

**FIRM SURVEY to be answered by
General manager (owner-manager or professional)**

Question ID: __ qid _____ [resurveyed firm keep its original qid; new firm qid starts from 200, for example, a new firm in Shanghai would be coded as 1200, 1201, etc.]

Firm name: __ firmname _____

Respondent name: __ ceoname _____

Date of interview: __ Year __ Month __ Day date

Industry classification : __ indcode _____

Firm address __ firmaddress _____

City __ city _____

The firm is located in (circle correct) location

- (1) City _____
- (2) County _____
- (3) Town _____
- (4) Village _____

Email contact of respondent: __ ceoemail _____

Located in industrial development park/district 1 Yes _ park __ 0 No __

Interviewer name: 1. Main Interviewer __ code1 _____ 2. Secondary Interviewer __ code2 _____

Interview length (time): __ duration1 _____ Minutes

Interviewee agrees to be recorded record __ 1. Yes __ 0. No

Personal Background

A Have you personally been interviewed already in the first wave of this survey?

a

____ 1. Yes ____ 0. No

► *If yes proceed with A6*

A1 Gender [**Interviewer, please write down this information**] a1 1. male
____ 2. female

A2 When were you born? _ a2_ year

A3 What is your birthplace? a3a_province a3b city/county: indicate zipcode ___ a3

A4 Under which *hukou* were you born? a4

1. Rural _____ 2. urban _____

A5 Did your parents ever own or operate a private business? a5

1. Yes 0. No

A8 In which year did you take up the position of general manager / CEO in this firm?

___ a8 ___ year

A 11.1 Have you ever worked as the manager of a state-owned enterprise? a11a

1. Yes 0. No

A 12 Did you yourself ever have a cadre position in government office? a12

1. Yes _____ 0. No _____ (If No, go to A6)

A12.1 Please indicate at which government level you have worked (Single choice)

a12a

1. Provincial/Ministerial
2. bureau/Municipal
3. County/division
4. Township/department



A6 What is the highest education level you reached? (Please show card A6, single choice)

(a6)

0. No formal education
1. primary school education
2. Junior high school
3. Vocational school/high school
4. Junior college
5. undergraduate education at home
6. undergraduate education abroad
7. Master degree at home
8. Master degree abroad
9. Doctoral degree at home
10. Doctoral degree abroad

A6.1 How many years of formal schooling have you received? a6a ___ years

A7 Did you until today receive any specialized professional training?

- a7 1. Yes 0. No
(If No, go to A9)

A7.1 Which training did you receive? (multiple possible)

- 1) MBA a7a1
- 2) eMBA a7a2
- 3) public administration a7a3
- 4) other, please specify the most important training you've received__
a7a4_

A9 Are you today one of the owners of this firm? a9 1.Yes 0. No
(If No go to A 9.5)

A9.1 Are you the biggest shareholder of the firm? a9a
1.Yes
0. No

A9.1.1 What percentage of shares do you own? __a9a1____%

A9.1.2 Of your total personal wealth, what percentage can be attributed to the value
of your part of this firm? a9a2_____%

A 9.2 Are you a founder of the firm? a9b 1.Yes 0. No
(If No go to A 11)

A9.2.1 What was your most important reason that you first started this firm? (Single
choice. Show card) a9b1

1. Was in bad with the leader of previous organization
2. Could not fully utilize their abilities
3. to have more income
4. Expand or diversify prior private firm operations (if you have started other firm
before this one)
5. no job, unemployed
6. job was unstable
7. want to leave the farm work
8. other, please specify

A9.2.2 Has someone else's experience in founding and running a business motivated
you to start your own business? a9b2
1 yes 0 no

A 9.2.3

What were the sources of start-up capital for this firm? (show card)

	Percent of initial investment %
1. Founders' own money	a9b3a
2. Loans from family members	a9b3b
3. Loans from friends	a9b3c
4. Loans from acquaintances	a9b3d
5. Loans from local government	a9b3e
6. Domestic bank loan	a9b3f
7. Informal credit association (money lenders, informal bank, pawn shop, etc.)	a9b3g
8. Other	a9b3h

A 9.3 Is this the first firm you have founded a9c?

1. Yes (If Yes, go to A 11) 0. No

A 9.4 How many firms did you start before? _ a9d ___ (Go to A11 after respondent answered A9.4)

A9.5 Are you hired by the owners? a9e

1. Yes 0. No

A 9.6 When was the first CEO recruited to the best of your knowledge? ___ a9f _
year

A 11 Please give us information on your last two jobs before owner / CEO of this firm (show card. If they have never worked before, write Not Applicable).

	Period (Year to year)	Occupation (1) Technical personnel (2) Sales/marketing personnel (3) Accounting/ Finance (4) Administrative officer (5) Enterprise director (6) Ordinary worker (7) Retail service staff (8) Farmer (9) Military personnel (10) Unemployed (11) Other	Did your job include any management work? If yes, what was your job level: 0) Non-management 1) Ordinary manager 2) Middle-level manager 3) High-level manager	Organization 1) Research institution 2) Higher education institution 3) Party/ Government organization 4) State-owned enterprise 5) red hat firm 6) Collective enterprise 7) Private enterprise 8) Individual business 9) Rural collective household or enterprise 10) Foreign invested Joint venture 11) other	Sector (1) same industry as current enterprise (2) different manufacturing industry than current enterprise (3) retail (4) wholesale (5) agriculture (6) other	Annual income you received in the year you left this job(including bonuses) [10,000 RMB]
Most recent	from _ _ _ _ to _ _ _ _ a11a1 a11b1	a11c1	a11d1	a11e1	a11f1	a11g1
Job before last job	from _ _ _ _ to _ _ _ _ a11a2 a11b2	a11c2	a11d2	a11e2	a11f2	a11g2

A13 Do any of your relatives have a cadre position in government office? a13

1. Yes _____ 0. No _____

(If No go to A15)

A13.1 Please indicate the highest cadre rank of your relatives (Single choice) a13a

1. Provincial/Ministerial (bu)
2. Bureau (ting/ju)
3. Division (chu)
4. Departments (ke)

A 15 In a typical month, how much time (in hours) do you spend on events, conferences etc. organized by professional/occupational groups or other business associations where you meet other entrepreneurs and managers?

a15_____hours

A16 Are you today a Chinese Communist party member? a16

1. Yes _____ 0. No _____ (If No go to A17)

A16.1 In which year did you join the party?

_ a16a _____

A16.2 What is your current position in the party? a16b

(Don't read the choices. Circle the corresponding answer directly after the inquiry.)

1. Party Committee Secretary
2. Party Committee Deputy Secretary
3. Party Committee Member
4. General Party Branch Secretary
5. General Party Branch Deputy Secretary
6. General Party Branch Committee Member
7. Party Branch Secretary
8. Party Branch Deputy Secretary
9. Party Branch Committee Member
10. Regular Party Member

A 16.3 Have you earlier held a position in the party?

(Don't read the choices. Circle the corresponding answer directly after the inquiry and indicate period.)

1. Party Committee Secretary _____a16c1_year to a16d1_
2. Party Committee Deputy Secretary a16c2_ year to a16d2
3. Party Committee Member _____ a16c3____year to __ a16d3_
4. General Party Branch Secretary__a16c4____year to _ a16d4
5. General Party Branch Deputy Secretary _ a16c5 year to _____ a16d5
6. General Party Branch Committee Member a16c6year to _ a16d6
7. Party Branch Secretary _a16c7year to a16d7_____
8. Party Branch Deputy Secretary _ a16c8 year to __ a16d8
9. Party Branch Committee Member _ a16c9_year to_ a16d9__
10. Regular Party Member _____a16c10_____year to __a16d10_____

A 17 Now I want to ask you how much you trust different types of people. On a scale of 1 to 5, where 1 means very distrustful and 5 means very trustful, how much do you trust the people in that category (Show Card A17)?

1.Shopkeeper	a17a
2.Teachers	a17b
3.Local government officials	a17c
4.Banking staff	a17d
5.Central government officials	a17e
6.Strangers	a17f
7.Your own suppliers	a17g
8.Police	a17h
9.Your own customers	a17i
10.Judges and staff of courts	a17j
11.Entrepreneurs/businessmen	a17k
12. your own employees	a17l

A 18 We would like to understand better your personal network. We are not interested in particular names or people, but we would like to get some general information.[show card]

	(1) How many of these persons do you know personally? [If respondent answers zero, go to column (6)]	(2) Please tell us now more about the person, whose assistance you would be most likely to seek. What is the relationship of this person to you? 1 family member 2 relative 3 friend 4 friend of a friend 5 classmate 6 co-worker 7 neighbor 8 other	(3) How long have you known this person 1 less than a year 2 1 to 5 years 3 more than 5 years 4 not applicable	(4) Thinking about how often you usually talk to this person on the average, do you talk to (him/her) 1 almost every day, 2 at least once a week 3) at least once a month, 4) less than once a month?"	(5) Do you need to offer incentives or gifts to enlist the help of this person? 1 yes 0 no [Skip to next line after the respondent answer column 5; if it's the last line, skip to A19]	(6) If you are not personally acquainted with any of the listed officials, whose assistance would you seek if you needed it? 1 family member 2 relative 3 friend 4 friend of a friend 5 Classmate 6 co-worker 7 neighbor 8 other	(7) Would this person directly know one of the listed officials? 1 Yes 0 no	(8) Do you need to offer incentives or gifts to enlist the help of these people? 1 yes 0 no
Cadres in Party Committee at County/division government level	a18a1	a18a2	a18a3	a18a4	a18a5	a18a6	a18a7	a18a8
Cadres in Party Committee at Municipal (or above)government level	a18b1	a18b2	a18b3	a18b4	a18b5	a18b6	a18b7	a18b8

A 19 Thinking about your five most valuable business acquaintances, please list the nature of your relationship (multiple choices possible: tick all that apply) show card

Contact	Contact is your supplier	Contact is your customer	Contact is a competitor	Joint purchase of material (buyer collective)	Mutual lending, if needed	Joint technology development / technical problem solving	Mutual assistance / coop. with distribution channel / sales and marketing	Recommendation / introduction of new customers	Mutual information sharing concerning market development (for instance, price, new market trends, such as goods in high demand etc.)	Information sharing concerning government regulation (such as taxation, standards etc.)
Most important/ contact1	a19a1	a19a2	a19a3	a19a4	a19a5	a19a6	a19a7	a19a8	a19a9	a19a10
2	a19b1	a19b2	a19b3	a19b4	a19b5	a19b6	a19b7	a19b8	a19b9	a19b10
3	a19c1	a19c2	a19c3	a19c4	a19c5	a19c6	a19c7	a19c8	a19c9	a19c10
4	a19d1	a19d2	a19d3	a19d4	a19d5	a19d6	a19d7	a19d8	a19d9	a19d10
5	a19e1	a19e2	a19e3	a19e4	a19e5	a19e6	a19e7	a19e8	a19e9	a19e10

A 20 Informal lending (Multiple choices possible)

Assume Lao Zhang in your local business community is approached by a business acquaintance Lao Li to help him out with a short-term loan for an investment. Lao Li knows that the company of Lao Zhang is doing fine, and that Lao Zhang could afford to lend. Knowing your local business community, what would happen, if Lao Zhang would still not grant Lao Li the requested loan? **[Please show card; Interviewer please note: if the respondent has chosen option1 and also chosen the other options, please remind him/her that option1 means nothing will happen and cross out option 1 and mark X on this question]** a20

- 1) Nothing will happen a20a
- 2) Lao Li would tell others about his experience,a20b
- 3) Lao Li would in the future also not lend to Lao Zhang,a20c
- 4) There will be a material change in the business relations between Lao Zhang and Lao Li (for instance less trading etc.) a20d
- 5) Other people than Lao Li, would also treat Lao Zhang differently. a20e

A 21 Helping others to start a firm (Multiple choices possible)

Assume a longtime employee Lao Li wants to start his own firm and asks his employer Lao Zhang for advice and assistance. Lao Zhang was always content with Lao Li and appreciated Lao Li's work. In spite of their good relationship Lao Zhang rejects to assist and support Lao Li's decision in any way. Knowing your local business community, what would happen? **[Please show card; Interviewer please note: if the respondent has chosen option1 and also chosen the other options, please remind him/her that option1 means nothing will happen and cross out option 1 and mark X on this question]** a21

- 1) Nothing will happen a21a
- 2) Lao Li would tell others about Lao Zhang's strict position. a21b
- 3) Lao Li would seek to hurt Lao Zhang's business (for instance, lure away customers etc.) a21c
- 4) There would be a material change in the personal relationship between Lao Zhang and Lao Li (no future business, information sharing etc.) a21d
- 5) Other people than Lao Li, would also treat Lao Zhang differently. a21e

A22 Information on parents's last job. (show card)

	Highest level of formal education	Occupation before retirement (or current job)	Organization
	0) No formal education 1) primary school education 2) Junior high school 3) Vocational school/high school 4) Junior college 5) undergraduate education 6) Master degree and above	(1) Technical personnel (2) Sales/marketing personnel (3) Accounting/ Finance (4) Administrative officer (5) Enterprise director (6) Ordinary worker (7) Retail service staff (8) Farmer (9) Military personnel (10) Unemployed (11) Other	1) Research institution 2) Higher education institution 3) Party/ Government organization 4) State-owned enterprise 5) red hat firm 6) Collective enterprise 7) Private enterprise 8) Individual business 9) Rural collective household or enterprise 10) Foreign invested Joint venture 11) other
Father	a22a1	a22a2	a22a3
Mother	a22b1	a22b2	a22b3

Information about the Firm

Firm History

X1 [Interviewer, please check whether this firm has participated in the first wave of this survey?] (x1)

1 Yes →→→ If yes proceed with B7

0 No

B1. In which year was the firm registered as a private firm? Year __ b1__

B2. Did the firm exist before it registered as a private firm? b2 1.Yes 0. No
(If No, go to B3)

B2.1 Under which ownership form did the firm exist before? b2a
(interviewer show card B2.1. Single Choice)

- 1) State-owned enterprises
- 2) Urban collective-owned enterprises
- 3) Rural collective-owned enterprise
- 4) Private firm.
- 5) Other, please specify b2a5

B3. In the year the firm was registered as a private enterprise, how many investors were there?
__ b3__ (persons)

B4. What was the total number of fulltime paid employees when the firm started?
 _ b4 ____ (persons)

B5 What were the annual sales in the year the firm started?
 b5____10,000 Yuan

B6. Under which legal status was the private firm founded? b6
(interviewer show card B6. Single choice.)

- 1) Sole-ownership enterprise
 - 2) Joint-ownership enterprise
 - 3) Limited-liability corporation
 - 4) Shareholding corporation Ltd.
 - 5) Subsidiary /division of a domestic enterprise
 - 6) Other (please specify) _ b6f _____
-

B7. Was there a change in legal status since founding of the private firm? b7
 1._Yes ____2._No (If No go to B8)

B 7.2 In which year did the last legal change take place? _ b7b _____Year

B 7.3 Which legal status does the firm currently have? b7c
(interviewer show card B6. Single choice.)

- 1) Sole-ownership enterprise
- 2) Joint-ownership enterprise
- 3) Limited liability corporation
- 4) Shareholding corporation Ltd.
- 5) Subsidiary /division of a domestic enterprise
- 6) Other (please specify) b7c6 _____

B 8 Is your firm listed at the stock market (domestic or international)? b8
 1. Yes ____0. No

B 9 Before registering this firm as a private firm, did this firm ever operate as a red hat firm?
 b9

1. Yes →→→ If yes, please indicate the period
 From year ____b9a____ to __b9b____year

0. No

B10 Assume an unexpected investment opportunity came up, where would you turn to borrow money? Rank the three most likely ways of borrowing. (show card) b10a, b10b, b10c

- (1) domestic commercial bank
- (2) Foreign owned commercial bank
- (3) Investment funds / state subsidy
- (4) Trade exportation tax reimbursement
- (5) Loans from family and relatives

- (6) Loans from friends
- (7) Loans from business partners
- (8) Other informal sources (money lenders, informal bank, pawn shop, etc.)
- (9) Others

B11 Assume Lao Li gives Lao Zhang an informal loan to finance further investment in Lao Zhang's company. When the repayment of the loan is due, Lao Zhang rejects to pay the money back to Lao Li. Assume further that Lao Zhang rejects to repay Lao Li "in kind". In your local business community, what would you expect to happen? **[Please show card; Interviewer please note: if the respondent has chosen option1 and also chosen the other options, please remind him/her that option1 means nothing will happen and cross out option 1 and mark X on this question] b11**

- 1) Nothing will happen. **b11a**
- 2) Lao Li would tell others (business friends, customers, suppliers) about this experience. **b11b**
- 3) Lao Li would try to cover his losses (for instance, take away material, goods from Lao Zhang) **b11c**
- 4) There will be a material change in the quality of business relations between Lao Li and Lao Zhang (no further business, information sharing etc.) **b11d**
- 5) Other people than Lao Li, would also respond to Lao Zhang's behavior (for instance, no future lending, only cash transactions or no more business transactions) **b11e**

Governance

C1. Do any of the shareholders of the firm currently also hold management positions in the firm?
c1

1. Yes ___ 0. No ___ (If No go to C2)

C 1.1 How many shareholders currently hold management positions in the firm? ___ c1a ___

C 1.2 **What** percentage of shares is currently held by those shareholders in the management positions? ___ c1b _____ (%)

Organizational structure:

C2. Do you have shareholder meeting in your firm? c2

1. Yes → → → How many shareholder meetings are held per year? ___ c2a ___
0. No

C.3 Do you have a board of directors in your firm? c3 1. Yes ___ 0. No ___ (If No go to C5)

C 3.1. How many members does the board of directors have? ___ c3a _____

C 3.2 Does the board of directors have independent members? c3b
1. Yes ___ 0. No ___

C 3.6 Are you also the chairman of the Board? c3f 1. Yes ___ 0. No ___

C 3.7 How many directors also hold ownership shares in other firms you are doing business with? _ c3g ___persons

C 3.8 How many directors hold in parallel official positions (board members, board of trustees, management positions etc.) in other firms you are doing business with? _ c3h ___Persons

C 5. Since the founding of the firm as a private firm, has there been any change in the position of the CEO? c5 1. Yes___ 0. No___

Supplier Relations

Type of Supplier (domestic/international):

D1. In 2008, what percent of your establishment's purchases (including all subsidiaries) of material inputs & supplies were:

1	Purchased from domestic sources	_d1a___%
2	Purchased through imports	_d1b___%
	TOTAL	100%

Ownership Type of Supplier:

D2. What is the ownership type of your largest supplier? (d2)

- 1) State-owned Enterprise
- 2) Collective-owned Enterprise
- 3) Private-owned firm
- 4) Foreign (wholly owned) Enterprise
- 5) Joint venture Enterprises
- 6) Cooperation Enterprises
- 7) Other (Specify) d2g

Supplier Information I:

D3. Please provide information on your most important input:

1	2
Please enter the name of the input:	Total number of suppliers you use for this input
d3a	d3b

Supplier Information II:

D4.1. Thinking about your current main supplier for your main input (same input listed above), may we ask some questions concerning this relationship ? (show card)

Indicate whether the supplier was introduced to you through one of the following channels: (Single choice) 1) family, 2) relatives, 3) friends 4) Business acquaintances? 5) Not introduced through personal recommendation	How long has your relationship with the supplier been? (# years)	Does this supplier offer trade credit to you 1 yes 0.No→D4.2.0	Do you buy on credit? 1 yes 0.NO→D4.2.0	If you buy on credit - number of days before supplier will urge you to pay	If the supplier charges an interest rate please indicate the rate	What is the average number of days before supplier imposes penalties
d4a	d4b	d4e	d4c	d4d	d4f	d4g

D4.2.0 Did you have the same supplier as your main supplier for your main input in the founding year of the firm? d4a0

1. yes → skip to D5
0. no

D4.2 about the main supplier for your main input in the founding year of the firm, may we ask some questions concerning this relationship? (show card)

Indicate whether the supplier was introduced to you through one of the following channels: (Single choice) 1)family, 2) relatives, 3) friends 4) Business acquaintances? 5) Not introduced through personal recommendation	How long has your relationship with the supplier been? (# years)	Is trade credit offered to you 1 yes 0.No→D5	Do you buy on credit? 1 yes 0.No→D5	If you buy on credit - number of days before supplier will urge you to pay	If the supplier charges an interest rate please indicate the rate	What is the average number of days before supplier imposes penalties
d4a2	d4b2	d4e2	d4c2	d4d2	d4f2	d4g2

D5. Guanxi with the Business Community: d5

Please circle the number best describing the extent to which your firm has utilized guanxi connections with suppliers (7-point scale, from very little to very much)

1—2—3—4—5—6—7

Proximity/Regional Distribution of Input Suppliers

D6. Where are your company's important suppliers located? Please give the percentage between the following 4 locations:

- | | |
|---|----------|
| 1) Within the same locality as your company | d6a _%__ |
| 2) Within the same region as your company | d6b _%__ |
| 3) Within China but not within the same province | d6c _%__ |
| 4) Overseas (including Hong Kong, Macao and Taiwan) | d6d _%__ |

Family Relations Between Owner and Suppliers

D7. Do relatives of the owners of your company own any of the suppliers of your company's production materials? d7

1. Yes 0. No

Dispute Settlement

D8. Have you had disputes with suppliers such as a delay, suspension of payment, return shipment or cancellation of future shipments between 2006 and 2008? d8

1. Yes 0. No (If No, go to D9)

D 8.1 If yes, how many disputes? __ d8a __

D 8.2 How does your firm generally handle disputes with your suppliers? (Show card D 8.2. Single choice) d8b

- 1) Ignore;
- 2) Try your best to negotiate, and work it out between you two;
- 3) Bring the matter to local government or administrative authorities;
- 4) Go to court/file a lawsuit;
- 5) Utilize personal connections to resolve;
- 6) Other means (Please specify) __ d8b6 ____

D 8.3 how many disputes did you resolve through court between 2006 and 2008? d8c

Information on Malfeasance of Supplier

D9.: If one of your suppliers deceives another firm, would you find out? d9 1. Yes 0. No

Written contracts

D10. What percentage of your total supply volume (value) is based on written contracts with your suppliers? d10 __%__

Choice of supplier

D11. What would you base your decision on, before choosing a new supplier of a crucial input material? d11

(interviewer show card D11, Single choice)

- 1) Just rely on my own experience
- 2) good reputation according to long-term business partner
- 3) good reputation according to information from business administration
- 4) good reputation according to information from friends and family
- 5) The quality, price, and the supply time of the product.
- 6) other (please specify) d11f_____

D12 Delivery on time (multiple choices)

Assume Lao Zhang delivers suppliers to Lao Li with a substantial delay. As a consequence, Lao Li is losing a contract with one of his customers. Assume further Lao Zhang rejects to cover Lao Li's losses. In your local business community, what would you expect to happen? **[Please show card; Interviewer please note: if the respondent has chosen option1 and also chosen the other options, please remind him/her that option1 means nothing will happen and cross out option 1 and mark X on this question]**

- 1) Nothing will happen. d12a
- 2) Lao Li would tell others (business friends, customers, suppliers) about this experience. d12b
- 3) Lao Li would try to cover his losses in future transactions with Lao Zhang (for instance, better price on future deals etc.)d12c
- 4) There will be a material change in the quality of business relations between Lao Zhang and Lao Li (no further business, information sharing etc.) d12d
- 5) Other people than Lao Li, would also respond to Lao Zhang's business practice (for instance, reduce or cut business with Lao Zhang) d12e

D13 Maintaining quality (multiple choices)

Assume Lao Zhang has delivered (knowingly) suppliers of inferior quality to Lao Li and rejects to fix the problem. In your local business community, what would you expect to happen? **[Please show card; Interviewer please note: if the respondent has chosen option1 and also chosen the other options, please remind him/her that option1 means nothing will happen and cross out option 1 and mark X on this question]**

- 1) Nothing will happen. d13a
- 2) Lao Li would tell others (business friends, customers, suppliers) about this experience. d13b
- 3) Lao Li would try to cover his losses in future transactions with Lao Zhang (for instance, no payment on future deals etc.) d13c
- 4) There will be a material change in the quality of business relations between Lao Zhang and Lao Li (no further business etc.) d13d
- 5) Other people than Lao Li, would also treat Lao Zhang differently (for instance, reduce or cut business with Lao Zhang) d13e

D14 Timely payment (multiple choices)

Assume Lao Li has delivered goods to Lao Zhang according to the specifications of a contract in a timely manner, but after a reasonable period, Lao Zhang still has not paid for the goods. In your local business community, what would you expect to happen? **[Please show card; Interviewer please note: if the respondent has chosen option1 and also chosen the other options, please remind him/her that option1 means nothing will happen and cross out option 1 and mark X on this question]**

- 1) Nothing will happen. d14a
- 2) Lao Li would tell others (business friends, customers, suppliers) about this experience. d14b
- 3) There will be a material change in the quality of business relations between Lao Zhang and Lao Li (no further business etc.) d14c
- 4) Other people than Lao Li, would also treat Lao Zhang differently (for instance, reduce or cut business with Lao Zhang) d14d

Customer Relations

Distribution of Sales

E1: What's the major market for your main product: [show card] e1

- 1) Your city
- 2) Your province
- 3) China
- 4) Overseas (export)

Ownership Type of (Major) Customer:

E 2 Approximately what percentage of your establishment's domestic sales in 2008 was to:[show card]

- | | |
|---|----------|
| 1) the government | _ e2a _% |
| 2) state owned enterprise | _ e2b _% |
| 3) multinationals located in China | _ e2c _% |
| 4) your parent company or affiliated subsidiaries | _ e2d _% |
| 5) large domestic private firms (those with 300+ workers) | _ e2e _% |
| 6) small private firms or individuals | _ e2f _% |
| 7) other (please specify) ___ | _ e2g _% |

Social Contacts

E3 Do you socialize with customers in order to secure a major contract? e3

2. Yes →→→ What percentage of the contract value would you usually spend on banquets / gifts / travel costs etc.? ____ e3a __%
0. No

E4 What percentage of your sales volume accrues to return customers? _ e4 _%

E5 How many of your customers do you know in person? (so that you would recognize them on the street and stop for a chat; give proportion)

_ e5 _%

E6 Please give us the number best describing the extent to which your firm currently utilizes guanxi connections with buyers (7-point scale, from very little to very much):

___ e6 _
1—2—3—4—5—6—7

Average Duration of Business Relation:

E7 On average, how long has your firm done business with customers in your main business line? e7

- 1) ___ Less than 1 year
- 2) ___ 1 year - less than 2 years
- 3) ___ 2 years - less than 3 years
- 4) ___ 3 years - less than 4 years
- 5) ___ 4 or more years

Proximity (regional distribution) of customers:

E 8 Measured by sales, where are the purchasers of the products in your main business line located? (Give proportion) [show card]

- 1) Within the same locality as your company _ e8a _%
- 2) Within the same province/municipality as your company _ e8b _%
- 3) Within China but not within the same province _ e8c _%
- 4) Overseas (including Hong Kong, Macau and Taiwan) _ e8d _%

Dispute Settlement:

E 9 Did you have business disputes with customers between 2006 and 2008?

(If No go to E 10) e9

1. Yes 0. No ___

E9.1 If yes, how many disputes? _ e9a ___

E9.2 How does your firm generally handle disputes with your customers? (Show card D8.2; single choice) e9b

- 1) Ignore;
- 2) Try your best to negotiate, and work it out between you two;
- 3) Bring the matter to local government or administrative authorities;
- 4) Go to court/file a lawsuit;
- 5) Utilize personal connections to resolve;
- 6) Other means (Please specify) __ e9bf ___

E9.3 How many disputes did you resolve through court between 2006 and 2008? e9c ___

Written contracts

E 10. What percentage of your total sales volume (value) is based on written contracts with your customers? e10 _%

► *resurvey firms skip E11 and go directly to E12* ►

X2 [Interviewer, please check whether this firm has participated in the first wave of this survey?] (x2)

Finding customers

E11 Did your firm find the first customer through social contacts? e11

1.Yes→→→	If your firm found the first customer through networks, please specify the nature of the connection (<i>single choice e11a4</i>) <ol style="list-style-type: none"> 1) Family & relatives 2) Friend 3) acquaintance
0.No	

E 12 Did the firm find its currently most important (largest sales) customer through social networks? e12

1.Yes→→→	If your firm found the currently most important (largest sales) customer through social networks, please specify the nature of the connection. (<i>single choice e12a4</i>) <ol style="list-style-type: none"> 1) Family & relatives 2) Friend 3) acquaintance
0.No	

Organizational Performance

E 15.1 Sales growth rate in 2008 is e15a ____

E15.2. Net profit growth rate in 2008: e15b ____

E17 Assume there are two persons Lao Zhang and Lao Li, who have maintained a trusting business relationship over years. Suddenly, Lao Zhang actively tries to lure away clients of Lao Li. In your local business community, what consequences would you expect? (multiple choices)

[Please show card; Interviewer please note: if the respondent has chosen option1 and also chosen the other options, please remind him/her that option1 means nothing will happen and cross out option 1 and mark X on this question]

- 1) Nothing will happen. e17a
- 2) Lao Li would tell others (clients and others) about his experience. e17b
- 3) Lao Li would try to also lure clients away from Lao Zhang to cover the loss. e17c
- 4) There will be a material change in the quality of the business relation between Lao Zhang and Lao Li (for instance less information sharing etc.). e17d
- 5) Other would also treat Lao Zhang differently. e17e

E18 What do you expect from others? (rank from 1 – 7; 1 = strongly disagree – 7= strongly agree) [show card]

1) I believe that most of my business acquaintances provide business advice to others.	1—2—3—4—5—6—7	e18a
2) I believe that most of my business acquaintances would lend money to others if they want to found their own business.	1—2—3—4—5—6—7	e18b
3) I believe that most of my business acquaintances would pass on customer requests to others in case they cannot take the order themselves.	1—2—3—4—5—6—7	e18c
4) I believe that most of my business acquaintances would inform others if someone they know commits any form of malfeasance in doing business.	1—2—3—4—5—6—7	e18d
5) I believe that most of my business acquaintances would help others out with (idle) machinery / technology in case a business friend had a major technical problem and would otherwise risk losing a contract.	1—2—3—4—5—6—7	e18e

Labor

F1. What proportion of your total staff belongs to each of the categories? [show card]

1	2	3	4	
Management staff	Technical staff	Unskilled labor	Other	Total
f1a	f1b	f1c	f1d	100%

F2. Which channels do you use on average to hire labor for the following categories? Please provide percentages (for period from 2006 to 2008) (show card)

		Management staff	Technical staff	Unskilled labor
1.	Direct applications	f2a1a	f2a2a	f2a3a
2.	Human resources exchange center	f2a1b	f2a2b	f2a3b
3.	Employment services	f2a1c	f2a2c	f2a3c
4.	post ads	f2a1d	f2a2d	f2a3d
5.	labor dispatch	f2a1e	f2a2e	f2a3e
6.	Through family or relatives	f2b1	f2b2	f2b3
7.	Through friends	f2c1	f2c2	f2c3
8.	Through acquaintances	f2d1	f2d2	f2d3
9.	From previous enterprise before transformation of	f2e1	f2e2	f2e3

	ownership			
10.	Chain recruitment (workers recommend their friends and acquaintances)	f2f1	f2f2	f2f3
11.	Other, please specify	f2g1	f2g2	f2g3
	Total	100%	100%	100%

Innovation

Innovation

G1. Has your establishment (including all subsidiaries) undertaken the following initiatives between 2006 and 2008? [show card]

	Undertaken? 1 Yes 0 No	In case you had collaborators indicate type of collaboration 1) research institute, 2) university ; 3) other firm (0 if no collaborators) (multiple choices possible)
1. New patent approved	g1j	g1j1 g1j2 g1j3
2. Introduced a new product	g1a	g1a1 g1a2 g1a3
3. Upgraded an existing product line	g1b	g1b1 g1b2 g1b3
4. Discontinued at least one product (not production) line	g1c	g1c1 g1c2 g1c3
5. Agreed to a new joint venture with foreign partner	g1d	g1d1 g1d2 g1d3
6. Obtained a new licensing agreement	g1e	g1e1 g1e2 g1e3
7. Outsourced a major production activity that was previously conducted in-house	g1f	g1f1 g1f2 g1f3
8. New production process improvements	g1g	g1g1 g1g2 g1g3
9. New management techniques	g1h	g1h1 g1h2 g1h3
10. New quality controls in production	g1i	g1i1 g1i2 g1i3

G1.2 If you have introduced new products between 2006 and 2008, what percent of total sales value accrues to these new products in 2008? [please check line 2 in G1 table. If the answer is no, enter NA here] ___g1a4_____ %

G1.3 During the last 3 years (2006 to 2008), how important were any of the following as a source of ideas or information for new and improved products, processes or services? (Show card)

Given the 3 most important ones g1c4a g1c4b g1c4c

1. customers/clients
2. suppliers

3. from within the business (eg employees, own R&D department)
4. from other domestic business in the same industries
5. from other domestic business in the other industries
6. from oversea business/international firms
7. industry association or (private) enterprise association
8. books and journals from scientific/industry/ trade
9. conferences or trade fair
10. central/local government assistance services
11. universities, research institutes, research consultants or services
12. technical, industry or service standards
13. banks, accountants, or financial consultants
14. others, please specify _____

R&D

G. 2 Does your firm currently conduct own R&D activities / have a R&D department? g2

1. Yes → → → What is your firm's annual budget for R&D activities? g2a _____ 10,000 Yuan
0. No

Patents

G3. Does your firm hold any patents? (products or technology) g3

1. Yes
0. No (if no, go to H1)

G3.1 If yes, how many patents do you currently hold? _____ g3a _____

G3.2 If yes, please specify the number of patents in each category
 patents for inventions, _____ g3b1 _____
 design patents (patents on an ornamental design of functional items) _____ g3b2 _____
 utility models _____ g3b3 _____

SOCIAL GROUPS / INDIVIDUALS
Government Bureaus
Support by Government Bureaus:

H 1 Between 2006 and 2008, has your establishment received any of the following forms of formal or informal assistance from a national, regional or local government agency of government official who assisted you to (Tick ✓ on the corresponding answer) [show card]

	Yes	No
1. Obtain bank loans h1a		
2. Identify foreign investors h1b		
3. Locate foreign technology to license h1c		
4. Identify potential foreign clients h1d		
5. Identify potential foreign customers h1e		
6. Identify domestic clients h1f		
7. Get land use rights h1g		

8. Obtain discounts for renting buildings, machinery etc. h1h		
9. Obtain tax benefits h1i		
10. Other, specify: h1j__		

CEO's Government Position:

H 2. Do or did you have a government position? h2 _ 1. Yes__0. No (If No, go to H3.)

H 2.1 What level of government position do or did you hold? (Tick on the corresponding answer.)

Rank	Now h2a1	Earlier h2a2
1. Provincial/Ministerial level or higher		
2. Bureau level		
3. Division Level		
4. Department Level or lower		

H 3 Are you **currently** a member of the following organizations? (if yes, since when? Show card.)

	1yes 0 no → skip to next line	If yes Since year
1. People's Congress	h3a1	h3a4
2. CPPCC (Chinese People's Political Consultative Conference)	h3b1	h3b4
3. All-Commerce Association	h3c1	h3c4
4. association of private entrepreneurs	h3d1	h3d4
5. Industrial association (guild)	h3e1	h3e4
6. Other (please specify) h3e	h3f1	h3f4

Shareholder's Government Position:

H5 Do or did any other shareholders other than yourself (If you hold any shares) have a government position? h5

1. Yes _____ 0. No _____

Party Organization

H 6 Is there a CCP party organization within your firm? h6 1. Yes 0. No

H 7 Have you regularly funded the party's activities between 2006 and 2008? h7

1. Yes →→→ and the average annual sum you have set aside for such funding was h7a
__10,000 Yuan

0. No

Labor union

H8 Does the firm currently have a labor union? h8

1. Yes 0. No

Corporate Political Action:

H 10. Is your firm occasionally asked by government agencies and local administration to provide information on the economic and social development? h10

1. Yes → → → how many requests do you receive annually? _h10a_____?

0. No

H 12 Guanxi with Government Authorities (7-point scale, from very little to very much 1=very little, 7=very much). Please circle the number best describing the extent to which you and your firm currently utilize guanxi connections with different government authorities: [show card]

1. with various levels of political governments h12a	1—2—3—4—5—6—7
2. with industrial authorities h12b	1—2—3—4—5—6—7
3. with other government authorities, such as taxation bureaus, banks, industrial and commercial administrative bureaus, and the like. h12c	1—2—3—4—5—6—7

Organization

J 1 Does your current firm development follow any organizational blue-print j1

1. Yes 0. No _____

(If No go to J2)

J 1.1 Where do you look to develop the organizational blue-print?

(interviewer show card J1.1. Multiple possible.)

- 1) Owners' / founders' ideas j1a1
- 2) professional management staff j1a2
- 3) firm management educational and training programs j1a3
- 4) Self-study / books j1a4
- 5) Mimicking successful national firms j1a5
- 6) Mimicking successful international firms j1a6
- 7) Learning from own failures j1a7
- 8) Learning from failures of other firms j1a8
- 9) Professional consultants j1a9
- 10) others j1a10

J 2 Please tell us about the current formalization degree of your company organization [show card]

	Regulations within the firm Tick If Yes	Year of implementation or institutionalization
formal, written organizational rules	j2a1	j2a3
formal, written job descriptions	j2b1	j2b3
Formal, written performance assessments	j2c1	j2c3
Formal, written pay scale	j2d1	j2d3
Formal, written promotion procedures	j2e1	j2e3
External financial auditing of books	j2f1	j2f3
International certification (including ISO 9000, 9001, 9002, 9003, or 9004)	j2g1	j2g3

J3 Please tell us about any of your firm's major internal organizational changes between 2006 and 2008.

Type of change	Tick If Yes	Year of the change
change in business mission	j3a1	j3a2
Division/department Restructuring	j3b1	j3b2
Implementation of new technology	j3c1	j3c2
Mergers	j3d1	j3d2
Major collaborations	j3e1	j3e2
adjustments in firm scale	j3f1	j3f2
Outsourcing	j3g1	j3g2
new management programs such as Total Quality Management, re-engineering	j3h1	j3h2
Other, please specify	j3i1	j3i2

J 4 In general, for how many years do you try to plan in advance in terms of strategic / organizational development of your firm? (single choice) j4

- 1) No development plan
- 2) 1-4 months plan
- 3) 4month-1 year plan
- 4) 1 year-3 year plan
- 5) 5 year and above

► Resurvey-firms skip J5 and J6 and go to J 6.2 ►

X3 [Interviewer, please check whether this firm has participated in the first wave of this survey?] (x3)

1 yes → J6.2 0 no

J 5 What was the initial business strategy when your firm was founded? (*Single choice*) j5
[show card]

- 1) Creating new products for new potential markets
- 2) Improving upon products to sustain current market shares
- 3) Marketing and distribution of products
- 4) Combining innovation and enhancement in market competitiveness
- 5) Lowering production costs

J 6 Does your firm have the same business strategy today? j61. Yes 0. No
(If Yes , go to J12)

J 6.2 What is the current business strategy of your firm? j6b[show card] (*Single choice*)

- 1) Creating new products for new potential markets
- 2) Improving upon products to sustain current market shares
- 3) Marketing and distribution of products
- 4) Combining innovation and enhancement in market competitiveness
- 5) Lowering production costs

J12 Please circle the number best describing the extent to which your firm currently utilizes guanxi connections with competitors (7-point scale, from very little to very much, 1=very little, 7=very much): j12

1—2—3—4—5—6—7

Social Status and norms of Entrepreneurs

K1 Imagine social status like a ladder on a scale from 1 to 10, where do you think private entrepreneurs would be ranked by ordinary people? (Show card K1. 1 is lowest, 10 is highest. Single choice.) Rank__ k1

K2 Where would you think your firm ranks within your own industry? (1 is lowest, 10 is highest). k2

K.2.1. What do you think others expect from you? (rank from 1 – 7; 1 = strongly disagree – 7 = strongly agree) [show card]

1) I believe that most of the business acquaintances who are important to me expect me to provide business advice.	1—2—3—4—5—6—7	k2a
2) I believe that most of my business acquaintances who are important to me expect me to lend money to others if they would like to found a firm.	1—2—3—4—5—6—7	k2b
3) I believe that most of my business acquaintances who are important to me expect me to pass on customer requests, in case I cannot take the order myself.	1—2—3—4—5—6—7	k2c
4) I believe that most of my business acquaintances who are important to me expect me to inform them if someone I know commits any form of malfeasance in doing business.	1—2—3—4—5—6—7	k2d
5) I believe that most of my business acquaintances who are important to me expect me to help them out with (idle) machinery / technology in	1—2—3—4—5—6—7	k2e

case they had a major technical problem and would otherwise risk losing a contract.		
---	--	--

K3 What is your current annual income you receive from this company (including firm dividends and bonuses)? Please tick the appropriate category. k3

(interviewer show card K3. Single choice.)

- 1) Less than 50,000 YUAN
- 2) 50, 000< 100,000 YUAN
- 3) 100,000<150,000 YUAN
- 4) 150,000 < 200,000 YUAN
- 5) 200,000 < 250,000 YUAN
- 6) 250,000<375,000 YUAN
- 7) 375,000<500,000 Yuan
- 8) 500,000<750,000 YUAN
- 9) 750,000<1,000,000 YUAN
- 10) 1,000,000<1,500,000 YUAN
- 11) 1,500,000<2,000,000 YUAN
- 12) more than 2,000,000 YUAN

K4 Has anyone inspired by your business and experience to found a firm? K4

1. Yes → how many? _K4a___ And among these, how many are family members_k4a1_
 relatives _k4a2_
 friends and acquaintances(employees, neighbors etc) _k4a3_

0. No

L1 Thanks very much for your time in participating in our survey! Before we finish, we have one more question. If professors from our research team would like to interview you within the year, would you participate? (Please write down the reaction of the respondent)

(11)

1) Will 2) Will not 3) We will see.

(Please record the CEO interview time length on the first page. Start the clock again for the CFO interview.)



**FIRM SURVEY to be answered by
Chief Financial Officer**

Question ID: _____

Firm name: _____

Respondent name: _____

Date of interview: __Year Month Day__

Industry classification : _____

Firm address _____

City _____

Email contact of respondent: _____

Located in industrial development park/district Yes ___ No ___

Interviewer name: 1. Main Interviewer____2. Secondary Interviewer_____

Interview length (time): ___ duration2___ Minutes

Interviewee agrees to be recorded ___1. Yes ___0. No

Size (General Information)

Total Assets:

A1 Please provide the information for your firm for the following four fiscal years: (If the firm has not been established for more than 3 years, please write NA in the years before the founding of the firm. The same rule applies thereafter.)[market value means the value if you transfer your firm to others]

	2008	2007	2006	Founding year
Book value of your total assets (in 10,000 Yuan)	fa1a1	fa1b1	fa1c1	fa1d1
Market value of your total assets (in 10,000 Yuan)	fa1a2	fa1b2	fa1c2	fa1d2

► If firm is re-surveyed skip A2 and go to A3 directly ►

X4 [Interviewer, please check whether this firm has participated in the first wave of this survey?] (x4)

1 yes→ A3 0 no

A2 What was the founding registered capital of this firm? _ fa2 ___ 10,000 YUAN

Total Equity:

A3 Please provide the information for your firm for the following four fiscal years: [market value means the value if you transfer your firm to others]

	2008	2007	2006	Founding year
Book value of your total equity (total assets-total liabilities) (in 10,000 Yuan)	fa3a1	fa3b1	fa3c1	fa3d1
Market value of your total equity (total assets-total liabilities) (in 10,000 Yuan)	fa3a1	fa3b1	fa3c1	fa3d1

Total Working Capital

A4 Please provide the information for your firm for the following four fiscal years:

	2008	2007	2006	Founding year
Value of your total working capital (in 10,000 Yuan)	fa4a	fa4b	fa4c	fa4d

Employees and wages:

B 1 What is the average number of total employees (including contractual employees) in your firm for the following three years?

	2008	2007	2006
Average Number of Employees	fb1a	fb1b	fb1c

B 2 What percentage of your employees are college graduates? ___ fb2_%

B 3 Please provide the following information for your firm for the following three years . (10,000 Yuan); if a firm does not contribute to distinct funds, please record "0"

	2008	2007	2006
Total annual wages	fb3a1	fb3a2	Fb3a3
Total annual insurance	fb3g1	fb3g2	Fb3g3

Total Sales and Total Exports:

C1 Please provide the total sales and exports information for the firm for the following three years. For all answers, please report in 10,000 Yuan. Enter "0" if a firm did not export in a specific year; enter n.a. if a firm was founded later than reporting period).

	2008	2007	2006	Founding year
Value of total sales (products and services, including exports)	fc1a1	fc1a2	fc1a3	fc1a4
Value of total exports (products and services, including sales to export agencies)	fc1b1	fc1b2	fc1b3	fc1b4

Total Costs of Production:

D 1 Please report the total production costs of your firm for the following three years, either as a percentage of total sales or the actual figure (10,000 Yuan).

	2008	2007	2006
Total costs of production	fd1a	fd1b	Fd1c

Tick one of the following fd1a1: Reported as % of sales Reported as figures

Total New Investment in Fixed Assets:

E1 Please report the value of new investments in fixed assets made by the firm in the following three years. For those categories where investments were not made, please enter "0". Report actual figure (10,000 Yuan)

	2008	2007	2006
Total New Investments in Fixed Assets	fe1a	fe1b	Fe1c

Travel and entertainment costs:

F1 Please estimate the total annual amount (10,000 Yuan) of travel and entertainment costs of this firm for the following three years.

	2008	2007	2006
Total of Travel and Entertainment costs	ff1a1	ff1b1	ff1c1

Firm Structure**Subsidiaries:**

G1. How many subsidiaries (branch factories, sales, or service outlets) does your firm currently have in China? fg1 (number)

G 2 Does your firm belong to a business group fg2

1. Yes → Please name the business group fg2a
0. No

Ownership

H1. What percentage of your firm's shares is currently owned by each of the following categories? (show card)

	Percentage of shares (%)
senior management or their family members	fh1a
Other domestic individuals	fh1b
domestic institutional investors	fh1c
domestic state owned firm	fh1d
domestic private firm	fh1e
domestic collective firm	fh1f
domestic banks	fh1g
foreign individuals	fh1h
foreign institutional investors	fh1i
foreign firms	fh1j
foreign banks	fh1k
national/central government	fh1l
Provincial government	fh1m
Municipal / county government	fh1n
Other government, including cooperatives and collectives	fh1o
Total	100%

H2. What percentage of shares does your currently largest shareholder hold?
 __ fh2 __%

► Re-survey firm skip H4 and jump to I1 ►

X5 [Interviewer, please check whether this firm has participated in the first wave of this survey?] (x5)

1 yes → I1 0 no

H4 Has the company changed the ownership structure since 2005? fh4
 1. Yes ___ 0. No ___

(If No, go to I1)

H 4.1 In what year did your firm's ownership structure change to the current one? fh4a

- (1) 2006
- (2) 2007
- (3) 2008

H 4.2. What percentage of your firm's shares was owned by each of the following categories in the ownership structure before the mentioned change? [show card]

	Percentage of shares (%)
senior management or their family members	fh4b1
Other domestic individuals	fh4b2
domestic institutional investors	fh4b3
domestic state owned firm	fh4b4
domestic private firm	fh4b5
domestic collective firm	fh4b6
domestic banks	fh4b7
foreign individuals	fh4b8
foreign institutional investors	fh4b9
foreign firms	fh4b10
foreign banks	fh4b11
national/central government	fh4b12
provincial government	fh4b13
municipal / county government	fh4b14
Other government, including cooperatives and collectives	fh4b15
Total	100%

Firm Performance

Net Profit:

I 1 what were your company's profits (value in 10,000 YUAN) during the last three years?

	2008	2007	2006	Founding year
After Tax Profits	ffi1a1	fi1a2	fi1a3	fi1a4
Earnings before interest payments and taxes	ffi1b1	fi1b2	fi1b3	fi1b4
Retained earnings (profit that is not distributed to the owners)	fi1c1	fi1c2	fi1c3	fi1c4

Long-Term Liabilities:

J 1 what was your company's (including all subsidiaries) total liabilities (value in 10,000 YUAN) during the last three years?

		2008	2007	2006	Founding year
Total liabilities		fj1a	fj1b	fj1c	fj1d
of which	Long-term liabilities (more than 12 months)	fj1a1	fj1b1	fj1c1	fj1d1
	Short term liabilities (less than 12 months)	fj1a2	fj1b2	fj1c2	fj1d2

Competition / Market position

Market Entry Costs:

K 1 How much money would it currently take to establish a new firm exactly like your current firm?
 _fk1_____ 10,000 Yuan

Tax:

Taxes Paid:

L1. How much tax did you pay in the fiscal years ?

	2008	2007	2006
Total tax (10,000 YUAN)	f11a	f11b	f11c

Tax exemption

L2 Does your firm currently benefit from any tax exemption programs? fl2 1. Yes 0. No

Finance

Finance structure

M 1 For the year 2008 and the founding year, what percentage of total capital was externally financed?

	2008	Founding year
Proportion of external finance	fm1a	fm1b

M 2 For the year 2008 and the founding year, please identify the proportion of sources of your external finance. [show card]

	2008	Founding year
domestic commercial bank	fm2a1	fm2a2
Foreign owned commercial bank	fm2b1	fm2b2
Investment funds / state subsidy	fm2c1	fm2c2
Trade exportation tax reimbursement	fm2d1	fm2d2
Loans from family and relatives	fm2e1	fm2e2
Loans from friends	fm2f1	fm2f2
Loans from business partners	fm2g1	fm2g2

Other informal sources (money lenders, informal bank, pawn shop, etc.)	fm2h1	fm2h2
Others	fm2i1	fm2i2
Total	100%	100%

M 2.1 What was the total amount of external finance in 2008? _ fm2a __10,000 Yuan

M 2.2 What was the total amount of external at the end of the founding year?
_ fm2b __10,000 Yuan

Supplier Credit:

M3 Are you using supplier credit (i.e. accounts payable) to purchase your inputs? fm3

1. Yes 0. No (If No go to M3.2)

M3.1 What percent of your firm's inputs was purchased on credit in 2008? fm3a _ %

M3.2 Is it offered to you by your suppliers? fm3b 1 Yes 2. No

M3.3 What percent of your firm's inputs was purchased on credit in your founding year?
fm3c ____%

Payment Conditions / Customer Credit

N 1 On average, what percent of your monthly sales is:

1. paid before delivery	fn1a	%
2. paid at delivery	fn1b	%
3. sold on credit	fn1c	%
Total	100	%

(Please go back to Page 26 to record the CFO interview time length. Change number when finalized.)