marketplace the last time we visited and making choices over which business service providers looked most interesting to you?

1 = Yes

2 = No

3 = Unsure/Don't know

H2. Do you have an information pamphlet that some firms were given with contact information of providers?

1 = Yes

2 = No

3 = Unsure/Don't know

H3. Did you end up contacting any of the business service providers that you learnt about through the platform?

1 = Yes -> H4

2 = No -> Survey end

3 = Unsure/Don't know

H4. What was the outcome of contacting these providers?

1 = I ended up using one or more of the providers I contacted

2 = I did not use any of the providers

3 = I can't remember

4 = Other (specify) \_\_\_\_\_

H5. What was the main reason why did you not use the provider(s) you contacted?

1= Too expensive

2 = I decided my business did not need this service

3 = Not impressed with quality of providers

4 = Provider was not interested in offering services to me

5 = Not enough time

6 = Other (specify) \_\_\_\_\_

SURVEY END

*Thank you*