

DAILY ACTIVITIES		
Question	Possible answers	Explanation
Type of Activity	Business Meal	Breakfast/Lunch/Dinner meetings with the purpose of conducting business
	Conference Call	Speaking with two or more people on a phone call with the purpose of conducting business
	Email	Time spent replying to business-related emails
	Meeting	Face-to-face meetings with the purpose of conducting business
	Personal/Family	Time taken off during working hours for personal/family reasons such as doctor appointments, playing golf
	Phone Call	Speaking with one person on a phone call with the purpose of conducting business
	Public Event	Attending Public Events such as conferences, trade fairs
	Travelling	Travelling time. i.e. commuting for more than 1 hour (if no other work-related activity takes place)
	Video Conference	Speaking with one or more people on a video call with the purpose of conducting business
	Working Alone	Time spent working alone
	Work-related Leisure	Time spent entertaining or being entertained by other businessmen/women
Other	Make sure to take good notes!!!	

When was the activity scheduled in agenda?	Don't know; Unscheduled; Less than 1 week ago; 2-3 weeks ago; 4 or more weeks ago	
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If unscheduled, was the activity undertaken due to an emergency?	Yes/No	
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Did the activity take place inside the firm and/or HQ?	Inside firm - at HQ; Inside firm - not at HQ; Outside firm	
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Where did the activity take place, relative to the HQ?	Same state; Different state; Different country	
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How many people were present at the activity, excluding the Executive?	0; 1; 2; 3; 4; 5; 6; 7; 8; 9; 10 or more	
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Who participated in the activity, excluding the Executive?	Insiders AND/OR Outsiders	People employed by the firm i.e. INSIDERS People not Employed by the firm i.e. OUTSIDERS
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DAILY ACTIVITIES		
Question	Possible answers	Explanation
What type of INSIDERS participated in the activity?	Finance	Functional Structure: Employees are specialized in a very specialized set of tasks
	Marketing/ Communication	Functional Structure: Employees are specialized in a very specialized set of tasks
	Production/Logistics	Functional Structure: Employees are specialized in a very specialized set of tasks
	Strategy	Functional Structure: Employees are specialized in a very specialized set of tasks
	Human Resources	Functional Structure: Employees are specialized in a very specialized set of tasks
	Business Unit Directors	Divisional Structure: Each unit under the CEO would have a business unit director with a very wide functional/ordinating role incorporating several aspects of the business such as sales, engineering, manufacturing. Divisional Structure may be categorized as geographical or product-based.
	Others: Legal	Functional Structure: Employees are specialized in a very specialized set of tasks
	Others: R&D	Functional Structure: Employees are specialized in a very specialized set of tasks
	Others: Board	Board of Directors
	Others	Make sure to take good notes!!!

What type of OUTSIDERS participated in the activity?	Clients	Products and/or services are purchased/hired by another company from the firm being interviewed
	Suppliers	Products and/or services are purchased/hired by the company being interviewed from another firm
	Banks	Banks and other financial institutions
	Investors	A party willing to make an investment (monetary) into the company
	Lawyers	Lawyers and other legal counselors
	Management Consultants	
	Politicians	
	Government Officials	
	Journalists	
	Unions	
	Competitors	Other firms in the same line of business (industry) which are not suppliers nor clients
	Others: Other Firms	Other Firms in different industries with no clear
Others		

EXECUTIVE CHARACTERISTICS		
Question	Possible answers	Explanation
What is the current position of the Executive in the company?	Free Text	Type verbatim
Nationality	Free Text	Such as Indian, American, German
When did the Executive start working for the company (year)?	Free Text	Such as 1999, 2007
When did the Executive assume the current position within the company (year)?	Free Text	Such as 1999, 2007
Does the CEO serve as CEO of another company? If No, enter 0. If yes, how many?	Free Text	0 if No 1,2,3,4...if Yes

Does the CEO serve on the board of the other companies? If No, enter 0. If yes, how many?	<i>Free Text</i>	0 if No 1,2,3,4...if Yes
What is the highest level of education completed by the Executive?	Some high school; High school diploma; Some college; Undergraduate degree (e.g. BS or BA); Some graduate school; Master's degree (e.g.MBA); Ph.D.; Other graduate degree (e.g. JD or MD)	
Other professional degrees:	<i>Free Text</i>	Type verbatim
Has the Executive ever studied or worked abroad?	Yes; No	
If yes, for how many months has the Executive studied or worked abroad?	less than 6; 6 - 12; 13 - 18; 19 - 36; more than 36	
What is the age of the Executive (in years)?	Under 30; 30 - 34; 35 - 39; 40 - 44; 45 - 49; 50 - 54; 55 - 59; 60 - 64; 65 or more	
How many managers report DIRECTLY to the Executive?	<i>Free Text</i>	In the hierarchy, direct reports have regular communications and are evaluated by the CEO himself/herself.

FIRM CHARACTERISTICS		
Question	Possible answers	Explanation
Which positions report DIRECTLY to the CEO? Check if position exists and top person reports directly to the CEO	Chief Financial Officer (CFO)	
	Human Resources	
	General Counsel (Legal)	
	Chief Information Officer (CIO)	
	Strategic Planning	
	Public Relations	
	Chief Operations Officer (COO)	
	Chief Administrative Officer (CAO)	
Business Unit Director		

Does the firm own any domestic and/or international subsidiaries?	No subsidiaries; Domestic subsidiaries only; International subsidiaries only; Both domestic & international subsidiaries	
In the firm a subsidiary of a parent organization?	Yes; No	
If yes, name of parent org.	<i>Free Text</i>	Type verbatim
country of incorporation	<i>Free Text</i>	Type verbatim
Who owns the firm?	Dispersed shareholder	No single entity (person, family or company) owns more than 25,01% of the shares, i.e. no entity owns a controlling stake.
	Family (2nd Generation onwards)	The founding family still owns more than 25,01% of the shares of the company.
	Founder	The company founder (or one of the company's founders) still owns than 25,01% of the shares of the company.
	Government	The company is majority owned (more than 25,01% of the shares) by a government or state enterprise. This can be of the same nationality as the company or a foreign one.
	Managers	The company managers own the controlling stake (more than 25,01% of the shares). This is not to be confused with private individuals.
	Private Equity	A private equity, venture capital or investment fund type of enterprise owns the company after acquisition and usually for restructuring purposes. If the PE/VC company were owned by a Bank or private individuals or other entity, the ownership would still be defined as PE or VC.
Private Individuals	One or more private individuals own a controlling stake and they are not the founders or heirs to the founders of the company. This applies to companies that have been acquired by a family or other individuals from a previous owner or the founding entity.	

FIRM CHARACTERISTICS		
Question	Possible answers	Explanation
If the firm is family-owned, is the Executive a member of the owning family?	Yes;No	
Is the firm listed?	Yes;No	The firms in your sampling frame are or were listed. Are they still listed?
When was the company founded (year)?	<i>Free Text</i>	Such as 1999, 2007

RESPONDENT CHARACTERISTICS		
Question	Possible answers	Explanation
What is your current role in the company?	<i>Free Text</i>	
When did you start working for the company (year)?	<i>Free Text</i>	
When did you assume your current position within the company (year)?	<i>Free Text</i>	
When did you start working with the executive (year)?	<i>Free Text</i>	
What is the highest level of education you have completed?	Some high school; High school diploma; Some college; Undergraduate degree (e.g. BS or BA); Some graduate school; Master's degree (e.g.MBA); Ph.D.; Other graduate degree (e.g. JD or MD)	

How average was this particular workweek for the Executive? 0=not average, 5=somewhat, 10=average	0;1;2;3;4;5;6;7;8;9;10	Ask verbatim
If less than 10 explain why:	Free Text	Explain why this is not an average week for the Executive (such as travelling for most of the time, only week spent in India per month)
How well did this survey accurately capture the Executive's time? 0 = this	0;1;2;3;4;5;6;7;8;9;10	Ask verbatim
On a 7-point scale, please rate the ease of completing this survey.	Very Easy; Easy; Somewhat Easy; Neutral; Somewhat Difficult; Difficult; Very Difficult	
POST-INTERVIEW		
Question	Possible answers	Explanation
Respondent knowledge of the Executive's whereabouts/activities	1;2;3;4;5	Score 1: Little knowledge about Executive's whereabouts/ activities Score 3: Some knowledge about Executive's whereabouts/ activities Score 5: Expert knowledge about Executive's whereabouts/ activities
Respondent willingness to reveal information	1;2;3;4;5	Score 1: Very reluctant to provide more than basic information Score 3: Provides all basic information and some more confidential information Score 5: Totally willing to provide any information about the firm!
Respondent patience	1;2;3;4;5	Score 1: Little patience - wants to run the interview as quickly as possible. I felt heavy time pressure. Score 3: Some patience - willing to provide richness to answers but also time constrained. I felt moderate time pressure Score 5: Lot of patience - willing to talk for as long as required. I felt no time pressure.
Verified data collected with Executive?	Not checked; Partially checked; Fully checked	
Estimate of time spent filling in this survey with respondent (in hours):	Free Text	