

## APPENDIX “A” Letter and Survey Questionnaire

### Letter to Respondents

Date:

Dear Sir/Madam:

My name is Fakri Rashid. Currently I am undergoing Master’s degree programme in Business and Administration at Universiti Malaya. In partial fulfillment of the degree, I am required to conduct a research. Toward this, I intend to conduct a study on Web based supply chain management ‘s capabilities and its impact on firm performance in Malaysian firms.

I am pleased to inform you that you have been selected to participate in my study. I hope that you could complete the questionnaire attached and answer all the questions as honestly and objectively as possible. Rest assured that all your responses will be treated as confidential and you will remain anonymous.

Once you have completed the questionnaire, please return it to the person in charge, and for this I again thank you.

If you are interested to know the results of the study or about the study itself, please do not hesitate to contact me at the following address, or email me at: fakrie\_um@yahoo.com.sg or call me at: 013-3547185. I wish to thank you again for your cooperation and participation.

Have a good day.

Sincerely yours,

**Fakri bin Abdul Rashid**  
No. 15, Jalan Mutiara 9,  
Taman Mutiara Gombak 1,  
Batu 7/ km11, Jalan Gombak,  
53100 Selangor

## Appendix A Survey Questionnaire

Q. Have you adopted Internet/intranet supply chain management systems in the firm?  
 Yes  No .

IF THE ANSWER OF THE ABOVE QUESTION IS YES, THEN PLEASE  
 DO FILL THE REST OF THE QUESTIONNAIRE.

### Section A

Please indicate your degree of considering each item as the key capabilities of the web based supply chain management systems in your firm by using the scale.

		Not at all	To a little extent	Somewhat/ Moderate	To a great extent	To a very great extent
	Communication					
1.	Accurate and timely communication in supply chains	1	2	3	4	5
2.	Transparency in WSCMS	1	2	3	4	5
3.	Easy communication between the customers and supply chains.	1	2	3	4	5
4.	Sharing information and insights	1	2	3	4	5
5.	High level of collaboration in the supply chain	1	2	3	4	5
6.	Stable availability of information in the supply chain	1	2	3	4	5
7.	Trusting relationship with partners in the supply chain	1	2	3	4	5
	Commitment from Top Management					
8.	Knowledge and good understanding of top management of WSCMS	1	2	3	4	5

9.	Commitment of top management to the implementation of a WSCMS	1	2	3	4	5
10.	Involvement of top management in the WSCMS	1	2	3	4	5
11.	Commitment of top management to the WSCMS throughout the supply chain	1	2	3	4	5
12.	Persuasion of employees by top management to participate in the development of a WSCMS.	1	2	3	4	5
13.	Establishment of a complete performance measurement system in WSCMS by top management	1	2	3	4	5
14.	The delegation of authority by top management in the implementation of the WSCMS.	1	2	3	4	5
15.	Managing the transition to the new WSCMS by top management	1	2	3	4	5
	Data Security					
16.	Availability of the use of information in the WSCMS across the supply chain	1	2	3	4	5
17.	A cost-effective security system in the WSCMS	1	2	3	4	5
18.	Availability of secure modes in the WSCMS for transmitting information	1	2	3	4	5
19.	The greater effectiveness of WSCMS in handling sensitive information	1	2	3	4	5
20.	Security of transactions across over the WSCMS	1	2	3	4	5
	Training and Education					
21.	Training on WSCMS implementation	1	2	3	4	5
22.	Personnel qualified to execute the WSCMS through training	1	2	3	4	5
23.	Developing own in-house training on WSCMS	1	2	3	4	5
24.	All personnel understand the benefits of the WSCMS	1	2	3	4	5

25.	Training on use of the WSCMS	1	2	3	4	5
	Reliability of hardware and software					
26.	Reliable hardware and software in WSCMS	1	2	3	4	5
27.	Technical team supports the software and hardware of WSCMS	1	2	3	4	5
28.	The performance of the Internet and response time of the server.	1	2	3	4	5

## SECTION B

This section asks your opinion-based judgment about your firm performance as compare to last year. This reflects your honest and objective opinion on each of the performance measure below using the following scale in which: 1 = significant decrease, 2 = decrease, 3=same as before, 4=increase, 5=significant increase

		<b>Significant decrease</b>	<b>Decrease</b>	<b>Same as before</b>	<b>Increase</b>	<b>Significant increase</b>
1.	Market share	1	2	3	4	5
2.	Sale growth	1	2	3	4	5
3.	Profit margin on sales	1	2	3	4	5

### SECTION C

This section asks about your personal information. Please tick  in the appropriate box, or fill in the space provided.

1. What is your sex?       Male                       Female
  
2. What is your ethnic origin?  Malay                       Chinese  
    Indian                       Others, please indicate  
\_\_\_\_\_
  
3. What is your marital status?                       Single                       Married  
    Separated/Divorced
  
4. How old are you?                      \_\_\_\_\_ years old
  
5. What is the highest level of your education?  
    Diploma  
    Bachelor's degree  
    Master's degree  
    Others, please indicate,  
\_\_\_\_\_
  
6. How long have you been working in the organization ( Approximately \_\_\_\_\_  
years
  
7. What is your job title?  
\_\_\_\_\_
  
8. How many full time employees work in the firm  
  
 1-5 employees  
 6-9 employees  
 10-50 employees  
 51-100 employees  
 101-200 employees  
 More than 200 employees

**THANK YOU FOR COMPLETING THIS QUESTIONNAIRE**

## **List of companies participated in current study**

### **Manufacturing Company**

1. Acoustech Bhd.
2. Advanced Packaging Technology (M) Bhd.
3. Advanced Synergy Bhd.
4. AKN Technologies Bhd.
5. Amalgamated Industrial Steel Bhd.
6. APM Automotive Holding Bhd.
7. APP Industries Bhd.
8. Bio Osmo Bhd.
9. BHS Industries Bhd.
10. Bright Packaging Industry Bhd.
11. CB Industrial Product Holding Bhd.
12. CCM Duopharma Biotech Bhd.
13. Concrete Engineering Product Bhd.
14. Compugates Holding Bhd.
15. Crest Builder Holding Bhd.
16. CSC Steel Holding Bhd.
17. DRB Hicom Bhd.
18. Daibochi Plastics and Packacing Inds Bhd.
19. Denko Industrial Corporation Bhd.
20. DKLS Industries Bhd.
21. D'Nonce Technology Bhd.
22. Dufu Technology Corp. Bhd.
23. EP Manufacturing Bhd.
24. EG Industries Bhd.
25. ETI Tech Corporation Bhd.
26. FACB Industries Incorporated Bhd.
27. Federal Furniture Holdings (M) Bhd.
28. Formosa Prosonic Industries Bhd.
29. Furniweb Industrial Product Bhd.
30. Globetronics Technology Bhd.
31. Golsta Synergy Bhd.
32. Harvest Court Industries Bhd.
33. HIL Industries Bhd.
34. Ireka Corporation Bhd.
35. Hwa Tai Industries Bhd.
36. KESM Industries Bhd.
37. Kim Hin Industries Bhd.
38. Luster Industries Bhd.

39. Malaysia Building Society Bhd.
40. Natural Bio Resources Bhd.
41. Poly Glass Fibre (M) Bhd.
42. Resintech Bhd.
43. Sunchirin Industries (M) Bhd.
44. Syarikat Kayu Wangi Bhd.
45. Tafi Industries Bhd.
46. Thong Guan Industries Bhd.
47. Time Engineering Bhd.
48. Titan Chemicals Corp. Bhd.
49. TMC Life Sciences Bhd.
50. Top Glove Corporation Bhd.
51. Turbo Mech Bhd.
52. Uchi Technologies Bhd.
53. Widetech (M) Bhd.
54. WZ Steel Bhd.
55. Ya Horng Electronic (M) Bhd.
56. YTL Cement Bhd.
57. Yung Kong Galvanising Industries Bhd.

**Service company**

1. Aeon Credit Service (M) Bhd.
2. Alliance Financial Group Bhd.
3. Alliance Malaysia Bhd.
4. Amanah Harta PNB.
5. Complete Logistic Services Bhd.
6. Damansara Realty Bhd.
7. DFZ Capital Bhd.
8. Hai-O Enterprise Bhd.
9. Hong Leong Bank Bhd.
10. Hong Leong Financial Group Bhd.
11. Jerneh Asia Bhd.
12. KPJ Healthcare Bhd.
13. Malayan Banking Bhd.
14. Masterskill Education Group Bhd.
15. MUI Properties Bhd.
16. MY E.G. Services Bhd.
17. Nationwide Express Courier Services Bhd.
18. New Straits Times Press (M) Bhd.
19. OSK Property Holdings Bhd.

20. Star Publication (M) Bhd.
21. Zhulian Corporation Bhd.