

APPENDIX I

List of Joint Ventures Malaysian Owned (JVM) in Electronics Manufacturing Sector

Sno.	Company	Place	Products	Sector	Country	Equity
A. Selangor						
1.	Hil Electronics	PJ	Color TV, Speaker System	Consumer	Korea	24.5%
2.	Innopower	PJ	Power Supply	Consumer	Japan	30%
3.	Malaysian Audio Video	PJ	Video Cassette Recorder	Consumer	Singapore	30%
4.	East Coast Electronics	PJ	VCR, Hi Fi System	Consumer	Singapore	8.3%
5.	Century Batteries	PJ	Batteries	Consumer	Singapore	0.28%
6.	Setron	PJ	Color TV, VCR	Consumer	Singapore	37.87%
8.	Connections	SA	Diode Leads	Component	S'pore, Brunei, United States Hong Kong	0.61% 0.06% 0.01% 0.01%
9.	Kub Fujitsu	SA	Digital Switching Eqpt	Industrial	Japan	30%
10.	O.Y.L. Industries	SA	Refrigerator, Aircon	Consumer	Singapore	6.33%
11.	Perwira Ericsson	SA	Telecom Cables	Industrial	Sweden	40%
12.	Ng Tiam Chai System	SJ	Car Stereos	Consumer	Japan, Taiwan	3.48% 33.33%
13.	Lipro Kyowa	Klang	Mechanism for Answering M/c	Component	Japan	50%
14.	Top Group Industries	Bangi	Aircon & Components	Component	United States	12.16%
B. Wilayah Persekutuan						
1.	Captronics	KL	Ceramic Capacitors	Component	Taiwan	14.6%
2.	Software Alliance	KL	Software Development	Software	United States	20%
3.	NPE Precision	KL	Mould Dies	Component	Hong Kong	39%
4.	Betamek Electronics	KL	Car Audio Player	Consumer	Taiwan	49%
5.	Trillion Manufacturing	KL	Remote Control, Audio / Video Product	Consumer	Singapore	24%
6.	TTE Electronics	KL	Push Terminal, Antenna	Component	Japan, Others	0.14%
7.	Sapura Nokia	KL	Digital telecom System	Industrial	Finland	40%
8.	Pernas NEC	KL	Multiplex Switches	Industrial	Japan	35%
C. Negeri Sembilan						
1.	Dana Vision	Nilai	Video Tape & Mechanism	Consumer	Hong Kong Singapore U.K. Others	5.0% 9.0% 0.61% 0.14%
D. Melaka						
1.	Likom technology	Melaka	Color Monitors	Consumer	Singapore Taiwan	31% 18%
2.	Apollo Manufacturing	Alor Gajah	Magnetic Tape Heads	Component	Taiwan	41.67%
E. Perak						
1.	Unisem (M) Sdn. Bhd.	Ipoh	Semiconductor ICs	Component	Canada Singapore U.K.	10% 8.91% 3.69%

Sno.	Company	Place	Products	Sector	Country	Equity
E. Perak (Contd.)						
2.	Mega Square	Sungei Siput	Wire Harnesses	Component	Singapore	30%
3.	Sanyo Industries	Taipong	Electric Consumers Products	Consumer	Japan	31.53% 4.71%
F. Johor						
1.	Tokusow Die Cast Industry	PG	Computer HDD cover	Component	Taiwan	20.56%
2.	Hitec S/B	Kluang	TV Set, PCB, Toys	Consumer	Singapore	40%
3.	Victronic Industries	Kluang	CD Player, CD Magazine	Consumer	Taiwan	
4.	Data Dunia	JB	Telephone & Computer Cords	Component	Singapore Taiwan	26.95% 22.5%
5.	Sonitec	JB	Printed Circuit Board	Component	Singapore	28.45%
6.	Livatec	Muar	Radio Cassette Player	Consumer	Singapore	50%
7.	Kyotronic	Tampoi	Radio Control Cars	Consumer	Japan	24.73%
G. Penang						
1.	Electronic Computer Comp	BL	PCB & Key Board	Component	Singapore	35%
2.	Cirrus S/B	BL	Hi Fi Parts	Component	Japan	30%
3.	Clarion (M) S/b	BL	Car Radio , Stereo & Amp	Consumer	Japan	45%
4.	Penshin Components	BL	Carbon Film Resistance	Component	Singapore Japan	8.14% 4.67%
5.	Fastron S/B	BL	Radio TV, Calculator, Toys	Consumer	Germany	50%
6.	Tekun Asas	Prai	Bakelite Plugs	Component	Singapore	44.98%
7.	Sauber Technology	Prai	Disk Drive parts	Component	Singapore United States	30% 6%
8.	Richel Coil	Prai	Choke Coils	Component	Taiwan	45%
9.	Isuta Electronics	Bukit ertajam	Car Cassette Player, PCB	Consumer Component	Korea	14.83%
H. Kedah						
1.	United Creative Technology	SP	Electronic Organizer	Consumer	Japan	45.45%
2.	Chiang Chin Electronics	SP	Braided Wire	Component	Taiwan	30%
3.	Northern Wire & Cable	SP	Power & Telecom Cable	Industrial	Others	20.28%
4.	Yuasa Batteries	SP	Batteries	Consumer	Japan	30%
5.	Marconi Malaysia (M) S/B	Kulim	Digital Txd & Line Tubing's	Industrial	Italy	30%
6.	Massex S/B	AS	Car Speaker System	Consumer	Taiwan	32.58%
7.	Eversive Industries	AS	Braided Wire	Component	Taiwan	30%

Note : Abbreviations Glossary

PJ – Petaling Jaya
SA – Shah Alam
SJ – Subang Jaya
KL – Kuala Lumpur

JB – Johor Bahru
BL – Bayan Lepas
SP – Sungei Petani
AS – Alor Setar

APPENDIX II

List of Joint Ventures Foreign Owned (JVF) in Electronics Manufacturing Sector

Sno.	Company	Place	Products	Sector	Country	Equity
A. Selangor						
1.	Videx (M) S/B	PJ	Unrecorded Cassette	Consumer	Taiwan	94.3%
2.	Chuyo Sieko	PJ	Precision Mould & Die	Component	Japan	100%
3.	Western Digital (M) S/B	PJ	Semiconductor Devices	Component	Singapore	80.40%
4.	Omron (M) S/B	PJ	Electromagnetic Relay	Component	Japan Singapore	2.25% 97.75%
5.	Rohm Wako	SA	Light Emitting Diodes	Component	Taiwan	100%
6.	NS Softec	SA	Soft Ferrite Core	Component	Japan	100%
7.	Morietsu Electric	SA	Speaker Coil	Component	Japan	100%
8.	Ericsson Telekom	SA	Switching Systems	Industrial	Sweden	70%
9.	TMS (M) S/B	SA	Electronic Switches	Component	Japan	100%
10.	Matshusista Electric	SA	TV & Radio Receiver	Component	Japan Singapore United States Hong Kong Others	43.07% 18.11% 1.36% 1.02% 1.61%
11.	NDK Quartz	SA	Quartz Blank & Crystal	Component	Japan	90%
12.	Electrolux	SA	Vaccum Cleaners	Consumer	Sweden	100%
13.	Hitachi Consumer Products	Bangi	Deflection Yokes	Component	Japan Singapore	77.11% 12.18%
14.	S Megattel	Klang	Cordless Phones	Consumer	Others	72.9%
15.	Electronic TMP S/B	Klang	Transformer & Coils	Component	Taiwan	80%
16.	Innopower Keidenki	Klang	Transformers	Component	Japan	100%
17.	Newtronic (M) S/B	Kepong	Alarm Panels	Component	Australia	70%
18.	Bando Electronics	Rawang	Transformers	Component	Japan	83.8%
19.	San The Industries	Kajang	Conductive Silicon Pad	Component	Singapore	80%
20.	NEC Semiconductor	Garang	Semiconductor ICs	Component	Japan	70%
B. Wilayah Persekutuan						
1.	She Malaysia	Ulu Klang	Silicon Polish Wafer	Component	Japan	96.67%
C. Negeri Sembilan						
1.	Copal Precision	Nilai	Tapes	Component	Japan	100%
2.	Naito Electronics	Seremban	IC Transistor & Diodes	Component	Japan	100%
D. Melaka						
1.	Apollo Manufacturing	Alor Gajah	Magnetic Tape Heads	Component	Taiwan	41.67%
2.	National Semiconductors	Melaka	Semiconductor Ics	Component	United States	100%
3.	Koa Denko	Melaka	Carbon Film Resistors	Component	Japan Taiwan	61.5% 23.33%
E. Perak						
1.	Handall Electronics	Ipoh	Printed Circuit Boards	Component	Taiwan	52.5%
2.	Eagle Exima Computer	Kamunting	Computer Mouse CAD	Consumer	Others	85.71%
3.	Kamaya Electric	Chemor	Chip resistors	Component	Japan	100%

Sno.	Company	Place	Products	Sector	Country	Equity
F.	Johor					
1.	Glomar	Skudai	Wire Harnesses	Component	United States Singapore Hong Kong	50.89% 33.59% 15.61%
2.	Daimaik Electronics	PG	Audio Systems	Consumer	Taiwan	57.6%
3.	Dai Hwa Electronics	PG	Digital Audio System	Consumer	Taiwan	57.6%
4.	True Tech Electronics	PG	Cassette Player Component	Component	Singapore	50.70%
5.	Ashahi Electronics	Kluang	PCB Components	Component	Japan	90.65%
6.	Victronic Industries	Kluang	CD Player, CD Magazine	Consumer	Taiwan	
7.	Asia Chinon Prescion	JB	Fax Machine	Consumer	Singapore	100%
8.	Today	JB	Coils & Transformers	Component	Japan	100%
9.	Gautronic	JB	Printed circuit Board	Component	Singapore	100%
10.	Hitro tech Industries	JB	Printed Circuit Boards	Component	Singapore	100%
11.	Sanwa Industries	JB	Wire Harness	Component	Singapore	90%
12.	E & Q Electronics	JB	Cassette Mechanism	Component	Singapore	100%
13.	Kenhui Industries	JB	Assy of Handsets	Consumer	Singapore	91.84%
14.	Sanwa Parts	JB	IFT Coils	Component	Japan	100%
15.	Rem Electronics	JB	Computer Magnetic Head	Component	Singapore	60%
16.	Chiat Si Mfg.	JB	Plastic Flash Light	Consumer	Hong Kong Singapore	70% 30%
17.	Wonderful Wire & Cable	JB	Cables for Telecomm	Industrial	Singapore Taiwan Others	45.97% 16.99% 0.93%
18.	Kusatu Victronic Industries	JB	Electric Motors	Component	Japan	60%
19.	Mitsumi Electric	Pontian	PVC	Component	Japan	100%
20.	Singampip Industries	JB	Cassette Mechanism	Component	Singapore	55%
21.	Onu Gornnu	Kluang	Polymer Braided magnets	Component	Japan	100%
22.	MEC Electronics	Kota Tinggi	Cable Assy. & Harness	Component	Singapore	99.99%
23.	East Tool Industries	Kulai	Magnetic Heads, PCB	Component	Singapore	80%
24.	Tanson Mfg.	Muar	Components	Component	Singapore	87.5%
25.	Tsujimoto (M) Corp.	Tampoi	Wire Harness	Component	Japan	95%
26.	Technotronic Resources	Tampoi	Single Sided PCB	Component	Singapore	90%
27.	Sharp Mfg. Corp	BP	Video Cassette Recorder	Consumer	Japan	76.68%
G. Penang						
1.	Invitec	BL	Telephone sets & Calculators	Consumer	Taiwan	100%
2.	Hitachi Semiconductor	BL	Silicon Transistor & IC	Component	Japan	90%
3.	Canal Electronics	BL	Electronic Switches	Component	Taiwan	96.43%
4.	Maxcap Electronics	Prai	Electrolytic Capacitors	Component	Taiwan	100%
5.	Action Industries	Prai	Black & White TV	Consumer	Taiwan	80.6%
6.	Alcatel Network	Prai	Telekom Switching	Industrial	France	51%
7.	Yonda Electronics	Prai	Panel Meters	Component	Taiwan	78.95%
8.	Hui Kao Precision	Prai	Lead Wire	Component	Taiwan	70%
9.	Ichia Rubber Industries	Prai	Silicon Rubber Pads	Component	Singapore Taiwan	2.4% 80%
10.	Stanford Industries	Prai	Transformer & Adapter	Component	Taiwan Hong Kong	63.14% 29%

Sno.	Company	Place	Products	Sector	Country	Equity
G. Penang (Contd.)						
11.	Tokyo Communication	Prai	Telephone Set & Acc.	Consumer	Singapore	100%
12.	Shin Kao Industries	Prai	Precision Wires	Component	Taiwan	100%
13.	Yachi Industries	Prai	Single Sided PCB	Component	Taiwan	96%
14.	Nichebi Part	Prai	PCB & plastic part	Component	Japan	60%
15.	Technomax	Prai	Wire Harness	Component	Singapore	69.23%
16.	Acoma Metal Wire	Prai	Coated Enamel Wire	Component	Taiwan	70%
17.	Progress & Presicion	Prai	FDD Mechanism	Component	Japan	81%
18.	Chear Mine Electronic	Prai	Coils & Transformers	Component	Taiwan	77.78%
19.	ECM Electronics	PP	Mutli Purpose Alarm	Industrial	Taiwan	76.92%
20.	Rectronix	BW	Carbon Film Resistance	Component	Taiwan Netherlands Singapore	67.9% 2.78% 18.8%
21.	Scarmel S/B	BW	Wire Harnesses	Component	Singapore Japan	96.2% 1.0%
22.	Innovation Electronics	BM	Printed Circuit Boards	Component	Taiwan	86.02%
H. Kedah						
1.	NEC Home Electronics	SP	Printed Circuit Boars	Component	Japan	80%
2.	AE Corporation	SP	Printed Circuit Boards	Component	Taiwan Hong Kong	63.14% 29%
3.	TWD Shanshin	SP	Antennas	Component	United States Singapore Hong Kong	50.89% 33.5% 15.61%
4.	Chun Hua Electronics	SP	Varistors, Wires	Component	Taiwan	89%
5.	Ramtronics	SP	Resitor Wires	Component	Taiwan	60%
6.	Hymanario EAW Holding	SP	Speakers	Component	Taiwan	100%
7.	Lek Sua Manufacturing	SP	Flex Circuits	Component	Singapore	60%
8.	Huan Hsin Component	SP	Telephone Jacks & harnesses	Component	Taiwan	95.24%
9.	Sharp Roxy	SP	Radio Cassette, Music Center	Consumer	Japan Singapore Hong Kong	39.9% 3.97% 36%
10.	Phillip Sound Systems	SP	Loudspeakers, Clocks	Consumer	Netherlands	51%
11.	Adaptive Microsystems	AS	LED & Elec. Displays	Component	Taiwan United States	20% 80%
12.	Sagami Musen	AS	Wire Harness	Component	Japan	92%
13.	Billson Unison Electronic	AS	Transformers	Component	Taiwan	100%
I. Pahang						
1.	Astec	Kuantan	Electronic Components	Component	Hong Kong	100%
J. Perlis						
1.	Audio Sound	Jejawi	Loud Speakers	Component	United States	67.1%
2.	C & H Electronics	Jejawi	Metal Coils & Core	Component	Taiwan	100%

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BM – Bukit Mertajam
BW - Butterworth
BP – Batu Pahat
PG – Pasir Gudang

APPENDIX III

PROJECT : CHANGING ROLE OF DOMESTIC PARTNER IN JOINT VENTURES : A Case Study of Malaysia's Electronic Sector

RESEARCH QUESTIONNAIRE

I. FIRMS CHARACTERISTICS

1. Name of the Company : _____

2. Location : _____

3. Name of the person being Interviewed : _____

4. Designation : _____

5. Interviewee is representative of (Tick One)

Foreign Company []
Local Company []
Joint Venture []

6. Nationality of Interviewee (Tick One)

Host Country [] Race : Bumiputra / Chinese / Indian / Others
Home Country [] Nationality : _____
Third Country [] Nationality : _____

7. Year of formation of the JV : _____

8. Who are the Parent Companies ?

Local : _____
Foreign : _____

9. What is the nationality of the foreign partner? Nationality : _____

10. Ownership of the Local company :

Bumiputra : _____
Non-Bumiputra : _____

11. What is the equity participation between the partners :

Local : _____
Foreign : _____

12. What is the form of equity of Local Partner : (Tick One)

Cash [] Value : RM _____ Kind []

13. If equity in Kind then in what form ?

Land [] Building [] Equipment []
Others [] Specify: _____

14. What is the form of equity of the foreign partner ?

Cash [] Value : RM _____ Kind []

15. If in Kind, then in what form ?

Machinery & Plant [] Technical Services []
Patents or Licenses [] Others [] Specify _____

16. What is the type of product manufactured? (Tick)

Industrial [] Consumer [] Component []

Details : _____

17. What is the type of investment of JV ?

	<i>at Formation</i>	<i>Present</i>	<i>Future</i>
• Export - oriented	[]	[]	[]
• Import - substitution	[]	[]	[]

18. How do you Characterize the JV's Operation?

	<i>at Formation</i>	<i>Present</i>	<i>Future</i>
• Labour Intensive	[]	[]	[]
• Capital Intensive	[]	[]	[]

18. How many people are employed in the JV operations ?

<i>Cadre</i>	<i>Foreign Local (Parent)</i>	<i>Expatriates (others)</i>	<i>Total</i>
Managerial			
Technical & Professional			
Others (Salaried)			
Wage Earners			

19. What are the major source of raw material / input supplies ?

<i>Timeframe</i>	<i>Local</i>	<i>Home Country</i>	<i>Others</i>
At Formation			
Present			
Future			

20. If import requirement are substantial what are the main reasons for imports ?

	<i>At Formation</i>	<i>Present</i>	<i>Future</i>
• Parent Company			
• Not available Locally			
• Local Suppliers			
• Overseas Suppliers			
• Others Specify : _____			

21. What is the main Reason for Import from Parent Company ?

	<i>At Formation</i>	<i>Present</i>	<i>Future</i>
• JV agreement quote fulfilment	[]	[]	[]
• Pressure from foreign Partner	[]	[]	[]

21. What is the approximate Sales Turnover for the Company (in RM)

Present _____
 Future (Projected for 2000) _____

II. MOTIVES FOR JV

1. What is your major reason for entering in the JV (In order of importance)

- | | <i>Domestic
Partner</i> | <i>Foreign
Partner</i> |
|---|-----------------------------|----------------------------|
| a. Capital of partner | | |
| b. Technology / Technical Expertise in- | | |
| • Production | | |
| • R&D | | |
| • Marketing | | |
| • Managerial | | |
| • Finance | | |
| c. Market access | | |
| d. Access to partner's channels of distribution | | |
| e. Knowledge of Foreign/Local Economies | | |
| f. Government regulation for local ownership | | |
| g. Gain political access | | |
| h. Others (Specify) : _____ | | |

III. CONTRIBUTIONS OF PARTNERS

1. What is the contribution of the Foreign partner in JV

	<i>At Formation</i>	<i>Present</i>	<i>Future</i>
a. Capital			
b. Technology /Technical Expertise			
• Product			
• Process			
c. Access to Foreign Markets			
d. Improved Knowledge			
• Technical			
• Managerial			
• Financial			
e. Others :	_____		

2. What do you think is domestic partners role in the JV

	<i>At Formation</i>	<i>Present</i>	<i>Future</i>
a. Risk Sharing / Capital			
b. Provider of Cheap Manpower			
c. Provide Access to domestic market			
d. Provide political support / gain			
e. Provide Knowledge of domestic needs			

IV. TRANSFER OF TECHNOLOGY

1. What State of Product Technology is available to the JV?

	<i>At Formation</i>	<i>Present</i>	<i>Future</i>
Old Technology (Specify Years)	[]	[]	[]
Latest Technology (1-2 years)	[]	[]	[]
State of the Art Technology	[]	[]	[]

2. What State of Process Technology is available to the JV?

	<i>At Formation</i>	<i>Present</i>	<i>Future</i>
Old Technology (Specify Years)	[]	[]	[]
Latest Technology (1-2 years)	[]	[]	[]
State of the Art Technology	[]	[]	[]

3. Are there any major changes in the technology utilized by the venture?

	<i>Product</i>	<i>Process</i>
At Formation		
Present		
Future		

4. What are the underlying reason behind these Changes?

Comments :

5. What is the reason for Old Technology the same?

Comments :

6. Do you have access to New Technology from Other Sources?

Comments :

7. Are there any conflicts w.r.t. access to New Technology. Does the JV gets access to the latest technology as and when developed by the parent company? Or from Other external Sources?

Comments :

8. Do you get complete access to blue prints of Product and Process technology?

Comments :

9. What are the Sources for External Technology ?

Comments :

10. How do you Best Describe the Operation of the JV Company?

	<i>At Formation</i>	<i>Present</i>	<i>Future</i>
Real In-depth Manufacturing	[]	[]	[]
Assembly with Some Manufacturing	[]	[]	[]
Screw Driver Technology	[]	[]	[]

V. RESEARCH & DEVELOPMENT

1. Is there any R&D activity pursued in the JV?

Yes

No

At Formation

Present

Future

2. If yes what is the main reason for doing so in Malaysia ?

Comments :

3. What is the nature of the R&D undertaken ?

	<i>At Formation</i>	<i>Present</i>	<i>Future</i>
a. Product innovation			
b. Product improvement/adaptation			
c. Process innovation			
d. Process Improvement/adaptation			
e. Others			

4. How many persons are employed in the R&D department?

	<i>At Formation</i>	<i>Present</i>	<i>Future</i>
a. Locals			
b. Foreigners (parent company)			
c. Other expatriates			

5. Nationality of the R&D manager : _____

6. What % age of profits are allocated to the R&D budget ? _____

7. What is the nature of Foreign partner's support to R&D ?

Comments :

8. Are you satisfied with foreign partner's contribution to R&D activities ?

- Satisfied with the present level
- Unsatisfied with present level
- Look for more activity & support

9. What are the reason for low R&D activity in Malaysian JV

- a. Local partner non interested
- b. Foreign partner non interested
- c. Lack of monetary resources
- d. Lack of manpower
- e. Others

At Formation

Present

Future

10. What kind of support you would like from the government

- a. Tax incentives
- b. Rebates on purchase of equipment
- c. Grants for R&D
- d. Others : _____

11. Are there any contributions in R&D from local institutions (Universities, Public Bodies like MIMOS, SIRIM etc)

Comments :

12. What kind of Local support you would like to be made available in future?

Comments :

VI. HUMAN RESOURCE DEVELOPMENT

1. What types of Training you organize for your Staff ?

- a. On the job training
- b. Visit of experts from parent companies
- c. Visit to parent company's Facilities
- d. Local Experts
- e. Others (Specify) : _____

At Formation

Present

Future

2. What is the level of technical training provided

- a. In depth
- b. Superficial
- c. Sufficient
- d. Insufficient

At Formation

Present

Future

3. What kind of training you would like to organize for your employees?

Comments :

4. Any specific support you would like to see from government / local institution ?

Comments :

5. What % age of budget is allocated to training of the staff ?

VII. EXPORT MARKETING ACTIVITIES

1. Do you Export from the JV?

Yes [] No []

2. What Percentage of turnover is exported? _____

13. What Type of Strategic Alliance are being Considered for sustained growth?
 Comments :

VIII. MANAGEMENT AND CONTROL OF JV

1. Who Controlled / Controls operations in the following areas (Who heads the following departments / functions)

	<i>At Formation</i>	<i>Present</i>	<i>Future</i>
	<i>LP FP J</i>	<i>LP FP J</i>	<i>LP FP J</i>
• R &D			
• Finance			
• Purchasing			
• Manufacturing			
• Marketing			
• Recruitment / Human Resource			
• Industrial Relations			
• Public Relations			

(Note : LP – Local Partner, FP – Foreign Partner, J – Joint Control)

2. What is the level of Autonomy Provided to JV in decision -making in the following areas

	<i>At Formation</i>	<i>Present</i>	<i>Future</i>
• R &D			
• Finance			
• Purchasing			
• Manufacturing			
• Local Marketing			
• International Marketing			
• Recruitment / Human Resource			
• Industrial Relations			
• Public Relations			

IX. DEPENDENCE ON FOREIGN PARTNER FOR FINANCIAL NEEDS

1. What is the level of dependence on the foreign partner for financial needs ?

High [] Moderate [] Low [] Independent []

Reasons : _____

2. What are the Sources for Funding for Expansion program ?

Local Partner [] Foreign Partner []
 Local Sources [] Foreign Sources []

X. LEVEL OF AUTONOMY GIVEN TO JOINT VENTURE

	<i>At Formation</i>	<i>Present</i>	<i>Future</i>
High			
Moderate			
Low			
Independent			

XI. OTHERS

1. What are the major Strengths and Weaknesses of Domestic & Foreign Partners

	<i>Domestic Partner</i>	<i>Foreign Partner</i>
Strengths:		

Weaknesses:

2. What are the major problems faced by you in JV

Related to Foreign Partner:

Related to External Markets:

Related to local Government Policies:

Others

3. Do you face any problems due to cultural differences?

Comments :

4. What are the major issues confronting the JV now?

Comments :

5. What will be your future Strategies for maintaining Competitiveness in Local / International Markets?

Comments :

6. What have you gained from the JV ?

Comments :

7. Do you think you are in a position to run the venture independently ?

Yes

[]

No

[]

8. If yes are you confident, that the operations can be run by the locals without the support of the foreign partners ?

Comments :

9. If NO what are the reasons for your reservations ?

Comments :

10. Are there any plans for takeover of the Venture from foreign partner ?

Yes

[]

Approx. Time Frame : _____

No

[]

11. Are there any Plans for Joining MSC?

Comments :

12. What in your opinion will be the gain from MSC for Malaysia in general and your Joint venture in particular ?

Comments :
