

# Covid19 and Software Startup Engineering



**Software Startups**  
Global Research Network

(/upload/surveys/561361/images/cropped-

ssrn\_logo.png)

Researchers from Software Startup Research Network (SSRN) are leading a collaboration group in a global study into the impact of the Coronavirus pandemic on Software Engineering and Software Startups. The aim of the survey is to explore the negative and positive impacts of the pandemic and associated restrictions on startup activity; to discover what opportunities have arisen due to the changes in working practices brought about by the covid-19 pandemic; and to establish strategies and practices have been found to be useful in adapting to the situation. We feel it is important to give you the opportunity to take part in survey's and research that will generate a significant implication to software companies and startups for improving their working practices and strategies for the "new normal" time. All of the results from the work will be available as Open Access documents.

The survey is open to anyone who is working in an organization or startup companies with more than two people that develop software-intensive products or services. The survey takes around 15 minutes to complete.

Your answers will be anonymous, and we will take all reasonable steps to make sure that they remain confidential.

By clicking "Next", you understand and agree that:

1. My participation is completely voluntary.
2. Due to anonymization, it will not be possible to withdraw my answers after they have been submitted, but I can withdraw from future surveys at any point.
3. The data gathered in this study will be stored securely until all the publications from the survey is published. It will not be possible to identify me in any outputs from this research.

This survey concerns Covid-19 to include all the effects of the pandemic and the situation caused by it.

There are 45 questions in this survey.

## Demographic information

## How do you know about the survey? \*

🚫 Check all that apply

Please choose **all** that apply:

- Referred by someone
- From social media: Linked-in, Facebook, Twiter
- From advertisement on Internet
- From Prolific
- Others

## Do you experience or observe an impact of Covid-19 to your work/ your company to any extent? \*

🚫 Choose one of the following answers

Please choose **only one** of the following:

- Yes
- No
- I don't know

## Do you work in a company that develops software-intensive products or provide software development services? \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

🚫 Choose one of the following answers

Please choose **only one** of the following:

- Yes
- No
- Others

## What type would you consider your company? \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

❗ Choose one of the following answers

Please choose **only one** of the following:

- Startup company
- Established company
- I am not sure

What is the last known state of the product/service created in the start-up? \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

❗ Choose one of the following answers

Please choose **only one** of the following:

- A product prototype is developed and has not yet been released to market.
- Product was released to the market and is actively developed further with customer input.
- Product is rather stable, the focus is on gaining customer base.
- Product is stable, market size, share and growth rate are established. Focus is set on launching new variations of the product.
- Not Applicable
- Other

## What is the size of your team that you work? \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

🗨 Choose one of the following answers

Please choose **only one** of the following:

- 1
- 2-4
- 5-9
- 10-49
- 50-249
- 250+

## How long has your company existed? \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

🗨 Choose one of the following answers

Please choose **only one** of the following:

- Not yet registered as a company/ freelancers
- Less than 1 year
- 1- 3 years
- 4 - 10 years
- 10+ years
- Unknown

## Select the most important sector that your company develops software for or serves. \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

🗳️ Choose one of the following answers

Please choose **only one** of the following:

- Professional, scientific, technical activities (software consultant, auditing, marketing, research, etc)
- Information & Communication
- Electricity & Oil/Gas supply (e.g. smartgrid, )
- Automotive (autonomous car, etc)
- Energy (green, sustainable energy, etc)
- Banking, Insurance & Finance
- Arts, entertainment and recreation
- Healthcare & Social Work
- Agriculture, forestry and fishing
- Aerospace & Space
- Wholesale & Retail Trade
- Education
- Entertainment & Games
- Chemical
- Food & Beverage
- Construction
- Water supply; sewerage, waste management
- Transportation and storage
- Real estate
- Other

## In which city and country are your operations based?

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

Please write your answer here:

## What is your current role in your company \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

**i** Check all that apply

Please choose **all** that apply:

- Founder/ Owner
- Business Analyst/ Requirement Engineer
- Project Lead/ Project Manager
- Test Manager/ Tester
- Software Architect
- Software Developer
- Data Engineer/ Data Scientist
- Scrum Master
- UX Designer
- Others
- Not Applicable

## How would you describe the normal working practices among software developers in your company before covid-19? \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

🗨️ Check all that apply

Please choose **all** that apply:

- Collocated developers in same office
- Developers in different offices but same building
- Developers working closely with stakeholders in the same city
- Developers working closely with stakeholders in different cities or towns
- Developers working closely with stakeholders in different countries
- Developers working together in the same timezone
- Developers working together in different timezones (less than 8 hours differences)
- Developers working together in different timezones (equal or more than 8 hours differences)

## How would you describe the normal working practices among software developers in your company during covid-19? \*

Only answer this question if the following conditions are met:

```
(( (! is_empty(CT2.NAOK (/admin/questions/sa/view/surveyid/561361/gid/1/qid/7)) && (CT2.NAOK (/admin/questions/sa/view/surveyid/561361/gid/1/qid/7) == 0)) or ( ! is_empty(CT2.NAOK (/admin/questions/sa/view/surveyid/561361/gid/1/qid/7)) && (CT2.NAOK (/admin/questions/sa/view/surveyid/561361/gid/1/qid/7) == 2))))
```

🚫 Check all that apply

Please choose **all** that apply:

- Collocated developers in same office
- Developers in different offices but same building
- Developers working closely with stakeholders in the same city
- Developers working closely with stakeholders in different cities or towns
- Developers working closely with stakeholders in different countries
- Developers working together in the same timezone
- Developers working together in different timezones (less than 8 hours differences)
- Developers working together in different timezones (equal or more than 8 hours differences)



## How would you describe your working situation due to Covid-19? \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

🗨️ Check all that apply

Please choose **all** that apply:

- Working from home (fully)
- Working mostly from home
- Working from both home (partly) and office (partly)
- Working mostly from office
- Working fully from office
- Others
- Not Applicable

# Which digital tools you are using now in your company for collaborative work and socializing ? \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

**!** Comment only when you choose an answer.

Please choose all that apply and provide a comment:

Instant messaging (e.g. Slack, Viber, Whatsapp):

Video conferencing (e.g. Team, Zoom, Google Meet)

Cloud storage (e.g. private cloud, one drive, google drive, dropbox, etc)

Calendar sharing (e.g. outlook, google calendar, ...)

Project management board (e.g. Team, Trello, Jira)

File sharing and version control (e.g Github, Bitbucket, etc)

Collaborative tools for specialized tasks (e.g. Adobe Illustrator for UX design, Overleaf for text editing)

Collaborative tools for socializing (e.g. Facebook, etc)

Not Applicable

## What are the new approaches used in your company to monitor and control the work due to Covid-19? \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

🗨️ Check all that apply

Please choose **all** that apply:

- Changed and/or flexible times for working and meeting
- Assigned new roles or responsibilities in the team
- Daily clocking in/out
- Camera on while working
- Daily reports
- Using social media for team collaboration
- Changing the frequency of retrospective meetings
- Changing the frequency of communication via written documents such as emails, wikis, etc
- Adopting of online team coaching/ training
- Others
- Not Applicable

## What coordination approach is used in your team due to Covid-19? \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

🗨️ Check all that apply

Please choose **all** that apply:

- Mutual adjustment (relies on informal communication)
- Direct supervision (supervisors send instructions and monitor your actions)
- Standard Work Processes (well defined processes that team members autonomously follow)
- Standard Work Output (specify outputs and timeline, team members are flexible to follow)
- Coordinate by competence (relies on the expertise of other team members and do not interfere)
- Not Applicable

## Software Engineering

## Covid-19 has an impact on the following Requirement Engineering activities \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

Please choose the appropriate response for each item:

	Negative	Little negative	Neutral	Little Positive	Positive	Not applicable
the effectiveness or feasibility of the company's requirement gathering approaches (interview, workshop, brainstorming, self-invented, mvp, etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the contribution of customers/ end-users to the requirement process (frequency, quality of customers' inputs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the requirement/ release prioritization (change of the priority, new requirements, new request, etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the requirement management (anything about tracking ,documenting, validating requirements)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**If one of your answers to Requirement Engineering questions is not natural, can you explain the impact and why it happened?**

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

Please write your answer here:

## Covid-19 has an impact on the following Software Architecture activities

\*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

Please choose the appropriate response for each item:

	<b>Negative</b>	<b>Little Negative</b>	<b>Neutral</b>	<b>Little Positive</b>	<b>Positive</b>	<b>Not Applicable</b>
<b>the architectural decisions (new decisions according to covid-19)</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>the architectural styles or patterns (i.e. shift from the monolithic to micro-service)</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>the architecture conformance (respecting the architectural constraints)</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>the architecture quality (performance, security, scalability)</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If one of your answers to Software Architecture questions is not neutral, can you explain the impact and why it happened?

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

Please write your answer here:

**Covid-19 has an impact on User Experience (UX) Design activities \***

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

Please choose the appropriate response for each item:

	<b>Negative</b>	<b>Little Negative</b>	<b>Neutral</b>	<b>Little Positive</b>	<b>Positive</b>	<b>Not Applicable</b>
<b>the approaches of designing UX (ethnography, design thinking, personas, etc)</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>the approaches of validating/ testing UX design (user testing, eye tracking, etc)</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



**If one of your answers to UX Design questions is not neutral, can you explain the impact and why it happened?**

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

Please write your answer here:

## Covid-19 has an impact on the following Software Implementation activities \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

Please choose the appropriate response for each item:

	<b>Negative</b>	<b>Little negative</b>	<b>Neutral</b>	<b>Little Positive</b>	<b>Positive</b>	<b>Not applicable</b>
<b>the MVP/ product release (frequency or number of releases)</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>quality of produced code (code smells, bugs, etc)</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>the attitude of software developers (i.e. professional, ethical, etc)</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>the amount of accumulated technical debt</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>the level of technical risk that a team can tolerate</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If one of your answers to Software Implementation & Technical Debt questions is not neutral, can you explain the impact and why it happened?

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

Please write your answer here:

## Covid-19 has an impact on the following Software Quality Assurance activities \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

Please choose the appropriate response for each item:

	Negative	Little negative	Neutral	Little Positive	Positive	Not applicable
the effectiveness of the current development testing activities (including unit testing, component testing, system testing))	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the effectiveness of the current code inspection (i.e code review, walkthrough, etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the effectiveness of the current user acceptance testing activities (including field test)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## If one of your answers to Software Testing questions is not neutral, can you explain the impact and why it happened?

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

Please write your answer here:

## Due to Covid-19, the amount of time spending in the following activities:

\*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

Please choose the appropriate response for each item:

		<b>Slightly Increased</b>	<b>Do Not Change</b>	<b>Slightly Decreased</b>	<b>Not Applicable</b>	<b>No Answer</b>
<b>Requirement Engineering</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Software Architecture</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>UX Design</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Software Implementation</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Quality Assurance &amp; Testing</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# Project Management

It is more difficult to have an overview of who does what due to Covid-19? \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

🗳️ Choose one of the following answers

Please choose **only one** of the following:

- Strongly disagree
- Disagree
- Neither disagree nor agree
- Agree
- Strongly agree
- Not applicable

It is more difficult to plan for resources, time, risk, and milestones (or some of these items) due to Covid-19? \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

🗳️ Choose one of the following answers

Please choose **only one** of the following:

- Strongly disagree
- Disagree
- Neither disagree nor agree
- Agree
- Strongly agree
- Not applicable

## Covid-19 has an impact on how your team/ company maintains the organizational culture or team spirit \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

❗ Choose one of the following answers

Please choose **only one** of the following:

- Negative
- Little negative
- Neutral
- Little Positive
- Positive
- Not Applicable

## Covid-19 has an impact on how your team/ company maintains or changes a leadership style for the current way of working

\*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

❗ Choose one of the following answers

Please choose **only one** of the following:

- Negative
- Little negative
- Neural
- Little Positive
- Positive
- Not Applicable

## Covid-19 has an impact on the current competence need in the team/ company? \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

🗳️ Choose one of the following answers

Please choose **only one** of the following:

- Negative
- Little negative
- Neutral
- Little Positive
- Positive
- Not applicable

## To what extent you have experienced a delay in your projects in general due to Covid-19? \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

🗳️ Choose one of the following answers

Please choose **only one** of the following:

- Projects finished earlier than it would be in pre-covid-19
- No delay at all
- Some delay due to Covid-19
- Significant delay due to Covid-19
- Projects terminated due to Covid-19
- Not Applicable

# Innovation, Business and Performance



## According to your experience, how are the following Software Engineering Roles affected due to Covid-19? \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

Please choose the appropriate response for each item:

	Negative	Little negative	Neutral	Little Positive	Positive	Not applicable
<b>Business Analyst/ Requirement Engineer</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>UX Designer</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Project Lead/ Project Manager</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Test Manager/ Tester</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Software Architect</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Software Developer</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Scrum Master</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## To what extent do you agree/ disagree with the following statement about the impact of Covid-19 to innovation? \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

Please choose the appropriate response for each item:

	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neither disagree nor agree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>Not applicable</b>
<b>Commitment to innovation has decreased as your company needed to focus on short-term issues</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Your company is investing more efforts &amp; money to acquire new technologies and infrastructure</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Your company is investing more efforts and time on internal research and development</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Your company considers Intellectual Properties more important now than in pre-covid-19 time</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Covid-19 appears as a factor forcing a change in your company business models</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neither disagree nor agree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>Not applicable</b>
<b>COVID-19 will fundamentally change the way business is done in your company's sector over the next 5 years</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Can you elaborate further on some of your answers to the impact of Covid-19 on your company's innovation activities?

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

Please write your answer here:

## Which properties of your company makes it more resilient to the pandemic? \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

Please choose the appropriate response for each item:

	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neither disagree nor agree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>Not applicable</b>
<b>Team</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Agility</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Leadership</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Financial Capital</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Social Capital</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Processes and Working Practices</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Tools and Infrastructures</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Can you elaborate more on some of your answers to the factors contributing to your company's resilience?

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

Please write your answer here:

There is a change in value generated to users/ customers due to Covid-19 in comparison to due to Covid-19 (e.g software is released more/ less frequently, increase/ decrease of user base, more/ less customer satisfaction, etc) \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

🗳 Choose one of the following answers

Please choose **only one** of the following:

- Significantly decrease
- Decrease
- Remain the same
- Increase
- Significantly increase
- Not Applicable

## How do you rate your work performance during Covid-19 in comparison to pre-covid-19 time?

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

🗳️ Choose one of the following answers

Please choose **only one** of the following:

- Much Lower
- Lower
- Same
- Higher
- Much Higher

## How do you rate your company performance during Covid-19 in comparison to pre-Covid-19 time? \*

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

🗳️ Choose one of the following answers

Please choose **only one** of the following:

- Much Lower
- Lower
- Same
- Higher
- Much Higher

Has your company discovered new business opportunities emerged due to Covid-19? If yes, please elaborate how in the textbox below.

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

Please write your answer here:

## Final remarks

What do you think about new & effective way of working emerge due to Covid-19 that will remain after Covid-19?

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

Please write your answer here:

**If you are available for a follow-up interview, please add your email address below.**

Only answer this question if the following conditions are met:

Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

Please write your answer here:

**If you are Prolific users, please enter your unique User ID and use the Completion Code in the platform for the reward: 2E343D93**

Only answer this question if the following conditions are met:

Answer was 'From Prolific' at question '1 [CT1]' (How do you know about the survey?)  
*and* Answer was 'Yes' or 'I don't know' at question '2 [CT2]' (Do you experience or observe an impact of Covid-19 to your work/ your company to any extent?)

Please write your answer here:

Submit your survey.

Thank you for completing this survey.