

Appendix 3- Questionnaire (ICS)



University of Malaya
Faculty of Business and Accountancy
Graduate School of Business
MBA Program

Research Title

Key Drivers of Innovation among Malaysian Firms

Researchers

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1.0 Basic Company Data

1. Please indicate your **Gender** Male Female

2. Please indicate your Age-band (Circle please)

a. Less than 35 b. 36-45 c. 46-55 d. 56 and above

3. Please indicate your ethnicity if willing.... (Circle please)

a. Chinese b. Indian c. Malay e. European c. Others, please specify

4. Please indicate your **position** or **job title** within your company.

CEO/Deputy CEO Chief Operations Officer

Senior Executive Chief Marketing Officer

Chief Financial Officer External Consultant

Others, *please specify:*

5. **How many employees** work at your company? (Please circle)

1a. In Malaysia	1-5	6-19	20-50	51-150	151-300	301-450	451-above
2b. Overseas	1-5	6-19	20-50	51-150	151-300	301-450	451-above

6. Please circle the **total annual sales** generated by your facility and the total global annual sales of your company in Malaysian Ringgit

Total annual sales in Malaysia	<i>Less than 200,000</i>	200,000-250,000	250,000-1mil	1mil-5 mil	5mil-10mil	10-mil-25mil	25 mil-above
Total annual sales of your entire company	<i>Less than 200,000</i>	200,000-250,000	250,000-1mil	1mil-5 mil	5mil-10mil	10-mil-25mil	25 mil-above

7. Please indicate **who owns your company**; (Circle all that apply)

1 publicly owned	2 privately owned	3 state owned	4 government linked company	5 foreign ownership	6 mixed ownership/ joint venture	7 private family business
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8. Please select the **nature of your business** in 6a. and the categories that best describes the **type of activity** your company is involved in 6b.;

6a	Nature of your business	6b	Your company's type of activity (<i>Manufacturing Only</i>)
1	Services	1	Food, Beverages, Tobacco
2	Manufacturing	2	Textiles
3	Construction	3	Clothing and Footwear
4	Software	4	Wood, Wood Products and Furniture
5	Banking	5	Paper, Paper Products, Printing and Publishing
6	Insurance	6	Chemicals, Petroleum, and Coal Products
7	Trade-Export/Import	7	Non-Metal products
8	Other (Specify)	8	Basic Metal Products
		9	Fabricated Metal Products
		10	Transport Equipment
		11	Other Machinery and Equipment (Including Electronics and Electrical)
		12	Other Manufacturing not itemized above
		13	
		14	

9. Please indicate the **age** of your company; (Please circle)

Age	<3	3-5	5-8	8-10	10-15	16-20	More than 20	Exact age if willing:.....

2.0 Innovation Capability

2.1 Leadership

1. Please circle the number which accurately reflects your organization's **PRESENT position**:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
a. The word 'innovation' appears in our mission statement	1	2	3	4	5
b. Our operations strategy is aligned with our innovation strategy	1	2	3	4	5
c. Senior managers actively encourage change	1	2	3	4	5
d. Senior managers implement a culture of innovation	1	2	3	4	5
e. There is a high degree of unity of purpose throughout our organization	1	2	3	4	5
f. We have eliminated barriers between departments	1	2	3	4	5
g. Senior managers show a sense of urgency relating to opportunities for innovation	1	2	3	4	5
h. We adopt a deliberate (top down) strategy	1	2	3	4	5

i.	We adopt an emergent (bottom up) strategy	1	2	3	4	5
j.	Entrepreneurship is widely supported at middle management level	1	2	3	4	5

2.2 Employee Competence

2. The following statements are designed to find out the extent to which various human resource management practices and policies apply throughout your organization. Please circle the number which accurately reflects your organization's PRESENT position:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
a.	Our human resource plan is clearly focused on the recruitment of creative people	1	2	3	4	5
b.	Knowledge is freely shared in our organization	1	2	3	4	5
c.	We have an organization-wide people development process	1	2	3	4	5
d.	We have effective "top down"& "bottom up" communication processes	1	2	3	4	5
e.	Employee satisfaction is measured regularly	1	2	3	4	5
f.	Multi-tasking is actively used to build innovation capability	1	2	3	4	5

2.3 Info. & Org. Intelligence

3. Rate the extent to which the following methods are used by your organization to gather information about the business environment.

	Not at All	1	2	3	4	Full Extent
a.	Routine gathering of opinions from clients	1	2	3	4	5
b.	Explicit tracking of competitor tactics	1	2	3	4	5
c.	Forecasting sales, customer preferences	1	2	3	4	5
d.	Market research studies	1	2	3	4	5
e.	Trade magazines, government publications	1	2	3	4	5
f.	Gathering of information from suppliers	1	2	3	4	5
g.	Gathering of information through <i>Strategic Intelligence</i>	1	2	3	4	5

4. What are the ways your organization learns about new products and processes?

	Not at All				Used a lot
a. Licensing technologies	1	2	3	4	5
b. Patent disclosures	1	2	3	4	5
c. Publications	1	2	3	4	5
d. Informal networks with other organizations	1	2	3	4	5
e. Hired skilled employees	1	2	3	4	5
f. Reverse engineering	1	2	3	4	5
g. Independent R&D (in house or external)	1	2	3	4	5
h. Networks with other organizations	1	2	3	4	5
i. Lead customers	1	2	3	4	5
j. Suppliers	1	2	3	4	5
k. Consultants	1	2	3	4	5
l. Board members	1	2	3	4	5

5. At this organization we have undertaken benchmarking in the following areas:

	Not at All				Used a lot
a. Product	1	2	3	4	5
b. Services	1	2	3	4	5
c. Relative Cost Position	1	2	3	4	5
d. Operating Process	1	2	3	4	5
e. Technology	1	2	3	4	5
f. Quality Procedures	1	2	3	4	5
g. Customer Service	1	2	3	4	5

2.4 Culture & Climate

6. Each statement below can be considered an innovation capability. Some capabilities may be more important for some organizations than others. Please circle ONE number against the following statements using the scale below:

	Not at All				Extensively
a. Our organization has aligned employee behaviours with stated organizational values	1	2	3	4	5
b. Our strategic decisions are based on quantitative analysis of data	1	2	3	4	5

c. Our major operating decisions are detailed in formal written reports	1	2	3	4	5
d. We rely principally on experience-based intuition when making major operating and strategic decisions	1	2	3	4	5
e. Our major operating and strategic decisions are much more affected by industry experience	1	2	3	4	5
f. Our culture sees 'failure' as an opportunity to learn	1	2	3	4	5
g. Total Quality Management is embedded in our culture	1	2	3	4	5
h. The 'learning organization' concept is practiced in our organization.	1	2	3	4	5

7. Our organization:

	Not at All				Extensively
a. Uses hiring procedures that focus on who will best 'fit in' with the organization's culture	1	2	3	4	5
b. Promotes employees based on merit	1	2	3	4	5
c. Regularly conducts formal performance appraisal of employees	1	2	3	4	5
d. Rewards employees based on how well they perform their job	1	2	3	4	5
e. Rewards employees based on how well their work group or team performs	1	2	3	4	5

2.5 Org. Structure, Processes, Systems and Standards

8. Please circle one number against the following statements using the scale below:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
a. We have flat organization structure	1	2	3	4	5
b. Social networks exist in our organization	1	2	3	4	5
c. Our organization applies high standards of integrity	1	2	3	4	5
d. Restructuring is part of our innovation philosophy	1	2	3	4	5

e.	The concept of the “internal customer” i.e. the next process down the line is well understood	1	2	3	4	5
f.	We have established collaborative partnerships	1	2	3	4	5
g.	We use re-engineering to achieve radical innovation in our processes	1	2	3	4	5
h.	Where does your organization fit in relation to ISO9000 or other relevant industry standards. <i>Please circle ONE number only</i>					
	a. Already certified and seeking further upgrading					1
	b. Already certified					2
	c. Currently undergoing certification					3
	d. Seeking certification within the next 12 months					4
	e. No immediate plans for certification					5

9. To what extent are the following performance measurement integration systems currently used to support your organization’s innovation capability process?

		Not at All				Full Extent
a.	Advanced financial performance measures: EVA (Economic Value Added)	1	2	3	4	5
b.	Customer satisfaction and retention measures	1	2	3	4	5
c.	Employee satisfaction and retention measures	1	2	3	4	5
d.	Organizational knowledge management performance measures (e.g. processes documented, patents, employee skill change)	1	2	3	4	5
e.	Community and other stakeholder satisfaction measures (e.g. reputation/corporate citizenship measures)	1	2	3	4	5
f.	Eco-efficiency performance measures (e.g. production volume per unit of waste, fraction of recycled materials used)	1	2	3	4	5
g.	An integrated financial and non-financial performance measurement performance system: The Balanced Scorecard or similar	1	2	3	4	5
h.	A system that integrates environmental, social and economic value adding success: a Sustainability Reporting Scorecard, Triple Bottom Line Reports or similar	1	2	3	4	5

2.6 Market and Customer Orientation

10. Please circle the number which accurately reflects your site's **PRESENT** position, where:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
a. We continuously obtain up-to-date market knowledge	1	2	3	4	5
b. All employees strive to enhance customer value creation	1	2	3	4	5
c. We place a strong emphasis on the marketing of tried products and/ or services	1	2	3	4	5
d. We are normally the first organization to introduce new products/services in the market	1	2	3	4	5
e. Our marketing and operations units work closely	1	2	3	4	5

11. To what extent do the following statements best describe your organization's **competitive strategy**?

	Not at All				Full Extent
a. Increase operating efficiencies	1	2	3	4	5
b. Develop new process innovations	1	2	3	4	5
c. Customize products /services to fit customers' needs	1	2	3	4	5
d. Develop customer loyalty	1	2	3	4	5
e. Respond quickly to customer needs	1	2	3	4	5
f. Produce a continuous stream of state-of-the-art products/services	1	2	3	4	5
g. Is 'first to market' with new products/services	1	2	3	4	5
h. Responds to early market signals concerning areas of opportunity	1	2	3	4	5
i. Develop 'best in industry' products/services	1	2	3	4	5
j. Produces products/services at a cost level lower than that of our competitors	1	2	3	4	5

2.7 Creativity and Idea Management

12. Please circle one number against the following statements using the following scale:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
a. Champion (s) of change are effectively used at this site	1	2	3	4	5
b. We reward our employees to adopt a continuous improvement philosophy	1	2	3	4	5
c. Within our organization, individuals and work teams are assigned responsibility for	1	2	3	4	5

knowledge management						
d.	All employees are involved in learning programs	1	2	3	4	5
e.	We have suggestion/idea scheme in place	1	2	3	4	5

13. What measures do you take to explicitly manage and improve the contribution to innovation capability of knowledge workers? Do you...

		Not at All			Extensively	
a.	Ensure that they have interesting work	1	2	3	4	5
b.	Ensure that they develop their skills	1	2	3	4	5
c.	Provide training for professional development	1	2	3	4	5
d.	Send them to workshops and conferences	1	2	3	4	5
e.	Offer workers legal rights in Intellectual Property, IP, they create	1	2	3	4	5

2.8 Management of Technology

14. Please circle one number against the following statements using the following scale:

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
a.	Our technology is efficiently aligned with the central business mission	1	2	3	4	5
b.	Technology is a key part of innovation capability	1	2	3	4	5
c.	We develop our core technology strategy based on 'competitive benchmarking' information	1	2	3	4	5
d.	We develop our technology in collaboration with leading organizations in the field	1	2	3	4	5
e.	We rely on 'off-the-shelf' technology for our competitive needs	1	2	3	4	5

3.0 Innovation Performance Measures

1. Please indicate, by writing a single number ranging from 1 through 5 in the vacant end column, your organization's current performance level for EACH of the listed attributes.

Attribute	1	2	3	4	5	(1-5)
Revenue from new product/service developed in the last 1-3 years	1.0%-4.9%	5%-9.9%	10%-14.9%	15%-30%	More than 30%
Innovativeness:						
• Number of innovation adoptions	Very Low	Low	Satisfactory	High	Very High
• The time of innovation adoption	Less than 1 year	1 year	2 years	3 years	More than 3 years
Time to Market (TTM)	1 year	2 years	3 years	4 years	5 years
Customer Satisfaction	Sometimes meets expectations	Generally meets expectations	Consistently meets expectations	Always meets expectations	Exceeds customer expectations
Employee Morale	Very Low	Low	Satisfactory	High	Very High
Research & Development as a % of Total Sales	Less than 0.5%	0.5%-0.99%	1.0%-1.99%	2.0%-5.0%	More than 5.0%
Ecological Efficiency Degree of Recycling	Very Low	Low	Satisfactory	High	Very High

I wish to receive the summary Business Report derived from this research

Name: _____ **Company:** _____

Address: _____

Phone: _____ **E-mail:** _____

Thank you for your participation in this important study.