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):
   - Please list up to 3 and their Contribution to Total Sales:
     1. ____________________________ % of 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___

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11. Did your firm own a Representative Office before forming a Pte Ltd. in Singapore?  
☐ 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.
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“.


<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Strongly Agree</th>
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</thead>
<tbody>
<tr>
<td>1 - Strongly Disagree</td>
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<td>2 - Disagree</td>
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<td>3 - Neutral</td>
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<td>4 - Agree</td>
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<td>5 - Strongly Agree</td>
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</table>

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

<table>
<thead>
<tr>
<th>Factor</th>
<th>1</th>
<th>2</th>
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</thead>
<tbody>
<tr>
<td>Pricing below competitors</td>
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<tr>
<td>Developing New Products for the region</td>
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<td>Providing extensive Customer Service</td>
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<td>Strict product Quality Control</td>
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<tr>
<td>Achieving the lowest Cost Position in the industry</td>
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<tr>
<td>Focusing on a few Main Products Lines</td>
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<tr>
<td>Providing a broad Variation within the product lines</td>
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<td>Building Brand Identification</td>
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<tr>
<td>Refining existing products to Local Needs and Demand</td>
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<td>Control over Distribution Channel</td>
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<tr>
<td>Focusing on a few Geographic Markets in ASEAN</td>
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<td>Promotion/advertising expenditures above the industry average</td>
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<td>Tailor-make Products according to customer specification</td>
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<td>Concerted effort to build Reputation in the industry</td>
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<tr>
<td>Offering the main products in lower priced Market Segments</td>
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<tr>
<td>Innovation in Marketing Techniques and methods</td>
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<tr>
<td>Emphasis on quick Market Penetration and Product Introduction</td>
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<td>Quick Delivery and Immediate Response to customers' orders</td>
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<td>Acquiring high-calibre Work Force</td>
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<td>Providing Credits and Discounts to customers</td>
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<td>Extensive Marketing Research</td>
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<td>Extensive Employee Training</td>
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<td>Emphasis on Design and Quality of products</td>
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<td>Efficient Internal Communication channels</td>
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<td>Unencumbered and quick Decision Making Process</td>
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<td>Extensive R&amp;D on the Production Process</td>
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<tr>
<td>Investing in new Production Facilities</td>
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</table>
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":

<table>
<thead>
<tr>
<th>1 = Strongly Disagree</th>
<th>2 = Disagree</th>
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<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

1. **Competition** within our industry in ASEAN is very high
   - [ ] 1  [ ] 2  [ ] 3  [ ] 4  [ ] 5

2. Most Sales in our industry are made by only a few companies
   - [ ] 1  [ ] 2  [ ] 3  [ ] 4  [ ] 5

3. Our industry in ASEAN is very attractive in **Size**
   - [ ] 1  [ ] 2  [ ] 3  [ ] 4  [ ] 5

4. Our industry has very attractive **Growth Rates**
   - [ ] 1  [ ] 2  [ ] 3  [ ] 4  [ ] 5

5. Our industry offers very attractive **Profit Margins**
   - [ ] 1  [ ] 2  [ ] 3  [ ] 4  [ ] 5

6. Our Firm's **Sales Growth** is very high
   - [ ] 1  [ ] 2  [ ] 3  [ ] 4  [ ] 5

7. Most of our products are in the mature stage of the **Product Life Cycle**
   - [ ] 1  [ ] 2  [ ] 3  [ ] 4  [ ] 5

8. The **Market Share** of our products is very high
   - [ ] 1  [ ] 2  [ ] 3  [ ] 4  [ ] 5

9. The **Market Share** of our products is growing rapidly
   - [ ] 1  [ ] 2  [ ] 3  [ ] 4  [ ] 5

10. Our markets consist of many small **Buyers**
    - [ ] 1  [ ] 2  [ ] 3  [ ] 4  [ ] 5

11. Our products need **Pre- & After-Sales Services**
    - [ ] 1  [ ] 2  [ ] 3  [ ] 4  [ ] 5

12. The current **Economic Slowdown** and the currency crisis have a negative impact on sales & performance in our industry
    - [ ] 1  [ ] 2  [ ] 3  [ ] 4  [ ] 5

13. The current **Economic Slowdown** and the currency crises have a negative impact on our firm's sales & performance in the region
    - [ ] 1  [ ] 2  [ ] 3  [ ] 4  [ ] 5

14. How much time do you think the region as a whole needs to **Recover from the Crisis**?
    - [ ] 1  [ ] 2  [ ] 3  [ ] 4  [ ] 5

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
   - [ ] 1  [ ] 2  [ ] 3  [ ] 4  [ ] 5

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.