

**INDIA MANAGEMENT AND
ORGANISATIONAL PRACTICES
SURVEY 2019**

India MOPS 2019

- Firm level survey targeting around 3000 firms
- Targeting top management (Production head, Marketing head)
- Three phases: Cognitive testing, Pilot, Larger survey
- Cognitive testing: 20 interviews
- 6+ revisions to instrument
- Online assisted survey

November 2018

Pre-pilot Cognitive Testing



6+ revisions of the instrument

June 2019

Developing an Online-assisted Survey

- Development of the online platform
- Designing an enumerator manual
- Enumerator training

November 2019

Pilot Phase

To collect the data from

100
manufacturing
firms

January 2020

Larger Survey

To target 3000 manufacturing firms in India

About the instrument

Builds on

US

Australia

UK

MOPS

2 newly introduced sections:
Customers, Products

42 Questions

FAQs below the questions

Focusing on fiscal year **2018-19**.

Management and Organisational Practices Survey 2019

Purpose of Collection

This study is to understand the role of **management practices in improving firm productivity and overall growth in India**. A benchmarking tool will be made available to all participating firms to help firms understand their performance relative to their sector.

Confidentiality

The responses are strictly confidential. No names of any individual or firm shall be published.

Who should complete the survey?

Senior management or executive with a thorough knowledge of the firm's managerial practices and strategic vision.

Note

This is a voluntary survey, which will take approximately 30 minutes to complete.

Assistance

For any queries, please contact mops@cii.in

Name*	
Designation*	
Alternate Contact Number*	
Company Code*	

**will be provided by the enumerator*

1. Name of the registered business *

Instructions – Please read before responding:

- The questions are followed by explanatory notes and/or examples where applicable. Please read them before answering the questions.
- If you do not find the explanatory notes sufficient, do ask the enumerator for further assistance when you are completing the questionnaire.
- This questionnaire has 5 sections covering Business Demographics, Management Practices, Organisation, Customers and Products.
- Sections A, B and C may require inputs from the Production Head at your firm, while Sections D and E may require inputs from the Marketing Head at your firm.
- It is advisable to read the questionnaire and collect the necessary data BEFORE you fill the online form.
- Please report all monetary values in ₹, crores only unless otherwise specified.
- While reporting financial data, please report financial data for the relevant fiscal year.

Section A: Business Demographics

- **Nine** organisation related questions.
- Employees and **contract employees** (Q3 and Q4)
- Stand-alone business/subsidiary (Q5)
- Branches including all plants and offices
(Subsidiaries are considered as separate legal entities)
- Family-owned business? (Q8 and Q9)

3. Number of employees (full-time equivalents) at the business.

*Please include all workers, contract employees, payroll employees and managers**

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4. Contract employees as a percent of total employees at the business.(in%)*

		%
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7. Total number of branches, your business has in India and outside India?

Branches include all plants and offices

Example: If the firm with headquarters in location A, has 2 plants/offices at location A, 1 plant/office at location B, and 1 plant/office at location C, then the total number of branches are 2+1+1 = 4.

7a. Branches in India*	
7b. Branches Outside India*	

Section D: Customers

- Type of Customers (Q27): *Sales through online channels considered under retailers/wholesalers*
- Customers defined as ‘unique number of customers in the order book’
- Sales growth of the firm (Q29)
- Definition of a ‘new customer’ varies across firms (Q30)
- Distance of customer from manufacturing plant (Q31)
- Domestic sales and exports (Q32)

28. Please provide the following details:

28a. Total Sales (Rs Crores)	
28a.(i) Total Sales FY2019*	
28a.(ii) Total Sales FY2018*	
28b. Unique Number of Customers (in the order book)	
28b.(i) Unique Number of Customers FY2019*	
28b.(ii) Unique Number of Customers FY2018*	

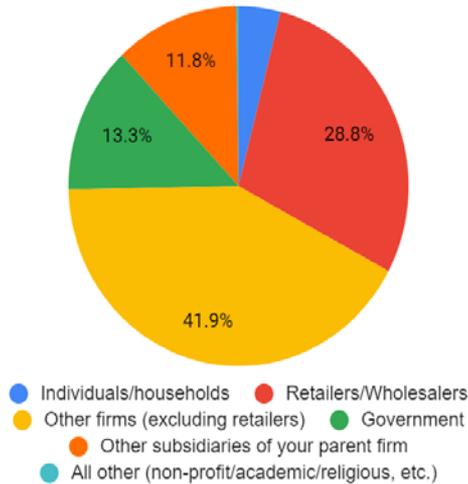
32. Customer types (in %)

Please make sure the numbers add up to 100.

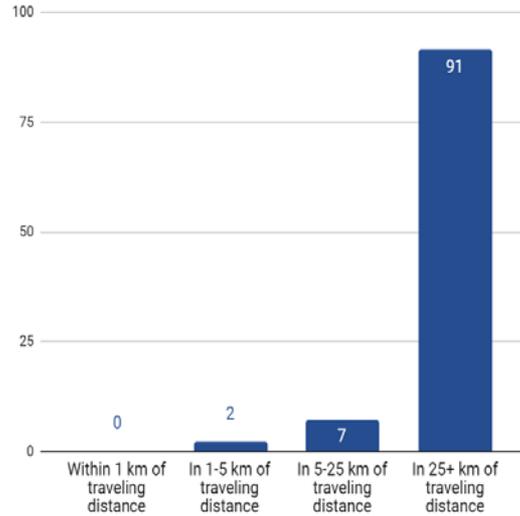
32a. What percentage of sales in FY2019 was from sales within India? *				%
32b. What percentage of sales in FY2019 was from sales outside of India?*				%

Section D - Customers

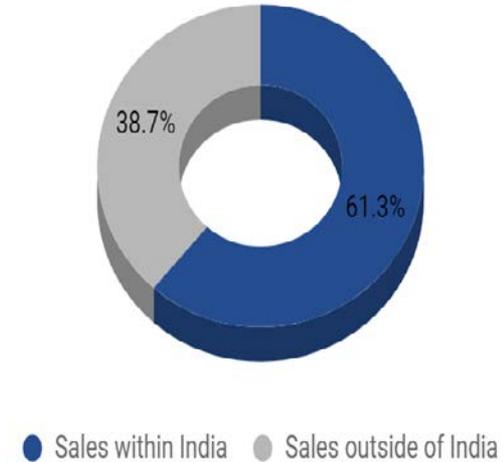
Q27. What percentage of sales in FY2019 was to each of the following?



Q31. In FY2019, on average, how far was your customer from your manufacturing plant? (in %)



Q32. Customer Types



Section E: Products

- Use of the term 'Products' instead of SKUs
- **Projects** and value added services
- Product and product variants
- Single project as one product?
- Sales from new products, reasons for introducing new products
- Discontinued products, reasons for discontinuing the products

34. What percentage of your sales came from the following in FY2019? (in %)

Please make sure the numbers add up to 100.

34a. Sales from Standalone products (excluding those sold through projects#)*					%
34b. Sales from Contract Manufacturing*					%
34c. Sales from Value Added Services*					%
34d. Sales from Projects#*					%

Projects is a term commonly used by capital goods manufacturers and engineering firms, and refer to turn-key value added services

35. How many *products* (including those sold through projects) did your business sell in FY2019?

An individual product would have a unique price or product code or barcode. Note that the question asks for 'product' not 'item'. For example, if a customer purchases 200 items of product A and 100 items of product B, the customer purchased 2 products not 300 products.*

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36. On average, how many different *products* did a typical customer purchase in FY2019?

A 'customer' is an individual customer, a person, or another firm.*

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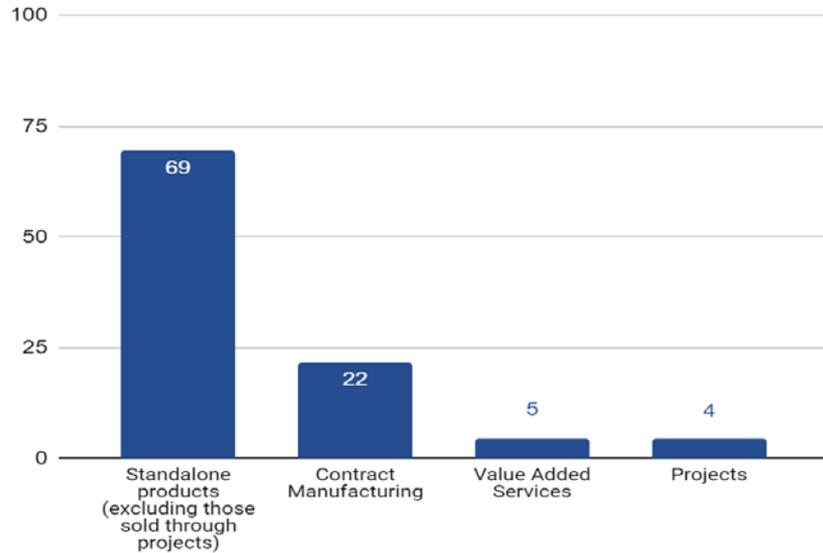
38. What percentage of sales from your products in FY2019 was from each of the following? (in %)

Please make sure the numbers add up to 100.

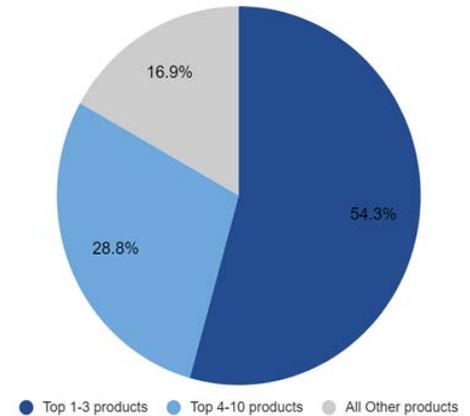
38a. Improved versions of products you sold in FY2018*					%
38b. Identical versions of products that you sold in FY2018*					%
38c. Products new to the market in FY2019*					%
38d. Products new to you in FY2019 but existing in the market*					%

Section E - Products

Q34. What percentage of your sales came from the following in FY2019? (in %)

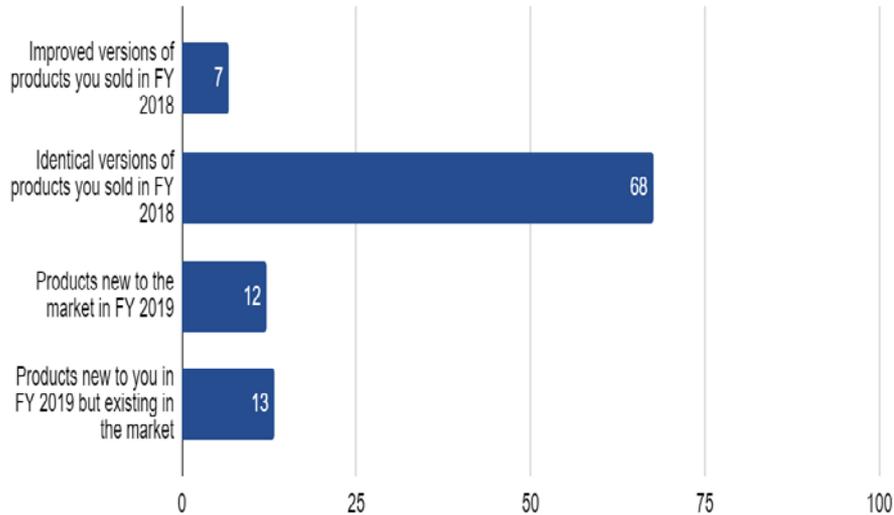


37. What percentage of sales from your products in FY2019 was from each of the following

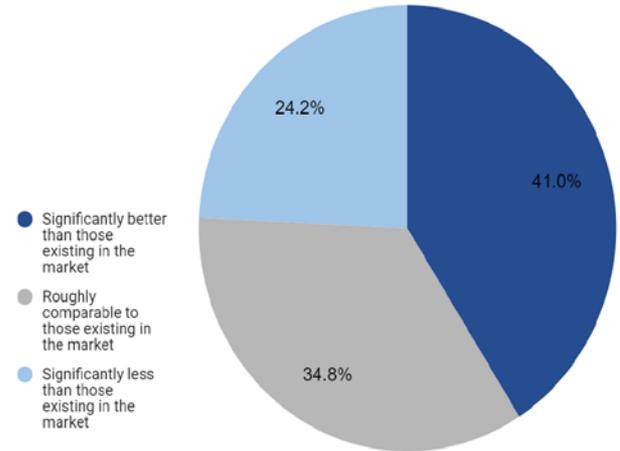


Section E – Products (cont'd)

Q38. What percentage of sales from your products in FY2019 was from each of the following?



Q39. In FY2019, what percentage of products new to you but existing in the market had sales performance:



Section B: Management Practices

Section unchanged to maintain consistency with other countries.

Key takeaways from cognitive testing phase:

- Emphasis on **Bonuses are strictly based on performance** .
- Definition of **short-term and long-term targets** may vary across firms.
- Promotions based on family connections
- **Definition of managers, titles** .
- Examples provided were for illustrative purposes.

India MOPS	Management Descriptives	Mean	S.D.	US MOPS	Management Descriptives	Mean	S.D.
	Management Score	0.693	0.095		Management Score	0.615	0.172
Non - incentive management	0.724	0.167	Non - incentive management	0.643	0.199		
Incentives	0.666	0.104	Incentives	0.583	0.215		

Sample and Survey approach

- **CII Membership:** approximately 4000 manufacturing firms.
- Firms from **Prowess database**; based on the parameters such as sales, raw material expenses, salaries & wages, gross fixed assets etc.
- E-mail PDF document of the survey instrument along with letter signed by the Director General of CII.
- Follow-up calls by enumerators to fix appointments.
- **Link to online instrument** shared with the respondents.
- Respondent to be assisted in filling online instrument.

Online assisted survey

- Use of online platform, **Formsite**.
- **Separate links** for the enumerators and respondents.
- Enumerators to provide assistance and also check responses in real-time
- Reduced response time (**25 minutes**): fewer FAQs, data for just one fiscal year
- Issues
- Pilot study underway: 100 responses targeted, **300 firms contacted**

Responses to this survey will be kept strictly confidential.


Confederation of Indian Industry

 CENTRE FOR
TECHNOLOGY, INNOVATION
AND ECONOMIC RESEARCH

Management and Organisational Practices Survey 2019

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Company Code: *

1. Name of the registered business *

Please Note: Please use the mouse to select your response and to go to the next page.

Next >>

Enumerator training

- **Manual:** includes *key examples* and *issues faced* during the cognitive testing of the instrument
- Enumerators trained on potential questions or concerns that may come up during the interview



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AND ECONOMIC RESEARCH

Management and Organisational Practices Survey 2019

Enumerator Training Manual

Name of the Enumerator:

Cognitive Testing Phase – Pune



DATE :- 17/01/2018 E-PPM Target 20
Dec-18-06

OEE :- 82.58 %

DAILY PPM

REWORK PPM	REJECT PPM	REW + REJ PPM
00	425	425

CITY PRODUCED :- 30565

REJECT QTY :- 13

REASON FOR REJECT :-
 1) LCP DG 429-972-425-389 Under inspection
 2) CS-ME-MAXIS TAPPING damaged due to PF-38-026
 3) US95 Flange 08 Under size by 0.08 micron qty 02 Nos
 4) SR 77473 0849992 46 by 0.050 mm 94.22 No
 5) CV-1111 15B 015 long 0.1mm 04.13 Nos

REWORK QTY :-

REASON FOR REWORK :-

CUSTOMER COMPLAINT :-
 Fig 1 IS Markup with PG-2
 Qty 02 No

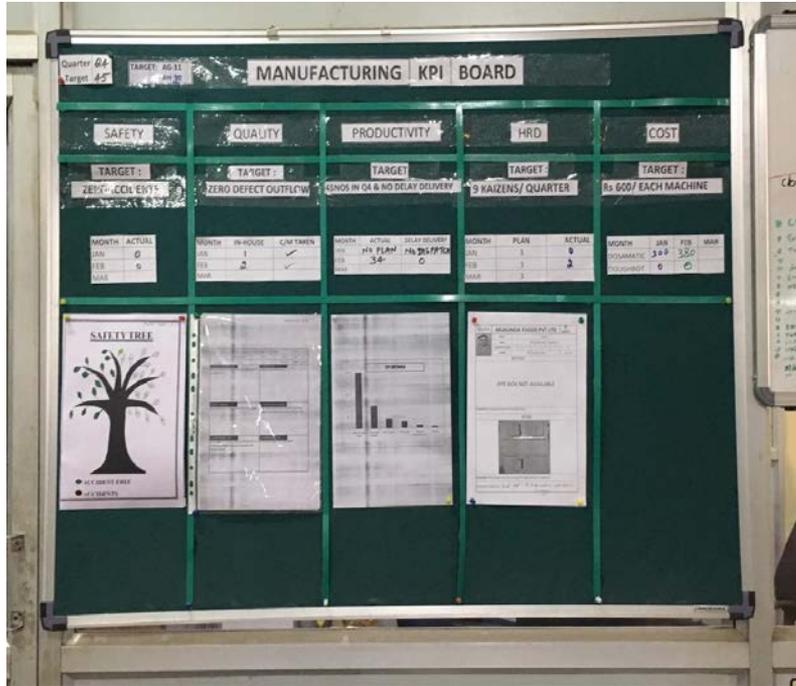
PPM TRACKING

YEAR	AVERAGE PPM	REJ. PPM	REW. PPM	REJ + REW PPM
2015	113	24	137	57
2016	67	11	78	36
2017	163	38	201	104

Sr. No	MONTH (2018)	REJ. PPM	REW. PPM	REJ + REW PPM
1	JANUARY	238	0	238
2	FEBRUARY	219	22	241
3	MARCH	271	0	271
4	APRIL	230	0	230
5	MAY	148	0	148
6	JUNE	202	16	217
7	JULY	219	0	219
8	AUGUST	184	0	184
9	SEPTEMBER	133	13	146
10	OCTOBER	179	0	179
11	NOVEMBER	218	13	231
12	DECEMBER	93	0	93

PENDING POINTS :-

Cognitive Testing Phase – Bangalore



What is 4S+Shitsuke?

1S	Sifting ವಿಂಗಡಿಸು	Segregate Necessary / unnecessary items & dispose unnecessary items ಅವಶ್ಯಕ ಮತ್ತು ಅನವಶ್ಯಕ ವಸ್ತುಗಳ ವಿಂಗಡಣೆ ಅನವಶ್ಯಕ ವಸ್ತುಗಳ ವಿಲೇವಾರಿ
2S	Sorting ವರ್ಗೀಕರಿಸು	Arrange the necessary materials in logical order & identify ಉಪಕರಣಗಳನ್ನು ಲೆಕ್ಕಾಚಾರವು ವಸ್ತುಗಳನ್ನು ನಿರ್ಧಾರಿತ ಸ್ಥಳದಲ್ಲಿಯೇ ಇರಿಸುವುದು
3S	Sweeping ಸ್ವಚ್ಛಗೊಳಿಸು	Clean up dirt / dust & keep surroundings clean ಉಪಕರಣಗಳಲ್ಲಿ ಯಾವಾಗಲೂ ಸ್ವಚ್ಛತೆಯನ್ನು ಕಾಪಾಡಿ ಸ್ವಚ್ಛತೆಯ ಪರಿಸ್ಥಿತಿಯನ್ನು ರೂಪಿಸು
4S	Spick & Span ಪರಿಶೀಲಿಸು	Maintain personal hygiene, follow 1S/2S/3S ಉಪಕರಣಗಳನ್ನು ಅಸ್ವಚ್ಛಗೊಂಡಾಗ, ಸ್ವಚ್ಛಗೊಳಿಸಿ, ಉತ್ತಮ ಮತ್ತು ಸ್ವಚ್ಛ ಸ್ಥಿತಿಗೆ ಮರಳಿಸುವುದು
Shitsuke (5S)	Self Discipline ಅಳವಡಿಸು	Practice 4S Proactively & teach others ಸ್ವಚ್ಛತೆಯು ದೈನಂದಿನ ಜೀವನದ ಅಂಗವಾಗಿಯಾಗಲಿ

Cognitive Testing Phase – Bangalore

MANUFACTURING DAILY ACTIVITY BOARD DATE 15/3/2019

DOSAMATIC			PLAN		DOUGHBOT		PLAN		MACHINING	
Stock - 2 (9 th)			1		Stock - 2		1			
NAME	ACTIVITY	STATUS	NAME	ACTIVITY	STATUS	NAME	ACTIVITY	STATUS		
Shabbir	Mech. Draw 20mm Dia. Dia. 20mm		Prakash B	leave		Pranav	Change of size - 200		Ref D	
Sunil	Mech. 40 - 40 by		Sanjay	Mech. 12 - 12 by (1.5 by) (1.5 by) (1.5 by) (1.5 by)		Khalid	1.5 by 1.5 by 1.5 by 1.5 by			
Jee	Mech. 10 - 10 by (1.5 by) (1.5 by)		Prakash	Mech. 12 - 12 by (1.5 by) (1.5 by) (1.5 by) (1.5 by)		Vishal	1.5 by 1.5 by 1.5 by			
Prakash P	Mech. 40 - 40 by		Praganna	Mech. 12 - 12 by (1.5 by) (1.5 by) (1.5 by) (1.5 by)		Venkatesh	1.5 by 1.5 by 1.5 by 1.5 by			
Ajmal	Mech. 10 - 10 by (1.5 by) (1.5 by) (1.5 by) (1.5 by)		Sampath	Mech. 12 - 12 by (1.5 by) (1.5 by) (1.5 by) (1.5 by)		Yashith	Mech. 12 - 12 by (1.5 by) (1.5 by) (1.5 by) (1.5 by)			
Arijith	leave									

SPECIAL ACTIVITIES:-

