

APPENDIX: Questionnaire

This questionnaire was designed and employed to collect information that used in the master degree's research study "Market Orientation Analysis of Rural Enterprises in Henan province, P. R. China."

I. Basic information of your rural enterprise (RE)

1. Foundation date of your RE:
2. What are the main products and services?
3. Employee composition:
1) Male: 2) Female: 3) Workers: 4) Managers: 5) Technicians:
4. Average education level of employees:
1) 1-6 years; 2) 6-9 years; 3) 10-12 years; 4) above 12 years.
5. RE financial situation:
1) Register capital (original value):
2) Register capital (original value):
3) Floating capital:
4) Liability:
6. How many departments in your RE?
7. Is there a separate marketing department in your RE organization?
1) Yes 2) No

II. RE business performance investigation

Part one: Objective measures (failed to attain the required data)

Indicator	Year 1994	Year 1995	Year 1996	Year 1997	Year 1998
1. Value of output (thousand CNY)					
2. Sales revenue (thousand CNY)					
3. VAT (thousand CNY)					
4. Profit after tax (thousand CNY)					
5. Market share (estimation of Henan provincial market)					
6. Market growth rate (estimation of Henan provincial market)					

Part two: Subjective measures

Statement	5-Very good	4-Good	3-So-so	2-poor	1-Very Poor
1. Your RE's performance on annual sales goal.					
2. Your RE's performance on annual profit goal.					
3. Your RE's performance on annual tax goal.					
4. Your RE's performance on annual firm development goal.					
5. RE overall performance per se last year.					
6. RE overall business performance relative to major competitors last year.					

(Note: Originally, I designed both objective and subjective measures for the business performance. However, because of the limitation on research fund and time, the interviewed data were failed to fulfil the objective one. Anyway, the following lists the original content)

III. Personal information**1. Your position in RE:**

- (1) General Manager
- (2) Production, Manufacturing or Industrial Engineering
- (3) Sales, Marketing
- (4) Finance, Accounting
- (5) R&D
- (6) Purchasing, Stores Maintenance
- (7) Management Information, Statistics, Data Processing
- (8) Quality Control, Quality Assurance
- (9) Personnel /Human Resources

2. How long have you served in the RE?

- (1) 6 months-2years
- (2) 3years-4years
- (3) 5years-10years
- (4) above 10 years

3. Your highest education level is:
- (1) Secondary School
 - (2) Technical or Vocational
 - (3) Diploma of Certificate
 - (4) Some University education
 - (5) University graduate
 - (6) Some master's level education
 - (7) Master's degree/post-Master's education
 - (8) Doctoral Degree

4. How old are you?

5. Are you?
- (1) Male
 - (2) Female

IV. Empirically designed questionnaire for market orientation study.

There are totally 19 terms in this questionnaire. Each term consists of a set of items to measure the designed variable. *5-point scale scoring technique* will be used in this study to reflect the perceived scores. Responses can be recorded as ticks or in note form. score responses as follows:

Score	Meaning
5	Strongly agree(SA)
4	Agree(A)
3	Neutral(N)
2	Disagree(D)
1	Strongly disagree(SD)

Terms	Scale Items	5	4	3	2	1
1. Market Orientation (Market intelligence Generation)	<p>1. In this business, we meet with customers at least once a year to find out what products or services they will need in the future.</p> <p>2. Individuals from our manufacturing department interact directly with customers to learn how to serve them better.</p> <p>3. In this business unit, we do a lot of in-house market research.</p> <p>4. We are slow to detect changes in our customers' product preferences.</p> <p>5. We poll end users at least once a year to assess the quality of our products and services.</p>					

	<p>6. We often talk with or survey those who can influence our end users' purchases (e.g., retailers, and distributors.)</p> <p>7. We collect industry information through informal means (e.g., lunch with industry friends, talks with trade partners).</p> <p>8. In our business unit, intelligence on our competitors is generated independently by several departments.</p> <p>9. We are slow to detect fundamental shifts in our industry (e.g., competition, technology, and regulation).</p> <p>10. We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.</p>					
<p>2. Market Orientation (Intelligence Dissemination)</p>	<p>1. A lot of informal talk in this business unit concerns our competitors' tactics or strategies.</p> <p>2. we have interdepartmental meetings at least once a quarter to discuss market trends and developments.</p> <p>3. Marketing personnel in our business unit spend time discussing customers' future needs with other functional departments.</p> <p>4. Our-business unit periodically circulates documents (e.g., reports, and newsletters) that provide information on our customers.</p> <p>5. When something important happens to a major customer or market, the whole business unit knows about it in a short period.</p> <p>6. Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.</p> <p>7. There is minimal communication between marketing and manufacturing departments concerning market developments.</p> <p>8. when one department finds out something important about competitors, it is slow to alert other departments.</p>					
<p>3. Market orientation</p>	<p>1. It takes us forever to decide how to respond to our competitors' price</p>					

(Response Design)	<p>changes.</p> <p>2.Principles of market segmentation drive new product development efforts in this business unit.</p> <p>3.For one reason or another we tend to ignore changes in our customers' product or service needs.</p> <p>4.We periodically review our product development efforts to ensure that they are in line with what customers want.</p> <p>5.Our business plans are driven more by technological advances than by market research.</p> <p>6.Several departments get together periodically to plan a response to changes taking place in our business environment.</p> <p>7.The product lines we sell depend more on internal politics than real market needs.</p>					
4. Market orientation (Response implementation)	<p>1.If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.</p> <p>2.The activities of the different departments in this business unit are well co-ordinated.</p> <p>3.Customer complaints fall on deaf ears in this business unit.</p> <p>4.Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.</p> <p>5.We are quick to respond to significant changes in our competitors' pricing structures.</p> <p>6.When we find out that customers are unhappy with the quality of our service, we take corrective action immediately.</p> <p>7.When we find that customers would like us to modify a product or service, the departments involved make concerted efforts to do so.</p>					
5. Top management emphasis	<p>1.Top managers repeatedly tell employees that this business unit survival depends on its adapting to market trends.</p> <p>2.Top managers often tell employees to be sensitive to the activities of our</p>					

	<p>competitors.</p> <p>3. Top managers keep telling people around here that they must gear up now to meet customers' future needs.</p> <p>4. According to top managers here, serving customers is the most important thing our business unit does.</p>					
6. Top management risk aversion	<p>1. Top management in this business unit believe that higher financial risks are worth taking for higher rewards.</p> <p>2. Top managers here accept occasional new product failures as being normal.</p> <p>3. Top managers in this business unit like to take big financial risks.</p> <p>4. Top managers here encourage the development of innovative marketing strategies, knowing well that some will fail.</p> <p>5. Top managers in this business unit like to "play it safe".</p> <p>6. Top managers around here like to implement plans only if they are very certain that they will work.</p>					
7. Interdepartmental conflict	<p>1. Most departments in this business get along well with each other.</p> <p>2. When members of several departments get together, tensions frequently run high.</p> <p>3. People in one department generally dislike interacting with those from other departments.</p> <p>4. Employees from different departments feel that the goals of their respective departments are in harmony with each other.</p> <p>5. Protecting one departmental turf is considered to be a way of life in this business unit.</p> <p>6. The objectives pursued by the marketing department are incompatible with those of the manufacturing department.</p> <p>7. There is little or no interdepartmental conflict in this business unit.</p>					
8. Interdepartmental connectedness	<p>1. In this business unit, it is easy to talk with virtually anyone you need to, regardless of rank or position.</p> <p>2. There is ample opportunity for informal talk among individuals from different</p>					

	<p>departments in this business unit.</p> <p>3. In this business unit, employees from different departments feel comfortable calling each other when the need arises.</p> <p>4. managers here discourage employees from discussing work-related matters with those who are not their immediate superiors or subordinates.</p> <p>5. people around here are quite accessible to those in other departments.</p> <p>6. Communications from one department to another are expected to be routed through "proper channels".</p> <p>7. Junior managers in my department can easily schedule meetings with junior managers in other departments.</p>					
9. Formalization	<p>1. I feel that that I am my own boss in most matters.</p> <p>2. A person can make his own decisions without checking with anybody else.</p> <p>3. how things are done around here is left up to the person doing the work.</p> <p>4. people here are allowed to do almost as they please.</p> <p>5. Most people here make their own rules on the job.</p> <p>6. The employees are constantly being checked on for rule violations.</p> <p>7. People here feel as though they are constantly being watched to see that they obey all the rules.</p>					
10. Centralisation	<p>1. There can be little action taken here until a supervisor approves a decision.</p> <p>2. A person who wants to make his own decision would be quickly discouraged here.</p> <p>3. Even small matters have to be referred to someone higher up for a final answer.</p> <p>4. I have to ask my boss before I do almost anything.</p> <p>5. Any decision I make has to have my boss's approval.</p>					
11. Reward System Orientation	<p>1. No matter which department they are in, people in this business unit get recognised for being sensitive to competitive moves.</p> <p>2. Customer satisfaction assessments</p>					

	<p>influence senior managers' pay in this business unit.</p> <p>3. Formal rewards (i.e., pay raise, promotion) are forthcoming to anyone who consistently provides good market intelligence.</p> <p>4. Salespeople's performance in this business unit is measured by the strength of relationships they build with customers.</p> <p>5. Salespeople's monetary compensation is almost entirely based on their sales volume.</p> <p>6. We use customer polls for evaluating our salespeople.</p>					
12. Market Turbulence	<p>1. In our kind of business, customers' product preferences changes quit a bit over time.</p> <p>2. Our customers tend to look for new product all the time.</p> <p>3. Sometimes our customers are very price-sensitive, but on other occasions, price is relatively unimportant.</p> <p>4. We are witnessing demand for our products and services from customers who never bought them before.</p> <p>5. New customers tend to have product-related needs that are different from those of our existing customers.</p> <p>6. We cater to many of the same customers that we used to in the past.</p>					
13. Competitive intensity	<p>1. Competition in our industry is cut-throat.</p> <p>2. There are many "promotion wars" in our industry.</p> <p>3. Anything that one competitors can offer, others can match readily.</p> <p>4. Price competition is a hallmark of our industry.</p> <p>5. One hears of a new competitive move almost every day.</p> <p>6. Our competitors are relatively weak.</p>					
14. Technological turbulence	<p>1. The technology in our industry is changing rapidly.</p> <p>2. Technological changes provide big opportunities in our industry.</p> <p>3. It is very difficult to forecast where the</p>					

	<p>technology in our industry will be in the next 2 to 3 years.</p> <p>4. A large number of new product ideas have been made possible through technological breakthroughs in our industry.</p> <p>5. Technological developments in our industry are rather minor.</p>				
15. Pressure from substitute products (SP)	<p>1. The quantity of SP is large enough to become the threat of the business operation.</p> <p>2. The pricing of SP is aggressive.</p> <p>3. The quality of SP is significantly superior to us.</p> <p>4. The marketing strategies of SP producers (i.e. advertising, promotion, sale force, pricing) are very competitive.</p> <p>5. The marketing channels deployed by SP producers coincide largely with ours.</p>				
16. Product quality	<p>1. The top managers appreciate on product quality and keep telling employees the importance of product quality.</p> <p>2. Quality control functions effectively during the whole production process in our business operation.</p> <p>3. Workers' monetary compensation is partly based on their product up-to-grade rate.</p> <p>4. There is a set of well-designed operational regulations for quality control.</p> <p>5. Formal rewards (i.e. pay raise, promotion) are forthcoming to anyone who consistently provides an efficient quality-improving technical and/or operational suggestion.</p>				
17. Supplier power	<p>1. We have a group of fixed supply channels for required <u>raw materials and/or middle products (RM & MP)</u></p> <p>2. The prices of RM & MP acquired are almost always stable and reasonable with the seasonality and cyclicity changes (i.e. wheat, fruit, meat, etc.).</p> <p>3. The required quantity of RM & MP can be timely supplied, and also the quality of acquired RM & MP can be</p>				

	<p>guaranteed.</p> <p>4. We consistently keep a close cooperative relationship with our suppliers.</p>					
18. Buyer power	<p>1. We have a fixed distribution channel of the final products.</p> <p>2. We consistently keep a close cooperative relationship with the wholesalers and mediate buyers.</p> <p>3. We can determine the firm-gate prices, and not much influenced by the mediate buyers.</p> <p>4. We are capable to control our product's retail prices.</p> <p>5. The collecting of A/R always keeps the cash flow of our business in good condition.</p>					
19. Entry barrier	<p>1. The profitability as well as the attractiveness of the industry is fairly high.</p> <p>2. The industry requires a large amount of invest / operational capital which is difficult to raise.</p> <p>3. Some laws or regulations limit the expansion of this industry.</p> <p>4. The pay back period of this industry is comparatively longer than the average.</p> <p>5. The required labor quality in this industry is comparatively higher than in others.</p> <p>6. The technology used in this industry is quite advanced and complicated.</p> <p>7. Some anterior well-known brands have occupied the current market.</p>					

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