8 Appendix 1

8.1 Questionnaire -- 1

PART - I

GENERAL INFORMATION:

(1) Name and Address (Optional) :

(2) Year of commencement of business :

(3) Main business activities :

(4) Other supporting business activities :

(5) Turnover in Indian Rs. In crores (Cr)

- Less that 100 crores
- 100 Cr to 200 Cr
- 200 Cr to 300 Cr
- 300 Cr to 400 Cr
- 400 Cr to 500 Cr
- 500 Cr to 1000 Cr
- More than 1000 Cr
(6) In the turnover, proportion of exports in percentage:

<table>
<thead>
<tr>
<th>Percentage Range</th>
<th>Yes</th>
<th>Yes</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 to 20</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20 to 30</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>70 and above</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30 to 40</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>40 to 50</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>50 to 60</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>60 to 70</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(7) Countries to which exports are made:

(8) Which is the most important criteria for global multinationals for setting up operations in India:

a) Cost
b) Intellectual property hold
c) Open environment
d) Availability of local talent
e) Market for their products

PART – II

STRATEGIES OF IT FIRMS:

(9) What is the important strategy did you adopt to manage competitions? Please Tick one

a. Service differentiation
b. Higher value addition
c. Improved productivity
d. Superior pricing

(10) What is the most important criteria that was used to formulate the strategies? Please tick. one

a. Optimization of location economies
b. Ensuring wide geographical spread for the business
c. Limiting the number of verticals
(11) Identify challenges in the following countries (1,2,3,4 in the order of importance)

<table>
<thead>
<tr>
<th></th>
<th>US</th>
<th>China</th>
<th>UK</th>
<th>Japan</th>
<th>Australia</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Support to off-shoring</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(b) Language barriers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(c) Conduciveness of Regulatory environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Identify challenges in following countries (1,2,3,4 in the order of importance)

<table>
<thead>
<tr>
<th></th>
<th>Germany</th>
<th>France</th>
<th>Italy</th>
<th>Canada</th>
<th>Netherlands</th>
<th>Sweden</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Support to off-shoring</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(b) Language barriers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(c) Regulatory environment conduciveness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(12) What are the under penetrated markets in English Speaking and Non-English Speaking markets?

(13) What are the reasons for attractiveness of US Government Contracts?
    Please Tick

    a. US government contracts offer profitability and stable income over a period of time
    b. The US government does a lot of fourth-quarter spending
(14) Are you aware of the process of obtaining US Government contracts?
The company should identify the Federal agency or state's central procurement
go office, obtain a copy of the Federal or state's vendor guide if available, get on
the bidders' mailing list and ascertain the rules, competition procedures and
preferences-
   a. yes
   b. Not aware

(15) What are the issues in vending to US Government? Please prioritise
   a. Ensuring confidentiality
   b. Preference to local players
   c. Significant up-front investments

(16) What are the strategies to tackle the issues? Please prioritise
   a. Rope in a local partner
   b. Acquire a firm which is already handling government business in
      the US
   c. Float a sister concern in US

(17) For becoming truly global corporation which of the following aspect is
important? Please indicate 1,2,3,4 in the order of importance
   a. Operating from multiple geographies
   b. Employing multicultural work force
   c. Customising products and services to global needs
   d. Providing more sophisticated and complex range of services

(18) Do you think there is a need of changing business models?
   Yes □ □ No □
(19) What do you think of the role to be played in the global business? As

a) Scale Players (Please tick)
   a. Selling the global delivery model from the angle of de-risking
   b. Sharing resources with competing MNCs who have set up shop in India
   c. Competing with low cost destinations
   d. Building cultural sensitivity

b) Tier Players (Please tick)
   a. Pursuing acquisition / alliance
   b. Focused play
   c. Penetrate newer geographies

(20) a) Do you have a strategic team for business transformation?

b) What strategy you mostly follow among the following?
   (i) Constitution of strategic teams across units signup big ticket
   (ii) Domain specific business units for servicing.
   (iii) Acquisition of firms in low cost geographies With niche exposures
   (iv) More effective knowledge management

(21) What option in your opinion is most important in transforming business models?
   (i) High Revenue deals with margin challenges
   (ii) Acquisitions
   (iii) Vertical exports
   (iv) Multiple service lines

(22) What is your perception in compatibility between revenue growth and quality?
(23) Is inorganic growth welcome?

Yes [ ] No [ ]

(24) What are the key difficulties in achieving inorganic growth among the following? Please Indicate the order of importance

a. Exposure to unknown markets : [ ]
b. Change in operating environment : [ ]
c. New skill sets needed : [ ]
d. Slower adaptation of technology : [ ]
e. Differences in work culture : [ ]
f. Differences in compensation and reward : [ ]

System :

(25) What are the segments untapped / under-penetrated where opportunity exists for your organization in India and outside India. Please Tick

I. in India

g. Health  f. Financial
h. Agriculture  g. Telecom
i. Logistics  h. Education Management
j. Infrastructure  i. Security
k. Knowledge Management  j. Customer care

ii. outside the country

a. Agriculture
b. Logistics
c. Knowledge Management
d. Financial Services
(26) Do you prefer related or unrelated diversification?
   a. Diversify only into related areas
   b. Unrelated diversification

(27) What are the new opportunities in IT Service lines? Please prioritise
   a. Packaged s/w support
   b. Hardware support
   c. IT Consulting
   d. Network consulting and integration
   e. Network infrastructure management
   f. Systems Integration
   g. IS Outsourcing
   h. IT Training and Education

(28) What are the new areas of opportunity in the software products market? Please tick.
   a. Embedded software
   b. Development of specialised components
   c. Tapping offshore product development
   d. Product acquisition and enhancement
   e. Development of shrink wrapped products.

(29) What are the functional areas for outsourcing? Please tick
   a. Enterprise solution
   b. IT Consulting
   c. Packaged software support
   d. Testing

(30) What are the new opportunities ITES verticals (other than Banking and Insurance)? Please tick.
   a. Retail
   b. Telecom
   c. Utilities
d. Automotive  
   e. Pharmaceuticals  

(31) Vertical integration helps in moving up the value chain: 
   Yes [ ] No [ ]  

(32) What are the challenges facing the Indian IT Industry? Please tick 
   a. Need to move up the value chain  
   b. Pressure on revenue and margin  
   c. Emergence of low cost destinations  
   d. Threat from multinational vendors.  

(33) What are the strategies to counter the challenge? Please tick 
   a. Rendering higher value services like consulting to move up the value chain  
   b. Going for big ticket deals  
   c. Offering end to end services  

(34) Which is more cost effective to counter competition from transnational corporations 
   a. Through multiple locations in India  
   b. Through alliance with MNCs  

(35) Will inadequate protection of IPRs will result in reduced innovation 
   Yes [ ] No [ ]  

(36) Identifying and valuing IP assets are very important 
   Yes [ ] No [ ]  

(37) In your opinion how piracy can be minimised? 
   a. Low cost software  
   b. Stringent Laws
(38) What are the WTO roles in preventing / minimising piracy? Please tick
   a. WTO should draw firm commitments from its signatories towards patent protection
   b. WTO should ensure that its signatories fulfil their commitment to protect patents
   c. WTO should deal with piracy and violation of patents more effectively.

(39) There is inadequacy of protection of IPRs in the country
   Yes  No

(40) There is impact of TRIMS on developing countries
   Yes  No

(41) What are the challenges of TRIMS? Please Tick
   a. Restrictions on exports
   b. Process of permission to export
   c. Use of trademarks for exports
   d. Pricing of exports

(42) What are the expectations of host country on TRIMS
   a. Capital inflow
   b. Technology
   c. Managerial and marketing skills
   d. Market access

(43) How do you adopt TRIMS to make it applicable to the host countries? Please Tick the most important criteria
   a. Development dimensions
   b. Maximize total welfare of host countries
   c. Local content requirement
   d. Pricing

Note: Responses will be treated as confidential:
**8.2 Questionnaire – 2**

**PART – A**

1. The organizations has defined the business with reference to market attractiveness
   - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □
2. Organizations have identified core competitiveness
   - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □
3. Organizations has identified competitive forces buyer power, supplier power
   competitions rivalry threats of substitutes affecting their business
   - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □
4. Organizations understands commitment to stake holders
   - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □
5. Entry and Growth barriers are identified regularly
   - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □
6. Systems provide direction for future orientations
   - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □
7. Vision statements are understood clearly by all
   - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □
8. Vision is translated towards specific actions
   - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □
9. Vision and Mission statements are revalidated in time with changes in environment
   - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □
10. Areas for sustenance and growth are identified
    - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □
11. Formulation of values guide the thinking and behaviors of people and organizations in the right direction
    - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □
12. There is continuous improvement of people process and technology
    - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □
13. It is a learning organization mostly customer driven
    - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □
14. Exit policies are clearly defined
    - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □
15. Organized efforts are made to reduce attrition rate
    - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □
16. Efforts are made to comply with government policies and regulations
   Strongly agree □  Agree □  Undecided □  Disagree □  Strongly Disagree □

17. Decisions are taken with intended scale of operation
   Strongly agree □  Agree □  Undecided □  Disagree □  Strongly Disagree □

18. Focussed attention for introduction of new products
   Strongly agree □  Agree □  Undecided □  Disagree □  Strongly Disagree □

19. Continuous focus on innovation and quality improvement
   Strongly agree □  Agree □  Undecided □  Disagree □  Strongly Disagree □

20. Focusses on improving efficiency at all stages
   Strongly agree □  Agree □  Undecided □  Disagree □  Strongly Disagree □

21. Organization identifies emerging technologies and needed competencies and skill sets
   Strongly agree □  Agree □  Undecided □  Disagree □  Strongly Disagree □

22. Analysis of competition and competitors strengths and weaknesses are undertaken at frequent intervals
   Strongly agree □  Agree □  Undecided □  Disagree □  Strongly Disagree □

23. Improvement of relationship with suppliers and buyers is undertaken
   Strongly agree □  Agree □  Undecided □  Disagree □  Strongly Disagree □
PART – B

1. Upward and downward communication exists
   - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

2. Goals and targets are communicated to all levels
   - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

3. There is matrix structure in the organization
   - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

4. There is strategic business unit structure
   - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

5. There is supportive culture for creative strategy
   - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

6. Managers are thrust into new roles and businesses
   - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

7. There is information system which blends technical knowledge and vision of senior management
   - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

8. Information system provides leadership and training for all individuals
   - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

9. Concerned individuals get a true picture of what is happening
   - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

10. There is clarity in the communication system
   - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

11. Specific and clear goals are given to all individuals
    - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

12. Strategies are clear and specific
    - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

13. Strategies are arrived at with trusted consultation
    - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

14. Complete organization is involved in the strategic exercises
    - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

15. Top and senior management has built trust in all concerned
    - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

16. There is accessibility for all information about strategies
    - Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □
17. All are encouraged to take part in talking about future of the organization
Strongly agree □  Agree □  Undecided □  Disagree □  Strongly Disagree □

18. All are well aware of the meetings which decide strategies
Strongly agree □  Agree □  Undecided □  Disagree □  Strongly Disagree □

19. Meetings about strategies are made well known in advance
Strongly agree □  Agree □  Undecided □  Disagree □  Strongly Disagree □

20. Suggestions for strategies are invited from all
Strongly agree □  Agree □  Undecided □  Disagree □  Strongly Disagree □

21. Organization makes people come out of personal agenda while strategizing
Strongly agree □  Agree □  Undecided □  Disagree □  Strongly Disagree □

22. People participate with enthusiasm while formulating strategies
Strongly agree □  Agree □  Undecided □  Disagree □  Strongly Disagree □
PART – C

1. Organization takes advantage of the global demand for low cost, high performance.
   Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

2. Identifies new products for new markets.
   Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

3. Organization looks for beneficial mergers.
   Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

4. Focuses to become transnational international and global firms.
   Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

5. Strives to know advantages of technology in terms of performance cost quality and service.
   Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

6. Regularly study the competitive advantages and comparative advantages.
   Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

7. Organization leverages in terms of economics of scale infrastructure speed of learning.
   Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

8. It has links with educational institutions to develop skills and competencies needed by the industry.
   Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

9. Allocates a certain percentage of turnover to R & D.
   Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

10. Team exists to process specifically for knowledge management like sharing conceptualization and implementation.
    Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

11. Organization has the ability to take business risks.
    Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

12. Market research group available to continuously provide information on latest requirements of the profitable market.
    Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □
13. Organization has positioned customer relationship management and right internal process.

Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

14. Continuously boost presence in different product categories.

Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

15. Shows interest in non organic growth mergers and acquisitions

Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

16. They are setting up overseas centers to expand offerings to non-English destinations.

Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

17. Organisation is entering developing countries for increasing business and communication.

Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

18. The organization is taking advantage of the experience curve.

Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

19. Comparison and analysis of the cost of similar products and services in the market is done regularly.

Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

20. Meetings are held with customers for updation improvement of products and services.

Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

21. Internal workshops/seminars are held to make individuals for better communication skills and attitude with customers.

Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

22. All out efforts are made to speed up response time to orders and services.

Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

23. The company focuses on offering products and services with specific features needed by specific segments.

Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

24. Identifies R & D persons to continuously monitor and improve the technology.

Strongly agree □ Agree □ Undecided □ Disagree □ Strongly Disagree □

25. The organization has a system of protecting innovations and new value prepositions.
26. Efforts are made regularly for positioning and deploying of knowledge capital.