



► Needs assessment survey: The impact of COVID-19 on enterprises

► **Date:** July 2020

[Name of EBMO] is conducting an enterprise survey to understand your situation, priorities and challenges due to the on-going crisis of COVID-19. We will use the survey response to channel your concerns to government authorities, financial institutions and other stakeholders, consider your views as we alter our services for you and make every effort to assist the recovery of the private sector. The information you provide will be kept **anonymous**. The survey will take 10 minutes to complete.

We thank you for your support during these difficult times. We remind you that we are fully operational during the pandemic and we will continue to provide the services you depend on.

I. Survey demographics

A. Location: include three major cities and “other, please specify”

B. Type of ownership

- | | |
|---|--|
| <input type="checkbox"/> National private capital | <input type="checkbox"/> Foreign private capital |
| <input type="checkbox"/> State-owned company | <input type="checkbox"/> Listed company |
| <input type="checkbox"/> Mixed capital company | <input type="checkbox"/> Other |

C. Year of establishment

- | | |
|--|--|
| <input type="checkbox"/> Before 1970 | <input type="checkbox"/> Between 1990 and 1999 |
| <input type="checkbox"/> Between 1970 and 1979 | <input type="checkbox"/> Between 2000 and 2009 |
| <input type="checkbox"/> Between 1980 and 1989 | <input type="checkbox"/> Between 2010 and 2020 |

D. Total number of employees before COVID-19 hit (full-time, part-time, and temporary):

- | | |
|-----------------------------------|--------------------------------------|
| <input type="checkbox"/> 1 - 10 | <input type="checkbox"/> 101 - 250 |
| <input type="checkbox"/> 11 - 100 | <input type="checkbox"/> 251 or more |
-

E. Sector(s) of operation:

- | | |
|--|--|
| <input type="checkbox"/> agriculture/farming/fishing | <input type="checkbox"/> metal fabrication and machinery |
| <input type="checkbox"/> chemicals and plastics | <input type="checkbox"/> mining and refining |
| <input type="checkbox"/> construction | <input type="checkbox"/> oil and gas |
| <input type="checkbox"/> education | <input type="checkbox"/> real estate activities |
| <input type="checkbox"/> electronics and electrical equipment | <input type="checkbox"/> restaurants |
| <input type="checkbox"/> financial, insurance or professional activities | <input type="checkbox"/> retail/sales |
| <input type="checkbox"/> food and beverage | <input type="checkbox"/> textile, leather and apparel |
| <input type="checkbox"/> forestry/wood/paper products | <input type="checkbox"/> transportation and transportation equipment |
| <input type="checkbox"/> information and communication | <input type="checkbox"/> other industrial activities |
| <input type="checkbox"/> health | <input type="checkbox"/> other service activities |
| <input type="checkbox"/> hotel/tourism | |
-

II. Impact on operations¹

1. What would best describe the current state of government-imposed restrictions (e.g. lockdown, curfew) due to COVID-19?

- ☐ Most restrictions have been lifted
- ☐ Government restrictions were lifted and re-imposed due to increasing COVID-19 cases
- ☐ Government restrictions have not been lifted
- ☐ The government has not imposed any restrictions due to COVID-19

(Go to Q2.A if “**most restrictions have been lifted**” was selected for Q1)

2.A Following the lifting of government restrictions, has your enterprise restored operations?

- ☐ Yes, we are operating fully on site
- ☐ Yes, we are operating fully but teleworking
- ☐ Yes, we are operating partially (working on site and/or teleworking)
- ☐ No, we are not operating

(Go to Q2.A.1 if “**fully on site**” or “**fully but teleworking**” was selected for Q2.A)

¹ Questions marked with an asterisk (*) can be found in ACT/EMP's survey tool “[Assessing the needs of enterprises resulting from COVID-19](#)” through which EBMOs conducted an initial assessment of the impact of COVID-19 on enterprises.

2.A.1 How long did it take for your enterprise to fully restore operations?

- | | |
|---|---|
| <input type="checkbox"/> Less than 30 days | <input type="checkbox"/> Between 61 and 90 days |
| <input type="checkbox"/> Between 31 and 60 days | <input type="checkbox"/> Over 90 days |

(Go to Q2.A.2 if **“Yes, we are operating partially”** or **“No, we are not operating”** was selected for Q2.A)

2.A.2 How much longer will it take for your enterprise to fully restore operations?

- | | |
|--|--|
| <input type="checkbox"/> Less than 30 days | <input type="checkbox"/> More than 180 days |
| <input type="checkbox"/> Between 31 and 90 days | <input type="checkbox"/> I am considering to close temporarily |
| <input type="checkbox"/> Between 91 and 180 days | <input type="checkbox"/> I am considering to close permanently |

(Go to Q2.B if **“Government restrictions were lifted and re-imposed”** or **“Government restrictions have not been lifted”** or **“the government has not imposed any restrictions due to COVID-19”** was selected for Q1)

2.B Is your enterprise currently in operation? *

- | | |
|--|--|
| <input type="checkbox"/> Fully on site | <input type="checkbox"/> Partially (working on site and teleworking) |
| <input type="checkbox"/> Fully but teleworking | <input type="checkbox"/> Not operating |

(Go to Q2.B.1 if **“Fully on site”** was selected for Q2.B)

(Go to Q2.B.2 if **“Fully but teleworking”**, **“Partially”**, or **“Not operating”** was selected for Q2.B)

2.B.1 How long did it take your enterprise to fully restore operations?

- | | |
|---|---|
| <input type="checkbox"/> Less than 30 days | <input type="checkbox"/> Between 61 and 90 days |
| <input type="checkbox"/> Between 31 and 60 days | <input type="checkbox"/> Over 90 days |

2.B.2 How long would it take your enterprise to fully restore operations? *

- | | |
|--|--|
| <input type="checkbox"/> Less than 30 days | <input type="checkbox"/> More than 180 days |
| <input type="checkbox"/> Between 31 and 90 days | <input type="checkbox"/> I am considering to close temporarily |
| <input type="checkbox"/> Between 91 and 180 days | <input type="checkbox"/> I am considering to close permanently |

3. Did you change your business operations or service delivery to protect your enterprise against COVID-19? *

- ☐ Yes ☐ No

4. Did your enterprise have a written business continuity plan prior to COVID-19? *

- ☐ Yes ☐ No

(Go to Q5 if **“No”** was selected for Q4)

5. Did your enterprise develop a written business continuity plan following the COVID-19 outbreak?

- ☐ Yes ☐ No
-

6. Which are the main challenges your enterprise currently faces resulting from COVID-19? Select all that apply. *

- ☐ Cash flow to maintain staff and business operations is inadequate
- ☐ Employees are absent from work due to illness or government orders
- ☐ Raw materials are not in supply or have become very expensive disrupting operations
- ☐ Suppliers are unable to provide inputs
- ☐ Business partners have been badly affected and are not operating normally
- ☐ Customers / clients have been affected and demand is lower than normal
- ☐ Others, please specify

(Go to Q6.1 if “**Suppliers are unable to provide inputs**” was selected for Q6)

6.1 What is the degree of COVID-19's impact on your suppliers?

- ☐ Severely hindered
- ☐ Moderately hindered
- ☐ Slightly hindered
- ☐ Not much at all
- ☐ Improved

(Go to Q6.2 if “**Suppliers are unable to provide inputs**” for Q6)

6.2 What are the top three most vulnerable aspects of your supply chain? Select three options.

- ☐ Regional or geographic concentration
- ☐ Single point dependencies and bottlenecks
- ☐ Inadequate understanding of inter-relationships within global supply chains
- ☐ Inadequate planning for short-term disruptions
- ☐ Inadequate planning for long-term disruptions
- ☐ Dependency on unstable or unreliable partners or governments
- ☐ Others, please specify

(Go to Q6.3 if “**Suppliers are unable to provide inputs**” was selected for Q6)

6.3 What modification/changes, if any, will your enterprise be making to your supply chain?*Select all that apply.*

- ☐ Relocating to primary country of operations
 - ☐ Relocating for political stability
 - ☐ Diversifying locations
 - ☐ Diversifying suppliers to reduce single source dependencies
 - ☐ Increasing crisis modelling and contingency planning
 - ☐ Vertically integrating (i.e. integrating different stages of production process and supply chain, such as materials, suppliers, manufacturing and distribution, into the business)
 - ☐ Not changing
 - ☐ Others, please specify.
-

III. Impact on profit and cost-cutting measures**7. What impact do you expect on your enterprise's revenue for 2020 as a result of COVID-19 compared to last year?**

- ☐ Decrease over 50 per cent
 - ☐ Decrease between 25 - 50 per cent
 - ☐ Decrease up to 25 per cent
 - ☐ Increase up to 25 per cent
 - ☐ Increase between 25 - 50 per cent
 - ☐ Increase over 50 per cent
 - ☐ I am not sure / it is difficult to estimate
-

8. What cost-cutting measures have you conducted or plan to conduct, if any? *Select all that apply.*

- ☐ Reduce or completely freeze recruitment of new staff
- ☐ Reduce or delay increase of wages or annual bonuses
- ☐ Dismiss employees
- ☐ Implement compulsory leave or holidays without pay
- ☐ Reduce staff development costs (e.g. training)
- ☐ Reduce operational costs (e.g. electricity, water, internet, mail, logistics, transport)
- ☐ Reduce rent costs (e.g. finish lease of work space, move to a cheaper/smaller location)
- ☐ Reduce costs related to upgrading, acquiring and maintaining physical assets (e.g. buildings, machines, equipment, vehicles)

- ☐ Reduce borrowing costs (e.g. loans, debts)
- ☐ Reduce travel costs
- ☐ My enterprise has not taken cost-cutting measures
- ☐ Other, please specify

(Go to Q8.1 if “Dismiss employees” was selected for Q8)

8.1 What percentage of employees have been dismissed? Check the percentage of employees dismissed compared to your total workforce. *

- | | |
|---|---|
| <input type="checkbox"/> Between 1 - 10 per cent | <input type="checkbox"/> Between 31 - 40 per cent |
| <input type="checkbox"/> Between 11 - 20 per cent | <input type="checkbox"/> Over 41 per cent |
| <input type="checkbox"/> Between 21 - 30 per cent | |

9. Which are the most important strategies to increase your revenue during and following COVID-19? Select all that apply.

- ☐ Offer new products or services
- ☐ Decrease price of selected products or services
- ☐ Change payment terms (e.g. establish a payment plan)
- ☐ Change distribution channels (e.g. promote delivery or online purchases)
- ☐ Diversify markets (e.g. operate in different locations or with new clients)
- ☐ Modify supply chain agreements (e.g. source from other suppliers, negotiate with suppliers)
- ☐ Create partnerships with other enterprises or develop loyalty plans to reach more clients
- ☐ Ensure business continuity planning
- ☐ Acquire new talent
- ☐ Other, please specify

IV. Teleworking and productivity

10. Which of the following best describes your current work arrangements?

- ☐ Most (or all) employees are at the workplace
 - ☐ Most (or all) employees are teleworking
 - ☐ Employees are both teleworking and on site
-

11. Prior to COVID-19, what share of employees teleworked at least once per week?

- | | |
|---|---|
| <input type="checkbox"/> None | <input type="checkbox"/> Between 40 – 60 per cent |
| <input type="checkbox"/> Up to 10 per cent | <input type="checkbox"/> Between 60 – 80 per cent |
| <input type="checkbox"/> Between 10 – 20 per cent | <input type="checkbox"/> Over 80 per cent |
| <input type="checkbox"/> Between 20 – 40 per cent | |

12. During the peak COVID-19 period, what was the share employees teleworked?

- | | |
|---|---|
| <input type="checkbox"/> None | <input type="checkbox"/> Between 40 – 60 per cent |
| <input type="checkbox"/> Up to 10 per cent | <input type="checkbox"/> Between 60 – 80 per cent |
| <input type="checkbox"/> Between 10 – 20 per cent | <input type="checkbox"/> Over 80 per cent |
| <input type="checkbox"/> Between 20 – 40 per cent | |

13. Following COVID-19, what share of your employees do you anticipate to telework at least once per week?

- | | |
|---|---|
| <input type="checkbox"/> None | <input type="checkbox"/> Between 40 – 60 per cent |
| <input type="checkbox"/> Up to 10 per cent | <input type="checkbox"/> Between 60 – 80 per cent |
| <input type="checkbox"/> Between 10 – 20 per cent | <input type="checkbox"/> Over 80 per cent |
| <input type="checkbox"/> Between 20 – 40 per cent | |

(Go to Q14 if “**Between 10-20 per cent**” or “**Between 20-40 per cent**” or “**Between 40-60 per cent**” or “**Between 60 – 80 per cent**” or “**Over 80 per cent**” in Q12)

14. How did productivity change while your employees were teleworking?

- | | |
|---|---|
| <input type="checkbox"/> Productivity increased | <input type="checkbox"/> There were no noticeable changes |
| <input type="checkbox"/> Productivity decreased | <input type="checkbox"/> I am not sure |

(Go to Q14.1 if “**Productivity decreased**” was selected for Q14)

14.1 By how much has your workforce productivity decreased?

- | | |
|---|---|
| <input type="checkbox"/> Below 10 per cent | <input type="checkbox"/> Between 41 – 60 per cent |
| <input type="checkbox"/> Between 10 – 20 per cent | <input type="checkbox"/> Between 60 – 80 per cent |
| <input type="checkbox"/> Between 21 – 40 per cent | <input type="checkbox"/> Over 80 per cent |

(Go to Q14.2 if “**Productivity increased**” in Q14)

14.2 By how much has your workforce productivity increased?

- | | |
|---|---|
| <input type="checkbox"/> Up to 10 per cent | <input type="checkbox"/> Between 40 – 60 per cent |
| <input type="checkbox"/> Between 10 – 20 per cent | <input type="checkbox"/> Between 60 – 80 per cent |
| <input type="checkbox"/> Between 20 – 40 per cent | <input type="checkbox"/> Over 80 per cent |

15. Following the COVID-19 crisis, do you envision changes to your flexible/remote working practices over the long-term?

- ☐ Yes, our flexible work arrangement practices will be greatly expanded to accommodate higher degrees of remote work
- ☐ Yes, we will make some adjustments to our flexible work arrangement practices to make it easier for employees to apply for remote work
- ☐ No changes, employees will access remote working arrangements that were in place prior to COVID-19
- ☐ No changes, we prefer our employees to work on site

(Go to Q16 if “Yes, our flexible work arrangement practices will be greatly expanded to accommodate higher degrees of remote work” or “Yes, we will make some adjustments to our flexible work arrangement practices to make it easier for employees to apply for remote work” was selected for Q15)

16. What type of support does your enterprise require to more effectively have staff to undertake telework arrangements? Select all that apply.

- ☐ Better Internet service (e.g. improved broadband speed, lowered connectivity cost etc.).
- ☐ Guidance on employers’ responsibilities/liabilities
- ☐ Guidance on how to support employees’ wellbeing (i.e. work-life balance, mental health)
- ☐ Guidance on how to better communicate with employees
- ☐ More information about digital tools used for remote work (e.g. tools for video conferencing, project management, time management, etc.)
- ☐ Guidance on how to monitor or manage staff who are teleworking
- ☐ Other, please specify

V. Government support

Note: For this section, delete questions 17 and 17.1 if the government has not provided any type of support to enterprises. Please customize question 18 considering government measures that have been implemented in your country.

17. Did your enterprise apply for government support measures?

- ☐ Yes
- ☐ No
- ☐ My enterprise was not eligible for any measures

(Go to Q17.1 if “Yes” was selected for Q17)

17.1 Were these measures effective?

- ☐ Yes
- ☐ No
- ☐ I don't know

18. What kind of measures would help your enterprise recover?

- ☐ Direct government subsidies
 - ☐ Favorable loans
 - ☐ Tax deferment
 - ☐ New package of economic measures (reduction of taxes and contributions to salaries)
 - ☐ Other, please specify
-

► Contact

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