ANNEXURE-I

QUESTIONNAIRE

Part-I: Unit Profile

1. Name of the Unit : 

2. Address : 

3. Year of Establishment :

4. Type of Ownership :
   a) Proprietary ------ 01
   b) Partnership ------ 02
   c) Private Ltd. ------ 03
d) Co-operative ------ 04
   e) Any Other ------ 05
   (Please specify)

5. Total Investment in Plant & Machinery :

6. Nature of Production :
   a) Seasonal ------ 01
   b) Regular ------ 02

7. Demand for your Products :
   a) Seasonal ------ 01
   b) Regular ------ 02

8. The Nature of operation of your units :
   a) Service ------ 01
   b) Repairs ------ 02
c) Job Works ------ 03
d) Assembling ------ 04
e) Manufacturing ------ 05
   f) Any Other ------ 06
   (Please specify)

9. Whether your business :
   a) was independently started by you ------ 01
   b) came to your as a family business ------ 02
c) started because some Govt. agency gave you the idea ------ 03
d) because of any other reasons apart from the above ------ 04
Part-II

A) INFORMATION ABOUT THE ENTREPRENEUR

10. The age group of the owner/managing partner:
   a) 20-34 Years ----- 01
   b) 35-49 Years ----- 02
   c) 50 and above ----- 03

11. Sex:
   a) Male ----- 01
   b) Female ----- 02

12. Educational background of the entrepreneur:
   a) SSLC ----- 01
   b) Graduate ----- 02
   c) Post-Graduate ----- 03
   d) Diploma ----- 04
   e) Any Other (Please specify) ----- 05

13. Family background of the entrepreneur:
   a) Agriculture ----- 01
   b) Business ----- 02
   c) Industry ----- 03
   d) Employment (Service) ----- 04
   e) Any other (Please specify) ----- 05

14. Do you have any other business? If so, state the nature of the business:.................................

15. Please indicate the initial basis for starting your venture:
   a) We had the technical capability for manufacturing the product. ----- 01
   b) We have financial resources to start the venture ----- 02
   c) We found an opportunity in the market for these products and decided to start this venture. ----- 03
   d) We had the compulsive desire to be independent and manage our own business. ----- 04

16. Did you enter into this field with real entrepreneurial interest?
   Yes ----- 01
   No ----- 02

17. Have you attended any entrepreneurial development programs?
   Yes ----- 01
   No ----- 02

If Yes, Please mention important ones:

-------------------------------------------------------------------------------------
B) INFORMATION ABOUT PRODUCTION

18. Please indicate your capacity utilization:
   a) Up to 50%  
   b) 51%-75%  
   c) Above 75%  

19. If the capacity is under utilized, please point out the reasons:
   a) Raw material problems  
   b) Labour problems  
   c) Finance problems  
   d) Lack of demand  
   e) Any other problems  
   (Please specify)  

20. Please give the cost structure of your unit (in percentage of total cost)

<table>
<thead>
<tr>
<th></th>
<th>Rs.</th>
<th>%</th>
</tr>
</thead>
</table>

a. Cost of fixed assets (Land, Building, Furniture, Machinery)

b. Variable Cost (Raw Materials, Wages, Repairs of Machinery, Transport)

21. Your capital investment is:
   a) Less than Rs.10,00,000  
   b) Rs.10,00,000-15,00,000  
   c) Rs.15,00,000-25,00,000  
   d) Rs.25,00,000-50,00,000  
   e) Rs.50,00,000-1,00,000,000  
   f) Above 1,00,00,000  

22. Source of raw-material is from:
   a) with in the state  
   b) outside the state  
   c) outside the country  
   (Please name the country)  

23. Raw materials are purchased from:
   a) Manufacturers  
   b) Other than Manufacturers  
   c) Both
24. a) Is there any raw material whose supply/distribution is undertaken by Govt. agency?

Yes ------ 01

No ------ 02

b) If yes, please state the name of such Agency.

c) How do you rate the overall services provided by such Govt. Agency?

a) Excellent ----- 05

b) Very Good ----- 04

c) Good ----- 03

d) Fair ----- 02

e) Poor ----- 01

25. Do you have the shortage of any raw-material?

Yes ------ 01

No ------ 02

a) If Yes, please specify the Item/Items ____________________________

b) Month/Months of shortage _________________________________

c) Reasons for the shortage _________________________________

26. Do you have separate godowns for storing raw materials?

Yes ------ 01

No ------ 02

27. What are the raw materials used for your product?

a) ____________________________________________

b) ____________________________________________

c) ____________________________________________

C) FINANCE

28. Please state the major source of your finance,

<table>
<thead>
<tr>
<th></th>
<th>Rs.</th>
<th>% of Total Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Owned Funds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) Borrowing from:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>i) Commercial Banks</td>
<td></td>
<td></td>
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<tr>
<td>ii) State Finance Corporations</td>
<td></td>
<td></td>
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<tr>
<td>iii) Friends and Relatives</td>
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<tr>
<td>iv) SIDBI</td>
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<tr>
<td>v) Money Lenders</td>
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<tr>
<td>vi) Chit Committees</td>
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<tr>
<td>vii) Trade Credit</td>
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<tr>
<td>viii) Any other source (please specify)</td>
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</table>

29. Are you satisfied with the service rendered by your bank?

Yes ------ 01

No ------ 02

Can't Say ------ 03
30. Do you think that finance poses a major problem in marketing your products?

   Yes ------ 01
   No ------ 02

   If Yes, specify the problems.
   a) Inability to expand the market ------ 01
   b) Inability to appoint sufficient sales force ------ 02
   c) Selection of advertising media and advertisement ------ 03
   d) Handicap in modernization ------ 04
   e) Any other problem, please specify ------ 05

31. Please specify the problems you face in the financing your business
   a) 
   b) 
   c) 

D) MARKETING PROBLEMS

32. Do you have separate marketing or sales department?
   Yes ------ 01
   No ------ 02

33. Mentions your budgeted sales and actuals for the following year:

<table>
<thead>
<tr>
<th>Year</th>
<th>Budgeted Sales</th>
<th>Actual Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997-98</td>
<td></td>
<td></td>
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<tr>
<td>1998-99</td>
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<td>1999-00</td>
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<td></td>
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<tr>
<td>2000-01</td>
<td></td>
<td></td>
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<tr>
<td>2001-02</td>
<td></td>
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</tr>
</tbody>
</table>

34. Could your reach the budgeted sales?(Target)
   Yes ------ 01
   No ------ 02

   a) If no, did you have any marketing problems?
      Yes ------ 01
      No ------ 02

   b) If yes, decline in sales was mainly due to:
      External Reasons ------ 01
      Internal Reasons ------ 02
      Both the above ------ 03

   c) Identify the internal factors responsible for the fall in sales.
      i. Improper production ------ 01
      ii. Increase in cost of production ------ 02
      iii. Irregular supplies ------ 03
      iv. Poor marketing efforts ------ 04
      v. Excessive dependence on one or fellow buyers ------ 05
      vi. Poor quality of production ------ 06
      vii. All the above ------ 07
d) Mention the external factors responsible for the fall in sales.
   i. Competition 01
   ii. Recession in Demand 02
   iii. Entry of new sellers 03
   iv. Availability of new substitution 04
   v. Government policy 05
   vi. Other reasons 06

35. Is your factory able to meeting the demand in full throughout the year?
   Yes 01
   No 02

36. Whether you sell your products:
   a) In local area/market 01
   b) In the neighboring districts 02
   c) Inter-State 03
   d) Exported to other countries 04

37. a) Whether you sell your products through
   i. The wholesalers 01
   ii. The agents 02
   iii. The cooperatives 03
   iv. The retailers 04
   v. The own sales depot 05
   vi. The combination of all/few 06

   b) What difficulties do you face when selling through the above channels? Please specify.

38. Whether you sell goods?
   a) Only by cash 01
   b) On credit 02
   c) Both Cash & Credit 03

   If you sell on credit, please specify the credit days

39. Mention the problems faced by your regarding sales tax matter:

   ..........................................................................................................................
E) PRODUCT PLANNING AND QUALITY CONTROL

40. Give the range of products of your company.
   a) 
   b) 
   c) 

41. Do you consider your product selection is right  
   Yes ----- 01  
   No ----- 02  
If no, what measures have you taken to make your products suitable to the needs of customers?

42. Does your product mix enjoy sufficient width, breadth the consistency? If no, please state the reasons.

43. Do you believe in confirmed to the standards in the quality and the size of your products  
   Yes ----- 01  
   No ----- 02  

44. Have you experienced any difficulties in the standardization of your products?  
   Yes ----- 01  
   No ----- 02  

45. If yes, what measures have you taken in maintaining standard in the quality and size of your products.

46. Do you have separate quality control department?  
   Yes ----- 01  
   No ----- 02  

47. Which method of inspection do you use?

48. What steps have you taken to improve the quality?  
   a) 
   b) 
   c) 

49. Have you obtained ISI or Ag marks for your products?  
   Yes ----- 01  
   No ----- 02  

50. In your opinion, whether your products are on par with that of your competitors?  
   Yes ----- 01  
   No ----- 02
If no, what reasons in your opinion, are responsible for inferior quality of products? Please tick them.

a) Poor quality of raw materials ( )
b) Differences in quality of raw materials from region to region ( )
c) Absence of constant inspection and quality control of finished products ( )
d) Due to unskilled labour ( )
e) Faulty manufacturing process ( )
f) Packing defect ( )
g) Lack of production skill ( )
h) Lack of adequate finance to compete ( )

51. Who are your major competitors?
   a) Locally established units ----- 01
   b) Large units ----- 02
   c) Multi-nationals ----- 03
d) Any other (Specify) ----- 04

52. What is the market share of your product?
   10-20% ----- 01
   21-30% ----- 02
   31-40% ----- 03
   Above 40% ----- 04

F) PROMOTION

53. Do you think that your products need advertisement and publicity?
   Yes ----- 01
   No ----- 02

   If the answer is no, mention the reasons.

54. How do you position your product in the advertisement?
   What is your positioning theme?

55. Do you have advertisement/publicity for your products?
   Yes ----- 01
   No ----- 02

   If yes, please state the media:
   a) Radio ----- 01
   b) Television ----- 02
   c) Newspapers ----- 03
d) Wallpapers ----- 04
e) Salesmen ----- 05
   f) Any other (Please specify) ----- 06
56. Do you think the advertisement cost in heavy?
   Yes ----- 01
   No ----- 02

57. How much do you spend annually on advertisement?

<table>
<thead>
<tr>
<th>Rs.</th>
<th>% to Total Cost</th>
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</table>

58. What is your assessment of the effectiveness of the your advertisement?
   1. not at all effective ----- 01
   2. effective ----- 02
   3. very effective ----- 03

59. What sales promotion methods do you adopt towards your customers?
   Please specify.
   - Credit ----- 01
   - Service ----- 02
   - Free Sample ----- 03
   - Premium Offer ----- 04
   - Contests ----- 05
   - Discounts ----- 06
   - Others (please specify) ----- 07

60. Do you plan for the offer of sales promotion methods? If yes, state its components.

61. How do you evaluate the effectiveness of sales promotion methods?
   Please elaborate.

G) PACKAGING

62. Do you pay necessary attention for the proper packaging of your products?
   Yes ----- 01
   No ----- 02

63. What type of packaging materials do you use? Specify.
   a)
   b)
   c)
   d)

64. Do you obtain experts opinion about suitable packaging of your products?
   Yes ----- 01
   No ----- 02
65. What is the reaction of buyers regarding packaging?
   a) Superb
   b) Good
   c) Satisfactory
   d) Worst

66. What difficulties do you face in proper packaging of your products?
   a) 
   b) 
   c) 

**H) AFTER-SALES SERVICE**

67. Do you give after-sales service to your buyers?
   Yes ----- 01
   No ----- 02

   If yes, please specify the services.

68. Do you offer pre-sales and during the sales services?
   If Yes, specify the components of services. If no, please give reasons there of.

69. What channels do you use to provide product service to your customers?
   ➢ Through Dealers
   ➢ Directly
   ➢ Through the Sales/Service Branches

70. How much do you charge for the services provided to your customers?
   ➢ Actual cost of service
   ➢ Normal cost
   ➢ Free

71. Do you receive complaints from your buyers on this ground?
   Yes ----- 01
   No ----- 02

72. Do you guarantee/give warranty of the products sold by you?
   Yes ----- 01
   No ----- 02
I) TRANSPORTATION

73. How do you transport your products? Please specify.
   1) 
   2) 
   3) 
   4)

74. Do you own any vehicles?
   Yes ----- 01
   No ----- 02

75. What transportation problems are faced while distributing the products?
   Yes ----- 01
   No ----- 02

If yes, please specify the problems.

J) PRICING

76. How do you price your product?
   a) On the basis of competition ----- 01
   b) On the cost basis ----- 02
   c) On the basis of demand and market conditions ----- 03
   d) On the basis of negotiated agreements with the buyers ----- 04
   e) All the above are considered ----- 05

77. Do you think that your prices are not competitive?
   Yes ----- 01
   No ----- 02

If no, what measures have you taken to overcome this problem?
   a) Cost control ----- 01
   b) Improve efficiency ----- 02
   c) Research and design ----- 03
   d) Others ----- 04

78. Do you forecast the sales of each product?
   Yes ----- 01
   No ----- 02

If yes, what sales forecasting methods do you adopt?

K) DISTRIBUTION

79. What are the distribution channels for your products?
   ➤ Direct
   ➤ Dealers/Intermediaries
80. How do you choose your dealers? (Basis for Selection).

81. Do you offer incentives to your dealers?
   Yes ----- 01
   No ----- 02

   If yes, please elaborate the incentives.

82. Do you feel that the dealer's incentive will motivate the customers for concentrated selling effort?

83. What activities do your dealers undertake other than distributing your products?
   Please specify in terms of their assistance to you.

84. How do you control the dealers and appraise the performance of dealers?

85. Do you change the dealership often? If yes, specify the reasons.

86. Incentives available to your units
   a) Tax benefits
   b) Export assistance
   c) Others (Please specify)

87. What problems do you face in obtaining these incentives from the Government? Specify.
   a) 
   b) 
   c) 

88. Are you aware of the various marketing incentives given by the Government to the SSI units?
   Yes ----- 01
   No ----- 02

89. Have you been able to avail of the available incentives given by the Government for sale of SSI products?
   Yes ----- 01
   No ----- 02

90. Do you have any suggestion for offering additional incentives by the Government or modifying the existing incentives

   ........................................................................................................

   ........................................................................................................
91. Do you advocate ancillirisation for obtaining the assured market for the products of SSIs?
   Yes ----- 01
   No ----- 02

92. Do you favour strategic alliance among small units to achieve collaborative effort?
   If yes, please specify.

93. Do you export your products?
   Yes ----- 01
   No ----- 02

94. What incentives and facilities do you get from the government for exporting the products? Please mention.
   1) 
   2) 
   3) 

95. What difficulties do you experience in getting the incentives and facilities available for export of SSI products? Mention.
   1) 
   2) 
   3) 

96. Which market do you consider more profitable?
   a) Domestic ----- 01
   b) Export ----- 02

97. What factors are responsible for creating marketing problems to your firms?
   1) 
   2) 
   3) 
   4) 

98. Give the market based problems?
   1) 
   2) 
   3) 
   4) 

99. Do you conduct marketing, audit to sport the marketing deficiencies? If yes, how often do you conduct? If no, please state the reasons.
100. Rank the following factors which cause marketing problems to your products, in order of priority.

a) Quality and price competition
b) Transport in adequacies
c) Faculty grading
d) Inadequate storage
e) Inadequate assembling
f) Faulty advertisement
g) Inadequate standardization
h) Inadequate incentives
i) Government regulations
j) Lack of trained salesmen
k) Inadequate support from government and financial institutions.
l) Faulty organization and planning
m) Uncertainty caused by consumer behaviour
n) Faulty government tax and other policies
o) High market costs
p) Faulty packaging
q) Marketing myopia
r) Others

101. Which of the following measures can solve the marketing problems of your firms?

a) Variation in product design
b) Change in packaging
c) Advertisement
d) Entering a new market
e) Improving the quality
f) Understanding with the competitors

102. Have you initiated any of the above steps?

Yes
No

If yes, have you found any positive changes in the sales?

Yes
No

103. If yes, specify the measures to solve the problems resulted in

a) The increase in sales
b) The increase in competition
c) The increase in profit margin
d) The bagging export orders
e) The brand loyalty with customers

104. What is the impact of changing technology on your marketing operations?
105. What will be your future marketing strategy?
   a) Retaining the existing markets ----- 01
   b) Retaining the existing market and entering into the new market ----- 02
   c) Diversifying the product ----- 03
   d) Entering into foreign market or becoming export oriented ----- 04

106. Do you prepare a marketing plan? If yes, what are its components?

107. How do you track the trends in the market for your product range?
   ➢ Through marketing research [ ]
   ➢ Through full-fledged marketing information system or Marketing decision support system [ ]

108. Do you segment the market for your products
   Yes ----- 01
   No ----- 02

   If yes, what are the bases?

109. How would you differentiate the products from those of your competitors?

110. As a corollary to the above, how would your customers perceive the competitive differentiation of your products?

111. Are you selling your products to government buyers?
   Yes ----- 01
   No ----- 02

112. How much time do the government buyers take in making payments of the bill?
   i) 30 to 60 days ----- 01
   ii) 61 to 90 days ----- 02
   iii) Above 90 days ----- 03

113. Are you aware of the following relating to purchase reservation scheme applicable to government purchases from SSI units?
   Group IV – Where purchases are to be made exclusively from the small scale sector.
   Group V – Where purchases are to be made from small scale up to 75% of requirements.
   Group VI – Where purchases up to 50% of the requirements are to be made from small-scale sectors.
   Yes ----- 01
   No ----- 02
114. Does your company focus on customer service?

Yes ----- 01
No ----- 02

If no, state reasons
If yes, please indicate the adequacy of the focus?

Adequate ----- 01
Inadequate ----- 02

115. Do you conduct research or survey to reflect the customer delight/satisfaction of your products and customers expectations?

116. What is your perception of the customers' expectation about company products and marketing programs?

117. Do you practice modern methods of product improvement through business process re-engineering and benchmarking?

Yes ----- 01
No ----- 02

If no, state the reasons

118. Does your company aware of Kaizen approach to customer care?

Yes ----- 01
No ----- 02

If yes, please state whether you use this approach and with what results?

119. Is your company flexible enough to adopt your product range to the changes in fashions and fads?

Yes ----- 01
No ----- 02
N) VISION/MISSION

120. Do you have a vision/mission statement of your company or organizations?

Yes ------ 01
No ------ 02

If yes, please elaborate and state how you would articulate it to your customers?

121. Do you believe that every company or organization or manufacturer would have a marketing mission and vision?

Yes ------ 01
No ------ 02

If yes, state the benefits associated with the mission/vision.

122. Do you intend to make your company to become visionary?

Yes ------ 01
No ------ 02

If yes, in what ways?

O) FUTURISTIC SCENARIO

123. How would you visualize the future of small-scale sector in India in the light or privatization, liberalization and globalization? (Write briefly)

124. Please give you suggestion for the rejuvenation of the small-scale sector.

* * *