

Appendix A: Fragebogen

A: General Questions:

*This section refers to the **basic characteristics** of your firm and to the operation of the subsidiary in particular. Please check and/or answer each of the following items:*

1. **Number of Employees:** Worldwide: _____ Singapore: _____ ASEAN (incl. SIN): _____

2. **Total Annual Sales Volume** Worldwide (in US\$): _____
 Foreign Markets (in US\$): _____
 ASEAN (in US\$): _____

3. **Legal Form:** a) Parent Firm _____
 b) Singapore Subsidiary Pte Ltd Established in 19__ Till 19__
 Representative Office Established in 19__ Till 19__

4. **Ownership of Parent Firm:**
 Family owned (> 50% of capital) Yes No

5. **Ownership of Subsidiary in Singapore:**
 Fully owned by Parent Firm (100%)
 Joint Venture

 If Joint Venture, please specify ownership structure: _____

6. **Main Products / Product Lines (worldwide).** 1. _____ % of Total Sales
 Please list up to 3 and their Contribution to Total Sales: 2. _____ % of Total Sales
 3. _____ % of Total Sales

7. **What are the Main Activities of your subsidiary in Singapore?**
 Manufacturing/Production R&D
 Sales and Marketing Purchasing
 Services & Sales Support Administration
 Logistics

8. **Does your firm own any Production Facilities in Singapore or did in the past? If yes, please specify when.** No Yes From 19__ Till 19__

9. **Did your firm Export to or through Singapore before establishing a subsidiary? If yes, please specify when.** No Yes From 19__ Till 19__

10. **Did your firm use a Local Agent / Distributor to market your products before establishing a subsidiary in Singapore? If yes, please specify when.** No Yes From 19__ Till 19__

11. Did your firm own a **Representative Office** before forming a Pte. Ltd. in Singapore?
If yes, please specify when. No or N/A
 Yes From 19__ Till 19__
12. Does the subsidiary in Singapore co-ordinate the activities for the region and serve as a **Regional Headquarters**? If yes, please specify since when and for which countries. No
 Yes From 19__ Till 19__
Countries: _____
13. How many employees of your Subsidiary are **local Singaporeans**? _____
14. What is the **Nationality** of the managing director / general manager?. _____
15. Please indicate which **Industry** your firm belongs to.
 Electronics Machinery Others, please specify _____

B: Parent-Subsidiary Relation:

In this section, we are looking at the relationship between your subsidiary and the parent firm.

Please indicate „To what extent do you agree or disagree with the following statements“.

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

Strongly Disagree ----- Strongly Agree

- | | 1 | 2 | 3 | 4 | 5 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. In general, Delegation of Authority from parent firm for major decision making is limited | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. The parent firm has provided a lot of Supporting Activities to our firm | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. The parent firm frequently Sends People to our firm, and vice versa. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. The parent firm has provided a fairly well-defined set of Rules and Policies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. There are Manuals Provided from the parent firm to define most of the courses of action to be taken under different situations | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. The parent company is highly involved in the Planning Process of the subsidiary | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. The parent firm continuously monitors to ensure that Rules and Policies are not violated | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. The parent firm has a very tough Cost and Budget Control system for our firm | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. The Communication between our firm and the parent firm is good | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. The parent firm gives us very high Flexibility to adapt to the dynamic environment | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

C: Strategic Competitive Methods:

In this section, we are interested in the methods your firm is using in competing within your industry .
In the list below you can find several factors characterising competitive methods in general.

Please indicate for each factor „The degree of emphasis your subsidiary in Singapore puts on it “.

1 = Not Considered
2 = Limited Emphasis
3 = Moderate Emphasis
4 = Strong Emphasis
5 = Major Emphasis

Not Considered ----- Major Emphasis

	1	2	3	4	5
1. Pricing below competitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Developing New Products for the region	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Providing extensive Customer Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Strict product Quality Control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Achieving the lowest Cost Position in the industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Focusing on a few Main Products Lines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Providing a broad Variation within the product lines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Building Brand Identification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Refining existing products to Local Needs and Demand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Control over Distribution Channel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Focusing on a few Geographic Markets in ASEAN	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Promotion/advertising expenditures above the industry average	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Tailor-make Products according to customer specification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Concerted effort to build Reputation in the industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Offering the main products in lower priced Market Segments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Innovation in Marketing Techniques and methods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Emphasis on quick Market Penetration and Product Introduction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Quick Delivery and Immediate Response to customers' orders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Acquiring high-calibre Work Force	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Providing Credits and Discounts to customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Extensive Marketing Research	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Extensive Employee Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Emphasis on Design and Quality of products	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Efficient Internal Communication channels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Unencumbered and quick Decision Making Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Extensive R&D on the Production Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. Investing in new Production Facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D: Industry Competition, Product and Market Characteristics in ASEAN:

In this section, we are interested in your opinions regarding competition, market/product factors as well as the current regional crisis. Please indicate for each item „To what extent do you agree or disagree with the following statements“.

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

Strongly Disagree ----- Strongly Agree

1 2 3 4 5

- | | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. Competition within our industry in ASEAN is very high | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Most Sales in our industry are made by only a few companies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Our industry in ASEAN is very attractive in Size | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Our industry has very attractive Growth Rates | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Our industry offers very attractive Profit Margins | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Our Firm's Sales Growth is very high | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Most of our products are in the mature stage of the Product Life Cycle | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. The Market Share of our products is very high | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. The Market Share of our products is growing rapidly | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. Our markets consist of many small Buyers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. Our products need Pre- & After-Sales Services | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. The current Economic Slowdown and the currency crisis have a negative impact on sales & performance in <u>our industry</u> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 13. The current Economic Slowdown and the currency crises have a negative impact on <u>our firm's</u> sales & performance in the region | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. How much time do you think the region as a whole needs to Recover from the Crisis ? _____ | | | | | |
| 15. Please rank the THREE most attractive ASEAN-Countries for your industry: | | | | | |
| 1. _____ 2. _____ 3. _____ | | | | | |

E: Respondent's Data:

1. Age Group: < 30 30 -35 36 - 40 41 - 45 46 - 50 51 - 55 > 55
-
2. Position held: _____
3. Years with Company: _____
4. Years in present Position: _____
5. Years in Singapore: _____

If you would like to make any comments, please use the space below. _____

***Please fax this questionnaire back to 292 6132.
Thank you very much for your co-operation.***