Dear Sir,

This survey is conducted as part of the Ph.D. thesis work currently being done under the Dept. of Management Studies, Karnataka University. Please cooperate and spare some time to provide the information, as required in the questionnaire, about your own background, enterprise and its performance, your attitudes, opinion and beliefs about the use of consultancy services by small enterprises. The findings of this research would be of immense relevance to the Small Enterprise Sector, Government, Financial Institutions, Banks and Consultancy organisations. Your cooperation for this research work will be most valuable.

Thank you,

Yours sincerely,

(Prof. A.S. VASUDEV RAO)
Senior Professor
T. A. Pai Management Institute, Manipal

NOTE

1. Please tick (V) the appropriate answers for the close ended questions, choosing from the alternatives given.
2. Please follow other instructions as given in the questions.
3. The operational and other key data furnished will be kept confidential, and used for research and academic purpose only.

Part-I

I. General Information:

1. Name and address of the unit:

2. Type of the organisation:
   i) ( ) Proprietary
   ii) ( ) Partnership (No. of partners.............)
   iii) ( ) Pvt. Ltd.
   iv) ( ) Public Ltd.
   v) ( ) Other type
   (specify........................................
   252
3. Name(s) of the Proprietor/Partners/Main promoters
1) ________________________________
2) ________________________________
3) ________________________________

4. Year of establishment: ________________________________

5. Classification of your unit:
   i) ( ) Tiny sector
   ii) ( ) Small Scale Service & Business Enterprise (SSSBE)
   iii) ( ) Small Scale Enterprise
   iv) ( ) Any other (Specify..............................)

6. Product(s) manufactured, or Services offered
   Product(s) / Services
   i) ________________________________
   ii) ________________________________

   Nominal capacity
   i) ________________________________ per annum
   ii) ________________________________ per annum

7. No. of shifts of operation
   i) ( ) One ii) ( ) Two iii) ( ) Three

II. Background of Main Promoter

1. Name: __________________________________________________________

2. Present Age: ________ Years; Age at start-up of venture ________ years

3. a) Highest level of education had: (circle one)
   - High school (S.S.L.C.) 1
   - Diploma (..........................) 2
   - Pre-university/college study 3
   - Degree (..........................) 4
   - Post graduate (....................) 5

4. a) Status before starting the enterprise (circle any one or more as needed):
   - Employed (..............years) 1
   - Working in own family business (..........years) 2
   - Unemployed 3

   b) If employed, nature of experience:
   - Direct shop floor work 1
   - Production supervision 2
   - Marketing-Sales & Distribution 3
   - Accounts & Office admin 4
c) Total no. of years of previous experience: 
   i) ( ) No experience  
   ii) ( ) Upto 3 years  
   iii) ( ) 3 to 6 years  
   iv) ( ) 6 to 10 years  
   v) ( ) 10 to 20 years  
   vi) ( ) Above 20 years

d) Details of training / on-the-job training had if any, before starting your enterprise

5. Family Background

a) Occupation of family
   i) ( ) Agriculture/Plantation
   ii) ( ) Services (Technical/Non Technical/Professional
   iii) ( ) Business (Trading)
   iv) ( ) Business: Manufacturing / Service Industry
   v) ( ) Others (Specify..............................)

b) Your academic performance at school/college
   : i) ( ) High  
   ii) ( ) Moderate  
   iii) ( ) Low (I class & above)  
   (II class)  
   (Low pass)

c) Socio-economic status
   : i) ( ) Upper class
   ii) ( ) Middle class
   iii) ( ) Lower Middle class
   iv) ( ) Lower class

d) Family environment
   (✓ one or more)
   i) ( ) Supportive of education
   ii) ( ) Supportive of adventure, creativity, innovation
   iii) ( ) Emphasis on hard work
   iv) ( ) Emphasis on independence
   v) ( ) Emphasis on learning
   vi) ( ) Emphasis on honesty, integrity and openness

6. Main motives for starting your own enterprise
   : (circle one or more)
   • To be independent 1
   • To overcome unemployment 2
   • To improve economic status and earn more money 3
   • To excel in own field and to be innovative 4
   • No specific reason 5

7. Situational factors prevailing prior to enterprise start-up (✓ one or more)
   i) ( ) Adverse socio-political issues
   ii) ( ) Job related dissatisfaction
   iii) ( ) Business deprivation
   iv) ( ) Offer of financial support
III. **Enterprise Start-Up Data:**

1. a) Type of product/service selected:
   - i) ( ) Consumer product
   - ii) ( ) Industrial product
   - iii) ( ) Intermediate product
   - iv) ( ) Service

   b) Basis of selection of product/service:
   - i) ( ) Based on own market survey/data
   - ii) ( ) Based on market survey by consultants
   - iii) ( ) Based on suggestions of others
   - iv) ( ) Any other (..........................)

2. Whom all did you contact/consult initially during your project identification & selection and feasibility stage? (V one or more):
   - i) ( ) Entrepreneurship Development Institutes/Agencies/Technical Institutes
   - ii) ( ) Family, friends & teachers
   - iii) ( ) Competitors
   - iv) ( ) Previous organization where worked
   - v) ( ) Machinery suppliers
   - vi) ( ) Consultants/TECSOK/SISI
   - vii) ( ) Civil Engineers/Architects
   - viii) ( ) Chartered Accountant/Legal expert
   - ix) ( ) Prospective customers
   - x) ( ) Karnataka State Financial Corporation
   - xi) ( ) Govt. Agencies (DIC, KEB KSSIDC, KIADB)
   - xii) ( ) Banks(.................................)
   - xiii) ( ) Any others (..........................)

3. Nature of outside consultancy assistance availed if any at start-up stage (V one or more):
   - i) ( ) Entrepreneurial training
   - ii) ( ) Project identification, selection, project feasibility,
   - iii) ( ) Technology, Capacity planning & Machinery Selection, Layout planning
   - iv) ( ) Design, & Detailed Engineering Services for project & Erection and commissioning
iii) ( ) Project appraisal-project implementation  
ix) ( ) External Financial assistance

iv) ( ) Product development design  
x) ( ) Personnel selection & Training

v) ( ) Financial Management & Accounting  
xi) ( ) Commercial, legal and tax consultancy

vi) ( ) Market potential/marketing mix determination-Market survey  
xii) ( ) General Management

4. Details of training programme attended such as EDP which helped you to set up your venture? Indicate the name and duration of the programme and assistance obtained:

Programme details:

5. How confident were you about success of your firm at the time of start-up, based on your project feasibility study?

i) ( ) Very confident

ii) ( ) Confident

iii) ( ) Do not know

iv) ( ) Not so confident

v) ( ) Not confident at all

6. a) Indicate the major problems faced during the start-up stage of your enterprise (one or more):

i) ( ) Lack of market information  
xi) ( ) Internal financing (Own funds, partners funds)

ii) ( ) Non availability of sources of help for Project Identification, & Selection  
xii) ( ) Employee recruitment & training

iii) ( ) Non availability of consultant for project feasibility/Detailed Project Report  
xiii) ( ) Delay due to change in scope/contingencies

iv) ( ) Inadequacy/delay in Infrastructure (Land/shed/power supply/water/communication)  
xiv) ( ) Environment clearness

v) ( ) Technology/product design and testing/training  
xv) ( ) Government regulations; delay in formalities, clearances by Govt./Other agencies

vi) ( ) Equipment procurement  
xvi) ( ) Delay in grant of subsidy

vii) ( ) Delayed civil structural work at site  
xvii) ( ) Marketing arrangement & Test Marketing

viii) ( ) Erection & commissioning  
xviii) ( ) Overall Project Management and implementation (Cost overrun, Time overrun)

ix) ( ) Delay in appraisal and project financing (term loan, W.C. loan)  
xix ( ) Any other (Specify..............................

...)

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x) ( ) Commercial, Legal and procedural delays

b) Indicate the three most critical problems among the above listed items : 1) .................................. 2) .................................. 3) ..................................

8. a) What was the total capital investment for your project at the start-up stage? : i) Rs..........................lakhs (Year .................)

b) Total fixed assets i) Rs..........................lakhs.

9. Means of Finance :
   Own / Promoters’ investment : Rs.......................... Lakhs
   Long term loans : Rs..........................Lakhs
   Working capital loan : Rs..........................Lakhs.
   Others (Subsidy, soft loan etc.) : Rs..........................Lakhs.
   Unsecured loan : Rs..........................Lakhs.
   Any other (..........................) : Rs..........................Lakhs.

10. a) According to you, how do you rate the performance of your unit in the initial 2-3 years period, i) ( ) Excellent, ii) ( ) Good, iii) ( ) Average, iv) ( ) Below average, v) ( ) Poor

b) Your comments on this high or low performance : ______________________________________

   ______________________________________

c) No. of employees during the initial period of 2-3 years: Workers .................
   Supervisory & Admn .................
   Total .................

IV. Enterprise Performance Data (Current)

1. a) Since establishment, please furnish details of any additional capital investment made (Plant & Machinery building) :

   ______________________________________

   ______________________________________

b) i) Purpose : ( ) Expansion / Diversification

   ( ) Modernisation / Replacement

   ( ) Renovation

   ( ) Others (Specify...................)

   ii) Total investment in fixed assets : Rs..........................Lakhs

   iii) Year : .................

   iv) Source : ( ) Own ( ) Borrowed funds

c) Specifically indicate details of additional investment made in fixed assets, if any, during the last 3 years ? : Details

   ______________________________________

   ______________________________________

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2. Production & Sales Performance and Man power

a) Start-up year (...................) : i) Net Sales Revenue Rs.................(approx.)
b) Past three years

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Previous year</th>
<th>Two years back</th>
<th>Three years back</th>
</tr>
</thead>
<tbody>
<tr>
<td>i) Capacity utilisation</td>
<td></td>
<td>----------------</td>
<td>------------------</td>
</tr>
<tr>
<td>ii) Net Sales Revenue (Rs. lakhs)</td>
<td></td>
<td>----------------</td>
<td>------------------</td>
</tr>
<tr>
<td>iii) Growth in sales revenue over previous year</td>
<td></td>
<td>----------------</td>
<td>------------------</td>
</tr>
<tr>
<td>vi) EBIT</td>
<td></td>
<td>----------------</td>
<td>------------------</td>
</tr>
<tr>
<td>v) Total no. of employees (workers + staff)</td>
<td></td>
<td>----------------</td>
<td>------------------</td>
</tr>
</tbody>
</table>

3.a) How pleased you are with the past three year performance?

   i) ( ) Exceptional performance
   ii) ( ) Good performance
   iii) ( ) Average performance
   iv) ( ) Below Average performance
   v) ( ) Poor performance

b) How do you view the past three year performance of your enterprise relative to other units in the same industry known to you?

   i) ( ) Exceptionally good
   ii) ( ) Good
   iii) ( ) Average
   iv) ( ) Below Average
   v) ( ) Poor
   vi) ( ) Do not know

4. Details of new products/processes/quality improvement measures, if any undertaken:

   i) ( ) Added new products/designs
   ii) ( ) Developed new processes
   iii) ( ) Substitute materials/cut down costs mod products
   iv) ( ) Obtained BIS certification
   v) ( ) Any other(specify..........................)

5. Details of technical collaboration / innovation/ R & D work/technology transfer done, if any


6. Details of manufacturing technology/automation computerisation done in manufacturing or services area


7. Marketing Arrangements

   a) Distribution channel:
   b) Pricing strategy:
   c) Promotional strategy:
   d) Show rooms:
   e) Market area:
   f) Sales force/marketing effort:
8. Details of exports, if any, (approx. yearly value and country to which exporting) : _______________________

9. Details of any awards received based on performance of the enterprise. _______________________

10. a) Indicate the major problems faced by the enterprise: (circle any one or more) currently

<table>
<thead>
<tr>
<th>Problem areas</th>
<th>Nature of problem</th>
</tr>
</thead>
<tbody>
<tr>
<td>i) Production function</td>
<td>1. Product Development</td>
</tr>
<tr>
<td></td>
<td>2. Production/Operations Management</td>
</tr>
<tr>
<td></td>
<td>3. Infrastructure problem (Power, water, etc.)</td>
</tr>
<tr>
<td>ii) Marketing function</td>
<td>4. Sales/Marketing Management</td>
</tr>
<tr>
<td>iii) Financial Function</td>
<td>5. External Financing (Term loan/ W.C. loan)</td>
</tr>
<tr>
<td></td>
<td>6. Internal Financial Management (Accounts &amp; Finance)</td>
</tr>
<tr>
<td>iv) HRD function</td>
<td>7. Employees recruitment &amp; retention</td>
</tr>
<tr>
<td></td>
<td>8. Office Admin. &amp; Computerisation</td>
</tr>
<tr>
<td>v) Economic and Environmental issues</td>
<td>9. Economic, legal &amp; regulatory issues</td>
</tr>
<tr>
<td></td>
<td>10. Environmental issues</td>
</tr>
<tr>
<td></td>
<td>11. Any Other (..................)</td>
</tr>
<tr>
<td>vi) General Management</td>
<td>12.</td>
</tr>
</tbody>
</table>

b) Indicate also which are the three most critical problems among the above? (in the order of severity) :
1. _______________________
2. _______________________
3. _______________________

c) What steps / decisions you would like to take to resolve the problems indicated above at (b) ? _______________________

d) Have you any other units promoted by you? (if yes, brief particulars be given) ( ) Yes ( ) No

V. Consultancy needs

1. a) After establishing the operations of the unit, have you availed consultancy services for managing the unit? ( ) Yes ( ) No

b) If yes, which type of consulting assistance was availed (Circle one or more) 

- Diversification/Expansion study : 1. ............................................................
- Growth & development-project feasibility : 2. ............................................................
- New Product development : 3. ............................................................
- Technical Consultancy (Plant Enng./Design) : 4. ............................................................
- Project implementation : 5. ............................................................
- Management Consultancy : 6. ............................................................

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(Marketing, Finance, Operations and HRD areas)

- Accounting, taxation & legal formalities  
- Any other(Specify....................)

(c) When did you avail this consultancy services?  
(Indicate corresponding numbers @ (b) above)

i) (   ) Existence & survival stage/ initial 2-4 years  
ii) (   ) Success- growth stage/after 5-10 years period  
iii) (   ) Take off stage/after 10 years  
iv) (   ) Any other period

d) Have you availed external consultancy particularly during last 3 years. (If yes, please give details and its impact on the performance of the unit):  

1 (   ) Yes  2 (   ) No

2. In a typical problem situation how do you take decision to resolve it? (✓ any one or more)

i) I take decision based on my past experience and gut feeling. (   )

ii) I discuss with my staff and workers, take their suggestions, and jointly decide thereafter. (   )

iii) I think, analyse the situation, collect information, generate alternatives, evaluate and decide on the most optimum solution myself. (   )

iv) I discuss with my family and friends, seek their suggestions and decide. (   )

v) I discuss with my business friends, Associations, material/machinery suppliers and take decision. (   )

vi) I often discuss with my Banker for seeking his assistance and suggestions. (   )

vii) I look for external intervention by approaching consultants- Private, Governmental, Institutional for problem solving and decision making. (   )

viii) I often discuss with my Chartered Accountant and decide. (   )

ix) I discuss with my business partners / directors / investors and jointly decide (   )

x) Any other (Specify.............................) (   )

3. Give your responses to the following entrepreneurial-managers roles played by you  
(✓ any one)

i) Planning for changes in budgets, finances, production procedures, material supplies, manpower and layouts  

Regular  Sometimes  Never
ii) Opportunity seeking - seeking customers information, new material usage, product analysis, market analysis, attending conferences

iii) Innovation - New product development, new markets, new ideas, new technology

iv) Strategic practices - analysing technological trends, market trends, value analysis, analysing financial performance, customer feedback analysis for new market opportunities, study of money market/shares

4.a) Are you a member of any Industry Association, Chamber of Commerce & Industry or other? (If yes, indicate details) : ( ) Yes ( ) No

b) If yes, what benefits do you get from such an association? :

c) Have you taken very active part in such association as an office bearer of the executive committee, as president/secretary or so? : ( ) Yes ( ) No

VI. Attitudes Towards Consultants
(Circle any one)

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>(5)</td>
<td>(4)</td>
<td>(3)</td>
<td>(2)</td>
<td>(1)</td>
</tr>
</tbody>
</table>

i) I believe that services of external consultants are useful to the small enterprise for problem solving and decision making.

ii) Despite several problems and workload as owner/manager, I feel that there are no expert consultants available for assisting my small enterprise.

iii) Consultants have up-to-date and relevant information on the problem areas and the solutions for small enterprises.

iv) I do not trust consultants as they may disclose confidential information to my competitors and others.

v) I can afford to pay consultant fee, if it is reasonable and cost effective.

vi) Use of consultants would improve the overall performance of my enterprise.

vii) I do not have much confidence in the specialised capability of consultants, as they cannot know as much as I know about my enterprise.

viii) I do not hesitate in disclosing information regarding my failures, to the consultants, as they are my friends, philosophers and guides.

ix) Consultants need to involve actively in implementation of their recommended course of action in order to be effective and practical.
x) A small enterprise management is simpler and does not require any assistance of outside consultants.

VII. **Benefits of Engaging Consultants**

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>(5)</td>
<td>(4)</td>
<td>(3)</td>
<td>(2)</td>
<td>(1)</td>
</tr>
</tbody>
</table>

i) I can get better/more exposure, better understanding of problems/issues, by engaging a consultant, as they have vast experience.

ii) A consultant can help to improve performance of my unit, instead of managing alone by myself.

iii) I am too much overloaded in daily routines, and a consultant can reduce my burden to enable me to do other important functions like planning & coordination.

iv) A consultant is useful once in a way, when very complex problem arises.

v) A consultant can give system approach to problem solving and decision making.

vi) A consultant can provide me with information on technological developments and market trends.

vii) I can develop my managerial competence, by working together with a consultant.

viii) A consultant can identify problems and issues, which are not easily identifiable by me, particularly in areas I may be weak, e.g. Financial Management, Marketing, and so on.

ix) A consultant can help me in decision making where high investment and high risks are involved.

x) A consultant can help me in providing important business information to enable me to do strategic planning as well as for optimum and timely decisions on operational issues.

VIII. a) **Determinants of Consulting Needs**

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>(5)</td>
<td>(4)</td>
<td>(3)</td>
<td>(2)</td>
<td>(1)</td>
</tr>
</tbody>
</table>

i) Consultancy assistance will be very essential at the start-up and survival stages.

ii) Where the market area is large and complex, say, regional, national or export oriented, their consulting (specific) services are needed very much.

iii) If the production process involves process technology, technological innovation, multi product operations or technology transfer, the consultants services are essentially required.
iv) If the total no. of employees, particularly those having high level of skills, is more (say above 30), then consultants for human resource development work are required.

v) If the investment in fixed assets is high and risky (say more than 50 lakhs), and/or involves huge working capital funds, the consulting services are desirable.

vi) If the product is sensitive to economical/environmental changes, the consulting services are desirable.

b) Dependency on consultants

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>(5)</td>
<td>(4)</td>
<td>(3)</td>
<td>(2)</td>
<td>(1)</td>
</tr>
</tbody>
</table>

i) I can manage effectively without seeking any external assistance from consultants

ii) I need assistance from consultants to improve our marketing strategies and expanding our customer base.

iii) I need assistance of consultants to manage the finances and to help us in getting finances required for working capital and term loan.

iv) In order to achieve higher quality standards, technologically advanced process, and cost-effective product, we will need the assistance of external consultant.

v) To develop our business and to grow to reach higher potential, we will need consultants to help plan our future strategies.

IX. Competencies of Consultants

1. How do you categorise the desired factors and competencies of a Small Enterprise Consultant? (classify as 3 = Most important

2 = Important

1 = Less important)

i) ( ) Relevant qualification, experience knowledge in the work, and an analytical mind.

ii) ( ) Personality

iii) ( ) Communication and counseling skills (written/oral)

iv) ( ) Frequency of visit and ease of availability.

v) ( ) Timely, cost effective solutions

vi) ( ) Responsiveness and action orientations

vii) ( ) Ability to work with owner-managers

viii) ( ) Business contacts & networking ability; well informed.

ix) ( ) Knowledge about local/regional languages and environment

x) ( ) Good negotiation skills, and influencing/persuasive nature

xi) ( ) Any other

2. a) Based on your previous responses, please sum up your opinion towards small enterprise consultants service:
b) Indicate at least 3 areas where you suggest the use of consultants would be beneficial to the small enterprises in general.

3. What are your observations/comments on your own case of using services of a consultant if any? (nature, duration, purpose, impact)

4. a) What could be the consultancy fee affordable by a small enterprise?

b) Would you like your consultant to be engaged on retainer basis or on case to case basis?

c) Would you like him to be associated also during the implementation period, as a process consultant?

5. Any other observations/comments regarding problems/prospects of small enterprise consulting?
### Managerial Heuristics of Owner/Manager

#### 1.a) Managerial Roles

As owner manager of your enterprise, you are expected to assume different managerial roles in different times. These depend on the dexterity and situational exigencies. Please indicate the different roles and the intensity with which you play while managing your enterprise from the statements given below (\(\checkmark\) mark against each statement)

<table>
<thead>
<tr>
<th>Statement</th>
<th>Regularly/ Most of the time</th>
<th>Occasionally</th>
<th>Rarely or Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) I assume figure head role and take interest in all life events (marriage, rituals etc.) of my employees.</td>
<td>(\checkmark)</td>
<td>(\checkmark)</td>
<td>(\checkmark)</td>
</tr>
<tr>
<td>2) I motivate and lead my team and direct their activities to achieve the goals of the enterprise.</td>
<td>(\checkmark)</td>
<td>(\checkmark)</td>
<td>(\checkmark)</td>
</tr>
<tr>
<td>3) I often network, and keep content with outside agencies like Government, suppliers, customers and regulatory authorities and so on.</td>
<td>(\checkmark)</td>
<td>(\checkmark)</td>
<td>(\checkmark)</td>
</tr>
<tr>
<td>4) I keep track of what is happening within the unit as well as in outside environment (gather data and use it for my business).</td>
<td>(\checkmark)</td>
<td>(\checkmark)</td>
<td>(\checkmark)</td>
</tr>
<tr>
<td>5) I often talk to my employees and keep them informed about important matters.</td>
<td>(\checkmark)</td>
<td>(\checkmark)</td>
<td>(\checkmark)</td>
</tr>
<tr>
<td>6) I often keep in contact with outside agencies and disseminate my enterprise data as needed.</td>
<td>(\checkmark)</td>
<td>(\checkmark)</td>
<td>(\checkmark)</td>
</tr>
<tr>
<td>7) I look for new opportunities and new products/ project launched</td>
<td>(\checkmark)</td>
<td>(\checkmark)</td>
<td>(\checkmark)</td>
</tr>
<tr>
<td>8) I analyse problems, try to diffuse problem situation and handle disturbances effectively.</td>
<td>(\checkmark)</td>
<td>(\checkmark)</td>
<td>(\checkmark)</td>
</tr>
<tr>
<td>9) I plan to decide and allocate various resources of the enterprises.</td>
<td>(\checkmark)</td>
<td>(\checkmark)</td>
<td>(\checkmark)</td>
</tr>
<tr>
<td>10) I am a good negotiator with my customers, supplier and outside agencies concerned.</td>
<td>(\checkmark)</td>
<td>(\checkmark)</td>
<td>(\checkmark)</td>
</tr>
</tbody>
</table>
b) **Key Management Strategies of Owner/Manager**

1) I was initially doing more of the management tasks myself I have now learnt to delegate, thus enabling to have more time on setting long term strategic goals and concentrate on long term leadership functions.  
   ( ) Yes ( ) No

2) I employ persons, to certain areas/functions, where I find knowledge gaps in me, instead of doing such functions myself. (e.g. Accounting, Marketing, R&D work and so on)  
   ( ) Yes ( ) No

3) I do SWOT analysis of my enterprise, at least once a year to assess the business environment.  
   ( ) Yes ( ) No

4) I hold down expenses, regardless of how much I had done by negotiating the best possible cost reductions.  
   ( ) Yes ( ) No

5) I keep close contact and follow up directly with my customers.  
   ( ) Yes ( ) No

6) I adapt to changing needs and wants of my customers, and work for their suggestions too.  
   ( ) Yes ( ) No

7) I write/speak to my customers seeking their advice, and feedback on the product/service performance. I promptly respond to them.  
   ( ) Yes ( ) No

8) I look for opportunities in midst of problem situations / adversaries.  
   ( ) Yes ( ) No

9) I mix family and business with care; I often use many roles that my family members can provide for my business.  
   ( ) Yes ( ) No

10) I evolve new marketing strategies to increase sales by reaching customers efficiently and motivating dealers to sell more.  
    ( ) Yes ( ) No

11) I attend to customers complaints on priority to ensure customer satisfaction.  
    ( ) Yes ( ) No

12) I encourage a high level of employee satisfaction by implementing welfare schemes, and provide freedom of work and challenge.  
    ( ) Yes ( ) No

**Part-III**

**XI. Performance Measures**

Considering past 1-3 years operations, how do you respond to the following measures for growth of performance of your enterprises?

1. The market share of the enterprise is:
   - Decreasing
   - Holding its own
   - Increasing slightly
   - Increasing moderately
   - Increasing significantly
   - Increasing rapidly

2. The cash flow of the enterprise is:
   - Decreasing
   - Holding its own
   - Increasing slightly
   - Increasing moderately
   - Increasing significantly
   - Increasing rapidly

3. Sales growth of the enterprise is:
   - Under 5%
   - 5% to 9%
   - 10% to 19%
   - 20% to 34%
   - 35% to 50%
   - more than 50%

4. Considering the volume of business, the sales volume is:
   - less than Rs 2.5 lakhs
   - Rs 2.5 lakhs to 5 lakhs
   - Rs 5 lakhs to 10 lakhs
   - Rs 10 lakhs to 25 lakhs
   - Rs 25 lakhs to 50 lakhs
   - more than Rs 50 lakhs

5. Yearly earnings of the enterprise (PBIT) is:
XII Subjective Performance Measures

Please give your own assessment rating as to how much emphasis you give while decision making, for the following performance measures.

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>No consideration</th>
<th>Slight consideration</th>
<th>Some emphasis</th>
<th>Substantial emphasis</th>
<th>A great deal of emphasis</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Sales Growth</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2. Return of Sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Cash Flow</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Return on Investment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Net Profits</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Return on Assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Growth in Market Share</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

XIII Satisfaction with performance: Index

Please indicate how satisfied you are with the enterprise performance on each of the following measures.

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>No satisfaction</th>
<th>Slightly satisfied</th>
<th>Some satisfied</th>
<th>Substantial satisfied</th>
<th>Greatly satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Sales Growth</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2. Return of Sales</td>
<td></td>
<td></td>
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<tr>
<td>3. Cash Flow</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>4. Return on Investment</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>5. Net Profits</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Return on Assets</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Growth in Market Share</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

IVX. a) Owner-Manager competencies

1. I accurately perceive current consumer needs

2. I spend considerable time and energy looking for products or services that provide real benefit to my customers

3. One of my greatest strengths is identifying the goods and services people want
b) Managerial competencies

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Undecided</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. One of my greatest strengths is achieving results by organising and motivating people.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. One of my greatest strengths is organising resources and coordinating tasks.</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>3. One of my greatest strengths is my ability to delegate effectively.</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. One of my greatest strengths is to keep this organization running smoothly.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. One of my greatest strengths is my ability to supervise, influence and lead people.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

XV Success / failure analysis of ventures

1. Did your parent own their enterprise
   1. No  2. Yes

2. Indicate the level of familiarity with the skills required by this enterprise as supplied by the entrepreneur/manager.

<table>
<thead>
<tr>
<th>Completely familiar</th>
<th>Familiar</th>
<th>Don't know</th>
<th>Less familiar</th>
<th>Completely unfamiliar</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

3. During initial period of start-up, what did you do to reduce risk? (number of items mentioned)

<table>
<thead>
<tr>
<th>A great number of items</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>

4. At the time of start-up, how did you see the success of the enterprise being a factor under your control vs. factors beyond your control.

<table>
<thead>
<tr>
<th>Mostly internal</th>
<th>Mostly external</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>

5. Were there special features / characteristics in your product that you feel important to your customers?

<table>
<thead>
<tr>
<th>Precise</th>
<th>Vague</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>

6. Brand vision expressed

<table>
<thead>
<tr>
<th>Very good vision</th>
<th>Very nominal vision</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>

7. Business planning process.

<table>
<thead>
<tr>
<th>Great planning</th>
<th>Very poor planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>

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8. How many hours/week you spend on planning for your enterprise.

   Greatly done
   5  4  3  2  1

10. Use of external consultancy / professionals for assistance / advice.
    Involved greatly
    5  4  3  2  1

11. How many in your enterprise are able to do others job.
    To great extent
    5  4  3  2  1

12. To what extent your partners, bankers are involved in decision making?
    Very much
    5  4  3  2  1

13. How often do you communicate with your employees (in last six months)
    More than once daily
    5  4  3  2  1

14. Considering return on equity / own investment, the enterprise can be overall considered as:
    Highly successful
    Successful
    Break-even
    Unsuccessful
    Highly unsuccessful
    (>25%) (up to 25% (no profit / loss) (marginally loss making) (Heavy loss making)
    5  4  3  2  1

PART IV

. General Interview Questions

1. Can you give some idea about factors responsible for your enterprise success? (why? and how?)

2. What is important for you?
   i. Profitability     ii. Returns of equity iii. Growth of market share, iv. Product leadership

3. Why do you think an enterprise may need consultancy? What are the factors deciding use of consultants?

4. Why have you / have not availed external assistance of professionals / consultants? (Give reasons)

5. How do you rate quality of consultancy offered and the impact of consultants? (Give reasons)

6. Which is the most sought out area for consultancy?

7. What are the problems / prospects of consultants for small enterprises?

8. Give an example of use of external assistance and its benefits.

9. What should be the nature of the client-consultant relations?

THANK YOU