

Innovative forms of Organizing

international perspectives

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Appendix:

The INNFORM Survey Instrument

Organising for the 21st Century

This survey is part of an international project examining organisational changes as we approach the next century. Researchers from seven leading universities in Europe and Japan are working on detailed case studies and international surveys to identify key issues for the organisations of tomorrow. The research is funded in this country by the Economic and Social Research Council, Coopers & Lybrand and the consortium companies of the Centre for Corporate Strategy and Change, Warwick Business School.

The survey has just eight short sections:

- Restructuring
- Empowering
- Networking
- Managing Information
- Managing People
- Managing External Relationships
- Managing Strategic Change
- Competing

We greatly value your input. In return, we promise you an executive summary of key findings together with an invitation to join in a series of conferences on **Organising for the 21st century** to be held both in the UK and abroad over the next two years.

All questions require answers which most closely approximate the situation for the organisation as a whole.

Throughout this questionnaire, you are requested to give information about your company for 1996 and 1992. This is so that we can accurately measure any organisational changes which have occurred during this period.

Most questions require you to tick the appropriate box. Otherwise, please provide a number to the best of your knowledge. If you are unable to answer a particular question, please write 'N/A'.

All responses will be confidential and no individual or company will be identified in the analysis.

Job Title

1. Please indicate your **job title**

Restructuring

2. How many **senior managers** reported directly to the chief executive with no intervening level in 1996 and in 1992?

1996 |

1992 |

3. How many **organisational levels** were there between the manager with the lowest level of profit responsibility and the chief executive in 1996 and in 1992? *Please count the longest line.*

1996 |

1992 |

4. Approximately how many **profit centres** did your organisation have in 1996 and in 1992?

1996 |

1992 |

5. How many **employees** were there on the head office payroll in 1996 and in 1992?

1996

1992

6. Please indicate where your **head office staff** responsible for key central functions such as human resources and/or finance are located? *Please tick the one which most closely applies for 1996 and for 1992.*

1992

1996

a) One building or site

b) In several locations nationally

c) In several locations internationally

7. Please indicate the extent to which your **corporate structure** was formally organised along each of the following lines in 1996 and how it was organised in 1992. *For each item please tick the box which most closely applies for each of the two time periods.*

		<i>Emphasis</i>				
		<i>None</i>	<i>Little</i>	<i>Moderate</i>	<i>Much</i>	<i>Great</i>
		1	2	3	4	5
a) Products and/or services	1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Geographical regions	1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Functions (eg marketing finance)	1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Project-based structure	1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. To what extent has your company re-engineered its business processes in the last five years? <i>Please tick the box which most closely applies.</i>						
		<i>None</i>	<i>Little</i>	<i>Moderate</i>	<i>Much</i>	<i>Great</i>
		1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. To what extent has this re-engineering been successful? <i>Please tick the box which most closely applies.</i>						
		<i>Level of success</i>				
		<i>None</i>	<i>Little</i>	<i>Moderate</i>	<i>Much</i>	<i>Great</i>
		1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Empowering						
10. To what degree can subunit managers make decisions regarding operating activities (eg modifying a production or operating process, changing main suppliers)? <i>Please tick the box which most closely applies for 1996 <u>and</u> for 1992.</i>						
		1996	1992			
1	No discretion, decision is solely the responsibility of the HQ	<input type="checkbox"/>	<input type="checkbox"/>			
2	Some discretion to act but HQ takes most responsibility for decisions	<input type="checkbox"/>	<input type="checkbox"/>			
3	HQ has equal responsibility with the subunit for decisions	<input type="checkbox"/>	<input type="checkbox"/>			

4	Subunit managers have large discretion to act but HQ has some involvement	<input type="checkbox"/>	<input type="checkbox"/>			
5	Total discretion, action is solely the responsibility of the subunit	<input type="checkbox"/>	<input type="checkbox"/>			
11.	To what degree can subunits act with discretion in making strategic decisions (eg long-term strategic planning, major investment appraisal)? <i>Please tick the box which most closely applies for 1996 <u>and</u> for 1992.</i>					
		1996	1992			
1	No discretion, decision is solely the responsibility of the HQ	<input type="checkbox"/>	<input type="checkbox"/>			
2	Some discretion to act but HQ takes most responsibility for decisions	<input type="checkbox"/>	<input type="checkbox"/>			
3	HQ has equal responsibility with the subunit for decisions	<input type="checkbox"/>	<input type="checkbox"/>			
4	Subunit managers have large discretion to act but HQ has some involvement	<input type="checkbox"/>	<input type="checkbox"/>			
5	Total discretion, action is solely the responsibility of the subunit	<input type="checkbox"/>	<input type="checkbox"/>			
12.	Which indicators of business unit performance were given to business unit managers as specific targets in 1996 <u>and</u> in 1992? <i>Please tick the degree of importance for each indicator which most closely applies to the organisation as a whole for <u>each</u> of the two time periods.</i>					
		<i>Importance</i>				
		<i>None</i>	<i>Little</i>	<i>Average</i>	<i>Much</i>	<i>Great</i>
		1	2	3	4	5
a)	Gross profit	1996 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1992 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b)	Return on sales	1996 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1992 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c)	Return on investment	1996 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		1992 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

d) Cash flow	1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Cost levels	1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) Customer satisfaction and/or retention measures	1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Networking

13. To what extent do the following vertical linkages exist between the **corporate headquarters and subunits** (profits centres, divisions or subsidiaries)? For each item please tick the box which most closely applies for 1996 and for 1992.

		<i>Importance</i>				
		<i>None</i>	<i>Little</i>	<i>Average</i>	<i>Much</i>	<i>Great</i>
		1	2	3	4	5
a) Linkages to share R&D knowledge between HQ and subunits	1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Linkages to share marketing information between HQ and subunits	1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Linkages to share corporate financial information between HQ and subunits	1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Linkages between HQ and subunits to	1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

co-ordinate joint promotional and/or advertising campaigns

e) Linkages between HQ and subunits to share corporate-wide news (events, initiatives, promotions, etc)

1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

f) Linkages between HQ and subunits to share skills and resources (eg technical personnel)

1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. To what extent do the following horizontal linkages exist **between subunits** (profit centres, divisions or subsidiaries)? For each item please tick the box which most closely applies for 1996 and for 1992.

		<i>Importance</i>				
		<i>None</i>	<i>Little</i>	<i>Average</i>	<i>Much</i>	<i>Great</i>
		1	2	3	4	5
a) Production linkages between subunits	1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Linkages to share R&D knowledge between subunits	1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Linkages between subunits to co-ordinate joint buying	1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Linkages to share marketing information between subunits	1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- | | | | | | | |
|--|------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| e) Linkages between subunits to co-ordinate joint promotional and/or advertising campaigns | 1996 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | 1992 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f) Linkages between subunits to utilise common distribution channels | 1996 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | 1992 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g) Linkages between subunits to share skills and resources (eg technical personnel) | 1996 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | 1992 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

15. Approximately what percentage of your **total sales** (in terms of value) was traded within the firm between subunits in 1996 *and* in 1992?

1996 | | %

1992 | | %

Managing Information

16. To what extent does your company have any of the following? For each item please tick the box which most closely applies for 1996 and for 1992.

- | | | <i>Emphasis</i> | | | | |
|---|------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| | | <i>None</i> | <i>Little</i> | <i>Moderate</i> | <i>Much</i> | <i>Great</i> |
| | | 1 | 2 | 3 | 4 | 5 |
| a) A common strategy for information technology | 1996 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | 1992 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b) An information technology system | 1996 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | 1992 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

for the sharing and exchange of data (eg e-mail, Lotus Notes)

c) An electronic data interchange (EDI) with suppliers and/or customers	1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Company-wide in-house journals	1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Company-wide newsletters	1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Managing People

17. Approximately what percentage of your company's employees were **university graduates** in 1996 and in 1992? Please tick one for each year.

	1 < 10%	2 10-19%	3 20-29%	4 30-39%	5 40+%
1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

18. Approximately what percentage turnover did your company typically spend on **staff training and development** in 1996 and in 1992? Please tick one for each year.

	1 < 0.9%	2 1-1.19%	3 2-3.9%	4 4-6.9%	5 7+%
1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. Approximately what percentage of your company's total employees were covered by **trade union negotiated agreements** in 1996 and in 1992?

1996 %

1992 %

21. How did your company's **labour productivity** compare with other firms in your sector in 1996 *and* in 1992? Please tick one for *each* year.

	1 <i>A lot higher</i>	2 <i>Higher</i>	3 <i>The same</i>	4 <i>Lower</i>	5 <i>A lot lower</i>
1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

22. In the last five years how many **changes of CEO** (or equivalent top person with executive authority) has your organisation had?

Number of CEO changes:

Please tick the years in which these changes occurred:

1992	1993	1994	1995	1996
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Managing External Relationships

23. Has the extent of company-wide **outsourcing** changed between 1992 and 1996? Please tick the box which most closely applies.

<i>Extent</i>				
<i>Great decrease</i>	<i>Decrease</i>	<i>No change</i>	<i>Increase</i>	<i>Great increase</i>
1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

24. If any functions utilised by your company are **outsourced** tick all that apply otherwise please go to Q25.

	<i>Outsourcing</i>				
	<i>None</i>	<i>Little</i>	<i>Moderate</i>	<i>substantial</i>	<i>Complete</i>
	1	2	3	4	5
a) Research and development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- | | | | | | |
|------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| c) Human resources | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d) Customer/after-sales services | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e) Purchasing/procurement function | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f) Information technology | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g) Training | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| h) Marketing | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| i) Manufacturing | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| j) Other (<i>please specify</i>) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | | | | | |
| | | | | | |

25. Have you engaged in any **strategic alliances** (long term partnerships and joint ventures) over the last five years? Yes No

IF NO, please go to Q27

IF YES, please indicate the primary purpose(s) for such alliances.

Please tick up to three.

- | | |
|--|--------------------------|
| a) Access to markets | <input type="checkbox"/> |
| b) Access to technology | <input type="checkbox"/> |
| c) Access to products | <input type="checkbox"/> |
| d) Cost reduction | <input type="checkbox"/> |
| e) Access to expertise | <input type="checkbox"/> |
| f) Faster response to market demands | <input type="checkbox"/> |
| g) Flexibility to meet variable demand (reduce risk) | <input type="checkbox"/> |

26. Approximately what proportions of total assets were deployed in **strategic alliances** in 1996 and in 1992? Please tick for each year.

	1 1–10%	2 11–20%	3 21–30%	4 31–40%	5 > 40%
1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Managing Strategic Change

27. How would you describe the range of **businesses** your company had in 1996 and in 1992? Please tick the one which most closely applies for each year.

	1996	1992
a) A single core business (ie 95–100% of sales from type of business)	<input type="checkbox"/>	<input type="checkbox"/>
b) A dominant core business (ie 70–94.9% of sales from one type of business)	<input type="checkbox"/>	<input type="checkbox"/>
c) A set of related businesses (ie no dominant core business and 70% or more of sales from businesses related by technology or markets)	<input type="checkbox"/>	<input type="checkbox"/>
d) A wide range of businesses (ie no dominant core business and less than 70% of sales from businesses related by technology or markets)	<input type="checkbox"/>	<input type="checkbox"/>

28. In how many countries did your firm have **operating businesses** (eg producing products/services) in 1996 and in 1992?

1996	<input type="checkbox"/> <input type="checkbox"/>
1992	<input type="checkbox"/> <input type="checkbox"/>

29. What percentage of your **sales** was outside your domestic market in 1996 and in 1992? Please tick one for each year.

	1 None	2 1–20%	3 21–40%	4 41–60%	5 61–80%	6 81–100%
1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Competing

30. Approximately what **market share** did your company's principal product/service have in 1996 and in 1992? Please tick one for each year.

	1 1–9%	2 10–19%	3 20–29%	4 30–40%	5 40+%
1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

31. Thinking about the market for your company's principal product/service, approximately **how many firms** did your company compete against in 1996 and in 1992? Please tick one for each year.

	1	2–5	6–10	11–15	16+
1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

32. Between 1992 and 1996 how has **competition** changed in your company's principle market? Please tick as appropriate.

1 A lot higher	2 Higher	3 The same	4 Lower	5 A lot lower
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

33. What proportion of **current turnover** is accounted for by products/services introduced in the last three years? Please tick as appropriate.

0–20%	21–40%	41–60%	61–80%	81–100%
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

34. Approximately what percentage of your company's turnover did your company spend on **research and development** activities in 1996 and in 1992? Please tick one for each year.

	1 <i>None</i>	2 <i>< 1.0%</i>	3 <i>1.0–2.9%</i>	4 <i>3.0–4.9%</i>	5 <i>5.0–9.9%</i>	6 <i>≥ 10%</i>
1996	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1992	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PLEASE TURN OVER FOR THE FINAL QUESTIONS

35. How would you assess the financial performance of this company compared with other companies in the same industry/sector Please tick as appropriate.

1 <i>A lot higher</i>	2 <i>A little higher</i>	3 <i>About the same</i>	4 <i>A little lower</i>	5 <i>A lot lower</i>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

36. In your opinion, how does the level of financial performance compare with what it was 5 years ago? Please tick as appropriate.

1 <i>A lot higher</i>	2 <i>A little higher</i>	3 <i>About the same</i>	4 <i>A little lower</i>	5 <i>A lot lower</i>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you...

Please feel free to write any comments which you have about this questionnaire and/or the research project.

*Many thanks for your co-operation in completing this survey.
Please return this questionnaire in the freepost envelope provided.*

Would you like to receive an executive summary of the results of this survey? Yes No

Would you like to receive an invitation to our conference to be held in November 1997? Yes No