Bibliography


Department of Business Economics, Trade Statistics and Economic Indicators, various issues, Bangkok: Ministry of Commerce.


284


Appendix One:

Survey Instrument and Cover Letters

(Original Version)
First cover letter

30 November 1998
Re: Cooperation in answering the questionnaire

Dear Executive,

My name is Wichitra Ngansathil. I am a Thai student studying PhD at The University of Melbourne, Australia. I am writing to ask for your cooperation in participating in my research project. I would appreciate it if you could take some time to complete the attached questionnaire and return it to me as soon as possible. The enclosed self-addressed envelope and stamp is provided for your convenience.

My research studies about the business performance of Thai firms. It will also investigate the business practices of Thai firms in both domestic and export markets. Since questions asked in this survey cover both domestic and export operations, the person who responds to the questionnaire should have general knowledge of both markets. If you are not in a position to answer these questions, please kindly forward this questionnaire to a suitable person in your company. Your assistance in this matter is much appreciated. If your organisation exports 100%, please answer only the export section.

This survey will be used as the basis for a doctoral dissertation being undertaken by myself. The study is under the supervision of Associate Professor Dr Greg Whitwell and Professor Dr Robert Widing at the faculty of Economics and Commerce, The University of Melbourne, Australia. The results from this research project will be used only for academic work and not for commercial purposes.

I would also like to ensure that your response would be kept strictly confidential. Information from this survey will be generalised and participating companies will not be identified.

We have a policy to distribute a summary of the research result to those who participate in this survey. If you would like to have a copy of it, please enclose your name card in the provided envelope. If you have any enquires about this research, please feel free to contact me. My telephone number is 3000 847, 3000 843 and fax number is 3000 843.

Thank you very much for your valuable time and cooperation.

Yours sincerely,
Ms. Wichitra Ngansathil
Researcher
Letter from the supervisor

Wednesday, 30 November 1998

Dear Executive,

I wish to introduce Miss Wichitra Ngansathil. She is a graduate of Thammasat University, Bangkok. Presently, she is enrolled for a PhD at the University of Melbourne, Victoria, Australia.

Her Doctoral thesis is a study of the business performance of Thai companies. This is a very important topic and one that has been little studied. The research for the thesis is based primarily on survey data. It is critically important that she obtain your cooperation if she is to get a good result. I am very much aware of how little time that someone with your responsibilities has. Nevertheless, by finding the time to complete this survey you will enable us to gain a much better understanding of the reasons for the success of Thai exporting companies. Let me emphasise that the survey results will remain strictly confidential. We will only be presenting aggregate results for all of the companies participating in the survey.

I would like to repeat how grateful I would be if you could assist Miss Ngansathil.

Thanking you in anticipation,

Yours faithfully,

Associate Professor Dr Greg Whitwell
Supervisor
2098/ 1038 Preecha Village
Ramkamhang Road, Hua Mark
Bangkapi, Bangkok 10240
Tel: 3000847, 3000843

21 December 1998

Re: Cooperation in answering the questionnaire

Dear Executive,

My name is Wichitra Ngansathil. I am a Thai student studying PhD at The University of Melbourne, Australia. I am writing to ask you to assist me in my research. Three weeks ago I sent you a questionnaire asking about your export operations and general business practice in both domestic and export markets.

I would be very grateful if you could take some time to complete the questionnaire and return it to me as soon as possible. If you have already returned your questionnaire, please ignore this letter.

We have a policy to distribute a summary of the research result to the participants. If you would like to receive a copy of it, please enclose your name card in the provided envelope.

Thank you very much for your valuable time and cooperation.

Yours Sincerely,

Ms. Wichitra Ngansathil
Researcher
The Questionnaire

Section I

1.1 What is your position in this company? ________________________________

1.2 How long have you worked for this company? ______________ years

Please indicate your knowledge about the operations in both domestic and export markets

<table>
<thead>
<tr>
<th></th>
<th>Very confident</th>
<th>Not confident</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.3 How confident are you that you can report on domestic operations (eg, the nature of your domestic market, competitive environment and domestic performance)?</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>1.4 How confident are you that you can report on export operations (eg, export marketing strategies, competitive environment, and export performance)?</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
</tbody>
</table>

Section II

Questions in this section will ask about your company information in general and your company’s past and present experiences in export operations. Please answer all questions. If you are not sure, please answer to the best of your ability.

2.1 What industry is your company in? _______________________________________

2.2 What is your primary export product? (answer only one) _______________________

2.3 How do you classify your primary export product? (please circle the number)
   1 Consumer product 2 Industrial product

2.4 Where is your primary export market? (answer only one) _______________________

2.5 What is the total number of employees in your company (including factory staff)?
   (Please circle the number)
   1 Less than 50 people 2 50-100 people 3 100-250 people
   4 250-500 people 5 500-1000 people 6 More than 1000

2.6 When was your company founded? (year) ________________________

2.7 How many years was your company in operation at the time of your first significant export sale? ________________________ Years

2.8 Where was your first significant export market? ___________________________
2.9 Which were the next 3 countries you exported to?

2.10 Does your company have an export department? (please circle the number)
1 Yes 2 No

2.11 Does your company have an export director or manager in charge of export activities?
(please circle the number)
1 Yes 2 No (please answer the next question)

2.12 Who is in charge of export activities in your company? (position)
________________________________________

2.13 When you began exporting, what proportion of your export were?
[1] Exported directly _______%  
[2] Exported via trading companies or buying agents _______%

2.14 At present, what proportion of your export are?
[1] Export directly _______%  
[2] Export via trading companies or buying agents _______%

2.15 What factors motivated your firm to initiate export operations?
Please indicate the extent to which you agree or disagree that the following factors motivated your firm to initiate export operations.

<table>
<thead>
<tr>
<th>Reasons</th>
<th>Strongly Agree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Profit incentive</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>(b) Tax benefit</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>(c) Managerial urge</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>(d) Excess production capacity</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>(e) Market expansion purpose</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>(f) Receive unsolicited order</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>(g) Company’s future growth</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>(h) Competitive pressure from domestic market</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
</tbody>
</table>

2.16 When you began exporting, how did you get your early customers? Please indicate the extent to which you agree or disagree with the following statements on how you got your early customers for your export markets

<table>
<thead>
<tr>
<th>Statements</th>
<th>Strongly Agree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Customers approached our office directly</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>(b) We get customers through government assistance</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>(c) We get customers through affiliated company</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>(d) We get customers because we sent company</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>staff to visit foreign markets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(e) We get customers because we advertised</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>(f) We get customers because we participate in</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>trade show or exhibition</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2.17 What are your competitive advantages in exporting?
Please indicate how much you agree or disagree that each of the following factors is one of your competitive advantages in exporting.

<table>
<thead>
<tr>
<th>Factors</th>
<th>Strongly Agree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Cost</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>(b) Product Quality</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>(c) Product Uniqueness</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>(d) Technology</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>(e) Production Capacity</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>(f) Marketing Capacity</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>(g) After Sales Services</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>(h) Delivery Time</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>(i) Proximity to Customers</td>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>

Section III

In this section, questions are asked about your decision to modify your marketing strategies in your primary export market. Please answer all questions. If you are unsure, please answer to the best of your ability.

<table>
<thead>
<tr>
<th>Statements</th>
<th>Strongly Agree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 We are certain that we have made the correct decision regarding the degree to which we should modify our product for our primary export market</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>3.2 We are certain that we have made the correct decision regarding the degree to which we should modify our brand name for our primary export market</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>3.3 We are certain that we have made the correct decision regarding the degree to which we should modify our packaging for our primary export market</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>3.4 We are certain that we have made the correct decision regarding the degree to which we should modify our pricing strategies for our primary export market</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>3.5 We are certain that we have made the correct decision regarding the degree to which we should modify our channel or distribution strategies for our primary export market</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>3.6 We are certain that we have made the correct decision regarding the degree to which we should modify our advertising theme for our primary export market</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>3.7 We are certain that we have made the correct decision regarding the degree to which we should modify our sales promotion strategies for our primary export market</td>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>
## Section IV

In this section, questions are asked about **how your company does business in both your domestic market and your primary export market**. Please respond by circling the number which most accurately reflects your perceptions about how your company operates.

Please answer all questions. If you are unsure, please answer to the best of your ability.

<table>
<thead>
<tr>
<th>Statements</th>
<th>Domestic Market</th>
<th>Primary Export Market</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Our salespeople/ export department regularly shares information within our business concerning competitors' strategies.</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>4.2 Our objectives are driven primarily by customer satisfaction.</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>4.3 We discourage employees from outside of sales and marketing from meeting with customers.</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>4.4 We respond rapidly to competitive actions that threaten us.</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>4.5 We constantly monitor our level of commitment and orientation toward customers.</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>4.6 We are encouraged to trade-off short term gains (eg, an individual sale) in the interests of longer-term advantages (eg, repeat business).</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>4.7 Information on customers, marketing successes and marketing failure is communicated across functions in the business.</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>4.8 Our strategy for competitive advantage is based on our understanding of our customers’ needs.</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>4.9 All of our functions (not just marketing/sales) are responsive to and integrated in serving markets.</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>4.10 Our marketing strategies are driven by our understanding of possibilities for creating value for our customers.</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>4.11 We are willing to accept short-term financial losses in order to do what is right for a customer.</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
</tr>
</tbody>
</table>
4.12 We measure customer satisfaction systematically and frequently.  
4.13 We give close attention to after-sales service.  
4.14 Senior management believes long-term success requires some short-term financial sacrifices.  
4.15 We target customers and customer groups where we have or can develop a competitive advantage.  
4.16 Top management regularly discusses competitors' strengths and strategies.  
4.17 All of our managers understand how the entire business can contribute to creating customer value.  
4.18 We share programs and resources with other departments in the corporation.  
4.19 Top management emphasises longer term objectives (eg, customer satisfaction) relative to short term ones (eg, cost containment).  
4.20 A fundamental objective of our organisation is to provide customers with superior value relative to the competition.

**Section V**

Please consider the environment in which your company operates in both your domestic market and primary export market.

Please answer all questions. If you are unsure, please answer to the best of your ability.

<table>
<thead>
<tr>
<th>Statements</th>
<th>Domestic Market</th>
<th>Primary Export Market</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly Agree</td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>5.1 In our kind of business, customers’ product preferences change quite a bit over time.</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>5.2 Our customers tend to look for new products all the time.</td>
<td>5 4 3 2 1</td>
<td>5 4 3 2 1</td>
</tr>
</tbody>
</table>
5.3 We are witnessing demand for our products and services from customers who never bought them before.

5.4 New customers tend to have product-related needs that are different from those of our existing customers.

5.5 We cater to many of the same customers that we used to in the past.

5.6 Competition in our industry is cutthroat.

5.7 There are many “promotion wars” in our industry.

5.8 Anything that one competitor can offer, others can match readily.

5.9 Price competition is a hallmark of our industry.

5.10 One hears of a new competitor move almost every day.

5.11 Our competitors are relatively weak.

5.12 The technology in our industry is changing rapidly.

5.13 Technological changes provide big opportunities in our industry.

5.14 A large number of new product ideas have been made possible through technological breakthroughs in our industry.

5.15 Technological developments in our industry are rather minor.

5.16 Our major customers are in a strong bargaining position with us.

5.17 Our customers see little difference between our products and those of our competitors.

5.18 We pretty much have to comply with our customers' demands, even if they are unreasonable.
Section VI

Please consider the working environment, corporate culture and organisational system used in your company. Please circle the response that is most applicable to your company. Please answer all questions. If you are unsure, please answer to the best of your ability.

Please note that a business unit is a division within an organisation, which has a well-defined strategy and a manager in charge with sales and profit responsibility (profit center). If your organisation does not have separate business units, business unit here will refer to your whole company.

<table>
<thead>
<tr>
<th>Statements</th>
<th>Strongly Agree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1 Top managers repeatedly tell employees that this business unit’s survival depends on its adapting to market trends.</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>6.2 Top managers often tell employees to be sensitive to the activities of our competitors.</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>6.3 Top managers keep telling people around here that they must gear up now to meet customers’ future needs.</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>6.4 According to top managers here, serving customers is the most important thing our business unit does.</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>6.5 Top managers in this business unit believe that higher financial risks are worth taking for higher rewards.</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>6.6 Top managers in this business unit like to take big financial risks.</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>6.7 Top managers here encourage the development of innovative marketing strategies, knowing well that some will fail.</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>6.8 Top managers in this business unit like to “play it safe”.</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>6.9 Top managers around here like to implement plans only if they are certain that they will work.</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>6.10 Most departments in this business unit get along well with each other.</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>6.11 When members of several departments get together, tensions frequently run high.</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>6.12 People in one department generally dislike interacting with those from other departments.</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>6.13 Employees from different departments feel that the goals of their respective departments are in harmony with each other.</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>6.14 Protecting one’s departmental turf is considered to be a way of life in this business unit.</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>6.15 The objectives pursued by the marketing department are incompatible with those of the manufacturing department.</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Statements</td>
<td>Strongly Agree</td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>----------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>6.16 There is little or no interdepartmental conflict in this business unit.</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>6.17 In this business unit, it is easy to talk with virtually anyone you need to, regardless of rank or position.</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>6.18 There is ample opportunity for informal “hall talk” among individuals from different departments in this business unit.</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>6.19 In this business unit, employees from different departments feel comfortable calling each other when the need arises.</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>6.20 Managers here discourage employees from discussing work-related matters with those who are not their immediate superiors or subordinates.</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>6.21 People around here are quite accessible to those in other departments.</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>6.22 Junior managers in one department can easily schedule meetings with junior managers in other departments.</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>6.23 I feel that I am my own boss in most matters.</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>6.24 A person can make his own decisions without checking with anybody else.</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>6.25 How things are done here is left up to the person doing the work.</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>6.26 People here are allowed to do almost as they please.</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>6.27 Most people here make their own rules on the job.</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>6.28 The employees are constantly being checked on for rule violations.</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>6.29 People here feel as though they are constantly being watched to see that they obey all the rules.</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>6.30 There can be little action taken here until a supervisor approves a decision.</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>6.31 A person who wants to make his own decision would be quickly discouraged here.</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>6.32 Even small matters have to be referred to someone higher up for a final answer.</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>6.33 I have to ask my boss before I do almost anything.</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>6.34 Any decision I make has to have my boss’ approval.</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>6.35 No matter which department they are in, people in this business unit get recognized for being sensitive to competitive moves.</td>
<td>5</td>
<td>2</td>
</tr>
</tbody>
</table>
6.36 Customer satisfaction assessments influence senior managers’ pay in this business unit.

6.37 Formal rewards (ie., pay raise, promotion) are forthcoming to anyone who consistently provides good market intelligence.

6.38 Salespeople’s performance in this business unit is measured by the strength of relationships they build with customers.

6.39 We use customer polls for evaluating our salespeople.

Section VII

In this section, questions are asked about the performance of your business unit for both your domestic and primary export operations. Please circle the number that is most applicable to you. Please answer all questions. If you are unsure, please answer to the best of your ability.

<table>
<thead>
<tr>
<th>Domestic Performance</th>
<th>Primary Export Market Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>Poor</td>
</tr>
</tbody>
</table>

7.1 Sales growth relative to major competitors in the past year.

7.2 Return on Assets (profitability) relative to your major competitors in the past year.

7.3 The success of any new services or facilities you provided to your customers in the past year.

7.4 Overall performance (considering profitability and sales growth) of your business in the past year.

7.5 Overall performance (considering profitability and sales growth) relative to major competitors in the past year.

7.6 The willingness of your customers to recommend you to others relative to your competitors.

7.7 The willingness of your customers to do business with you repeatedly.

7.8 What is the average percentage of the value of your firm’s total export sales to total sales in the past three years? (please circle the number)

1  Less than 10%  2  10-30%  3  31-50%  4  51-70%  5  71-90%  6  More than 90%
7.9 What has been your average sales growth (approximately) over the past 3 years? (please circle the number)

<table>
<thead>
<tr>
<th>Export Sales Growth (%)</th>
<th>Domestic Sales Growth (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Negative</td>
<td>1 Negative</td>
</tr>
<tr>
<td>2 0 – 10</td>
<td>2 0 - 10</td>
</tr>
<tr>
<td>3 11 – 20</td>
<td>3 11 - 20</td>
</tr>
<tr>
<td>4 21 – 30</td>
<td>4 21 – 30</td>
</tr>
<tr>
<td>5 31 – 40</td>
<td>5 31 - 40</td>
</tr>
<tr>
<td>6 41 – 50</td>
<td>6 41 - 50</td>
</tr>
<tr>
<td>7 More than 50</td>
<td>7 More than 50</td>
</tr>
</tbody>
</table>

Section VIII

In this section, questions are asked about your company's past experience with export operations relative to domestic operations. Questions are also asked about management commitment, and management's perceptions of future export growth and profitability.

Please answer all questions. If you are unsure, please answer to the best of your ability.

<table>
<thead>
<tr>
<th>Statements</th>
<th>Strongly Agree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>8.1 In the last 3 years</strong>, profits from export sales for our company increased more rapidly than profits from domestic sales.</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td><strong>8.2 In the last 3 years</strong>, profits from export sales for our company were greater than our domestic profits.</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td><strong>8.3 Over the last 3 years</strong>, the most important source of growth for our company came from export markets.</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td><strong>8.4 In the next 3 years</strong>, profits from export sales for our company will increase more rapidly than profit from domestic sales.</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td><strong>8.5 In the next 3 years</strong>, profits from export sales for our company will be greater than our domestic profit.</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td><strong>8.6 Over the next 3 years</strong>, the most important source of growth for our company will come from export markets.</td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td><strong>8.7 Our company sets aside adequate funds to develop overseas markets.</strong></td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td><strong>8.8 Our company executives travel frequently to foreign markets.</strong></td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td><strong>8.9 Exporting is a high priority activity in our company.</strong></td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
<tr>
<td><strong>8.10 Our company tends to respond to rather than pursue export opportunities</strong></td>
<td>5 4 3 2 1</td>
<td></td>
</tr>
</tbody>
</table>
Section IX

In this section, questions are asked about the top manager (eg, Managing Director) characteristics and experiences. If you are not the top manager, please answer with reference to the top manager. Please circle the number that is applicable.

9.1 Please indicate the **highest educational level** achieved by the top manager (eg, Managing Director)?
   1  Finished Primary School
   2  Finished Secondary School
   3  Some University
   4  University Degree
   5  Some postgraduate
   6  Postgraduate degree

9.2 What was the position of the top manager before moving to the highest position in your company?
   1  Engineering / Production
   2  Human resource management
   3  Accounting / Finance
   4  Science / Technology
   5  Marketing / Sales
   6  Economists / Business analyst
   7  Other

9.3 Has the top manager lived or studied abroad for at least one year?
   1  Never
   2  Yes

9.4 In the past 3 years, how often has the top manager travelled abroad?
   1  Never
   2  Seldom (less than once a year)
   3  Sometimes (Once or twice)
   4  Often (three to five times a year)
   5  Very Often (More than five times a year)

9.5 How many languages can the top manager communicate in **fluently**?
   1  Only one
   2  Two
   3  Three
   4  More than three

9.6 How long has the top manager had experience in export activities?
   1  0-5 years
   2  6-10 years
   3  11-15 years
   4  More than 15 years

9.7 What proportion of the top manager’s time is spent on export operations?
   1  0 - 20%
   2  21 – 40%
   3  41-60%
   4  More than 60%

9.8 What is the age of the top manager?
   1  20 - 29 years old
   2  30 – 39 years old
   3  40 – 49 years old
   4  50 – 59 years old
   5  60 – 69 years old
   6  70 – 79 years old

9.9 What is the gender of the top manager?
   1  Male
   2  Female

---

**Section XII: Respondent Information**

Name: __________________________
Position: _______________________
Company name: ___________________ 
Address: _________________________
Telephone: _______________________
Fax: ____________________________
Email (if any): ___________________
Appendix Two:

Survey Instrument and Cover Letters

(Translation Version)