

Questionnaire Serial No. Date **I. OVERVIEW****1 Name/Address of Business**

Telephones

Fax

e-mail

<input type="text"/>	<input type="text"/>	<input type="text"/>
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**2 Persons Interviewed**

(i) Name/Designation

(ii) Name/Designation

(iii) Name/Designation

<input type="text"/>
<input type="text"/>
<input type="text"/>

**3 (a) SSI Registration No.**

(b) Year of Start-up (FY)

<input type="text"/>
<input type="text"/>

**4 Size of the firm**

1996-97

1993-94

1990-91

1st export

Start-up yr.

Number of employees

Investment in P&amp;M (Rs. Lakhs)

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

**5 Subcontracts (Job work):****5.1 Giving**

1996-97

1993-94

1990-91

Early years

(1) No. of firms on which orders placed

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
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(2) Share of subcontracts in total production value (%)

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
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(3) Names of items subcontracted

**5.2 Receiving**

1996-97

1993-94

1990-91

Early years

(1) No. of firms from which orders recd.

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

(2) Share of subcontracts in total sales (%)

(3) Names of items subcontracted

**5.3 Did you approach a subcontracting institution for support? If yes, name it. Rate its usefulness on a scale of 1=Not useful ... 5=Very useful. If not, why?**

6 State your three leading items in order of their importance by share in total sales.

1996-97		Start-up	
Item	Share (%)	Item	Share (%)

7 Answer the following from accounting documents.

(Lakh Rs.)

	1996-97	1995-96	1994-95	1993-94	Start-up
(1) Sales (Domestic+Export)					
(2) Direct exports					
(3) Indirect exports					
(4) Salaries/wages paid					
(5) Paid-up capital					
(6) Fixed assets					
(7) Current assets					
(8) Net profit					

8 Background of the entrepreneur (owner/chief executive):

(a) Age at start-up (years)

(b) Education and training:

(1) Level of education (years)

(2) Graduate (Stream: Arts, Science, Business, etc.)

(3) Post-graduate (Subject)

(4) Other vocational/professional training (name)


(c) What was owner's job history prior to joining/starting this firm?

(1) Years of experience in sales

(2) Years of experience in exports

(3) Years of experience in an exporting firm


9 In your leading business area, compare your performance with that of other firms in the same business. (1=Lowest; 2=Lower; 3=Medium; 4=Upper; 5=Top)

1. Growth	<input type="text"/>
2. Profitability	<input type="text"/>
3. Exports	<input type="text"/>

10 Based on your leading business area, what is your opinion about the future prospects?

(1=Very pessimistic; 2=Pessimistic; 3=Moderate; 4=Promising; 5=Very promising)

1. Short-term (1 to 2 years)

2. Long term (after 5 years)


11 What is the most important factor for survival and growth of your firm in your leading business area?

**12 Composition of employees.**

	(Number)			
	Production	R&D	Marketing	Admin/Finance
1. SSLC/Intermediate				
2. Polytechnic degree				
3. College Graduate				
4. Post graduate				
5. Ph.D. (Doctorate)				
Total				

**13 What is your assessment of the internal capabilities of your firm relative to your competitors? [Scale: 1 = Very Weak ... 5 = Very High.]**

1. Marketing and management ability	
2. Financial capability	
3. Technological capability	
4. External relations of management	

**II. TECHNOLOGY SUPPORT SYSTEM**

This part of the interview examines the role of institutions external to the firm in helping the firm upgrade its technological capability. "Upgrading Capability" consists of both improvements in design/quality of the firm's products, including introduction of new products, and improvements in the firm's production process.

**14 On your new product development**

1. How many new products have you developed in the last four years?

No.	1996-97	1995-96	1994-95	1993-94

2. What is the level of technological sophistication and characteristics of the new products?

A. Latest Difference from existing products:

(1=negligible, 2=moderate, 3=intermediate, 4=significant, 5=radical)

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B. Dominant characteristics of new products :

(% of new products)

(1) Duplication of domestic model	
(2) Simple assembly of a foreign model	
(3) Application of technology existing in domestic market	
(4) Adaptation of foreign technology for domestic market	
(5) Introduction of new products whose performance and usage is better than comparable products in foreign markets	
(6) Initiating new products never previously developed in foreign countries	
(7) Any other	

**15 Has your firm obtained help from the following institutions or activities (indicated at the left) for upgrading its technological capability? If so, how important was its contribution to the actual upgradation of your firm's technological capability?**

(Scale: 1=Absolutely unimportant, 5=Very important)

	Quality improvement	Production process improvement
(1) Order-placing firm		
(2) Joint venture partners		
(3) Equipment suppliers:		
Domestic		
Foreign		
(4) Local buyers		
(5) Foreign buyers (OEM)		
(6) Firms engaged in similar business activities		
(7) Private consulting firms		
Name of firm: _____		
(8) Industry association or other non-profit institution (non-governmental)		
(9) Public technology support agency		
(10) International exhibition		
(11) Technology information centre		
(12) Imitating similar domestic products		
(13) Individual use of researchers in university research institutes		
(14) Individual use of foreign professionals		
(15) Technological conferences		
(16) Other (Specify)		

16 Indicate the three most important support providers for improving the product quality and production process. Explain in detail the nature of their support and how the linkage with the providers was established.

	<i>Support Institution</i>	<i>Nature of support</i>	<i>How link established?</i>
(a) Improvement in product quality:			
(1)			
(2)			
(3)			
(b) Improvement in production process			
(1)			
(2)			
(3)			

17 Do you have any other areas which achieved upgrading of technological capability? If yes, illustrate the areas and indicate the support institution, nature of support, and how the link was established.

18 When you have benefited from the help of a private consulting agency, have you also been supported by the government? If yes, what kind of support did you get?

19 Have you ever been supported by the following institutions? If yes, how important was their support for your technological capability upgrading? (Scale: 1=Absolutely unimportant 5=Very important.).

Codes for nature of support are:

Technical Information	TINF
Technical Assistance	TASS
Joint Technical Development	JDEV
Contract Technical Developmt.	CONT
Training	TRNG
Other	

If not supported, what was the reason? Some examples are:

1. Ignorance of the above system
2. Knew the system but it is not relevant to our firm
3. Knew the system, but its effectiveness was vague
4. Intended to use it, but couldn't.

	<i>Nature of support</i>	<i>Importance</i>	<i>Years used</i>	<i>Reason not used</i>
1. District Industries Centre				
2. Small Industry Development Organisation (SIDO)				
3. National Small Industries Corporation (NSIC)				
4. Bureau of Indian Standards				
5. Tool Room				

	<i>Nature of support</i>	<i>Importance</i>	<i>Years used</i>	<i>Reason not used</i>
6. Indian Institute Of Packaging				
7. National Productivity Council				
8. Industrial Cooperative				
9. Product & Process Development Centre				
10. Other Govt. Institutes				
11. SIDBI				
12. Exim Bank				
13. National Institute of Design				
14. Federation of Assns. of Small Industries of India				
15. Indian Council of Small Industries				
16. Indian Federation of Tiny Enterprises				
17. World Assn. of Small and Medium Enterprises				
18. All India Manufacturers Organisation				
19. FICCI				
20. PHD Chamber of Commerce and Industry				
21. Confederation of Indian Industries				
22. Entrepreneurship Development & Training Institute of India, Ahmedabad				
23. Indian Institute of Entrepreneurship, Guwahati				
24. National Institute for Entrepreneurship and Small Business Development (NIESBUD), New Delhi				
25. National Institute for Small Industry Extension and Training (NISIET), Hyderabad				
26.				
27.				

**III. MARKETING SUPPORT SYSTEM**

**20 Answer the following questions about export entry of your firm.**

- 1. Year of first export
- 2. Year of first direct export
- 3. What was the channel of export?
- 4. Details of how this first export channel was identified.



- 5. Aside from the first channel, what other efforts did you make in the first year or two to enter the export market? What obstacles did you encounter?



**21 (a) What percentage of total sales are exports?**

(%)	1996-97	1993-94	1990-91	Initial export yr

- (b) No. of countries to which exports made

(No.)				

**22 What percentage of exports over each of the past four years are for quota items?**

(%)	1996-97	1995-96	1994-95	1993-94

**23 Through which of the following channels have you sold your products in the export market?**

<i>Channel</i>	(%)	Current	1st export
(1) Foreign buyer			
(a) with buying office in India			
(b) visited from abroad			
(2) Direct marketing by firm's export office abroad			
(3) Indirect exports through India based company:			
(a) manufacturing company			
(b) domestic trading company			
(c) foreign export agency			
(d) non-profit marketing agency			
(i) trade association			
(ii) govt. agency			
(iii) other			
(e) other local agent			
<b>TOTAL</b>		100%	100%

**24 Export Destinations**

	%		
1. Exclusively to first world countries			
2. Other than first world/indebted countries			
3. Regions to which exported. (1=USA, 2= Western Europe, 3=Eastern Europe, 4=West Asia 5=Other Asia, 6=Others)			

25 (a) With how many foreign buyers do you do business?

(b) For your 3 leading buyers of exports:

- (i) % of exports
- (ii) Duration of tie (years)
- (iii) How contact was established?

	Buyer 1	Buyer 2	Buyer 3
(i) % of exports			
(ii) Duration of tie (years)			
(iii) How contact was established?			

26 In which of the following ways have government or non-profit agencies helped your firm to penetrate export markets? If you benefited from it, how useful was it on a scale of 1=Nil to 5=Extremely useful?

Codes for support institutions

1. Trade Fair Authority TFAI
2. Small Industries Development Organisation
3. District Industries Centre
4. Export Promotion Council
5. Federation of Indian Exporting Organizations
6. Industry association, union, federation (name)
7. Parent firm
8. Firms from same area
9. Foreign embassies in India
10. Indian embassies abroad
11. Other (name)

	Yes/No	Institution Code	Usefulness
(1) Providing information on export marketing opportunities			
(2) Introducing buyers to your firm			
(3) Helping to identify an export agent			
(4) Placing orders on firm			
(5) Helping your participation in trade fair in India			
(6) Facilitating your participation in overseas trade fairs			
(7) Supporting marketing or exploratory trips abroad			
(8) Encouraging exporters to subcontract with your firm			
(9) Working as an export-import agency			
(10) Supporting your firm to obtain foreign quality standards			
(11) Supporting through export insurance			
(12) Providing information and technical assistance on design, packaging			
(13) Supporting use of overseas permanent sales exhibition			
(14) Supporting and representing SMEs in international bidding			
(15) Supporting production and overseas distribution of promotional materials			
(16) Supporting joint-venture technology ties with foreign firm			
(17) Help in becoming familiar with foreign laws			
(18) Help in doing feasibility studies			
(19) Pointing to info about export promotion on Internet			



**27 On a scale of 1 (weakest) to 5(highest), rank the importance of each of the following in facilitating access to export markets.**

	<i>At Present</i>	<i>1st export</i>
(1) Direct efforts by firm to contact foreign buyers or export agents		
(2) Initiatives by foreign buyers or export agents		
(3) Support by government or non-profit agency		
(4) Initiatives by subcontractors and domestic trading companies.		
(5) Export marketing experience of employee(s)		

**Which of the above items was the most important?  
And next?**


**28 Have you ever benefitted from the following activities? If yes, how much did it help your firm's market performance?**

(Usefulness Score: 1=Nil ... 5=Very useful)

	<i>Yes/No</i>	<i>Usefulness</i>	<i>Reason for not using*</i>
(1) Reservation of items for production by small firms			
(2) Joint purchasing of raw material/parts and joint sales of commodities			
(3) Collectively forming a private contract with government and/or public institution			
(4) Sales under price preference			
(5) Items reserved for purchase from SSI			
(6) Support for backward area location			
(7) Raw material supply by State Corp.			
(8) Marketing assistance by State Corp.			

\*Some examples of reasons why you did not use the above activities:

- (1) Ignorance of the above system
- (2) It was too late to approach
- (3) Knew the system but it is not relevant to our firm
- (4) Knew the system, but its effectiveness was vague
- (5) Intended to use it, but couldn't
- (6) Found that there were too many hassles

**29 Rank the following constraints in penetrating the export market, in descending order of importance.**

Limited financial resources	
Limited qualified manpower	
Limited production facilities and knowhow	
Limited knowledge of basic export marketing	
Limited knowledge of export markets	
Limited management capabilities	
Tendency to use opportunistic approaches to export marketing	
Lack of knowledge about, and access to, assistance sources	
Any other (specify)	

**IV. FINANCIAL SUPPORT SYSTEM**

**30 Financial support systems relevant to establishing a firm.**

1) Identify the financial source, amount, and usefulness of each of the following when your firm was established. (Usefulness score: 1= Not useful ... 5=Very useful)

	Yes/No	Amount in Lakh Rs.	Usefulness
1. Equity/Loan from venture capital firm			
2. Equity/Loan from a Mutual Fund			
3. National Equity Fund of SIDBI			
4. Own equity (savings)			
5. Equity/Loan from relatives and friends			
6. Equity/Loan from parent firm			
7. Private loans			
8. Corporate bonds			
9. Term loan from public sector banks			
10. Term loan from private bank			
11. Term loan from State Corp. or IDBI/SIDBI			
12. Seed capital/margin money from IDBI/SIDBI			
13. Bill rediscounting for machinery from SIDBI			
14. Special schemes for women			
15. Other			

2) If you have not used public funds, write Y against applicable reason(s) from list below.

(a) Did not apply for funds:

1. Was ignorant of the system	
2. Knew the system, but didn't meet the required specifications	
3. Knew the system, but the required documentation was too complicated	
4. Knew the system, but expected that it would not be helpful to us	
5. Knew the system, but the interest rate and accruing costs were too high	
6. Knew the system, but lacked sufficient collateral	
7. Knew the system, but the firm's credit rating was insufficient	
8. Knew the system, but the timing was inappropriate	
9. Didn't need to use this system	
10. Other	

(b) Applied for funds, but couldn't get them because of

11. Shortage of finance	
12. Control by the government	
13. No personal relations with the person in charge of funds	
14. Other	

**31 Financial support systems for process modernisation and improvement**

\*Please utilise the list of "reasons for not using" from Q. 30(2)

[Usefulness score: 1= Not useful ... 5=Very useful]

	Yes/No	Amount in Lakh Rs.	Year since	Usefulness	Reason for not using*	
					Not applied List (a)	Applied List (b)
1. Consultancy assistance						
2. Equipment refinance						
3. Special scheme for Quality Control						
4. Special scheme for Diesel Generating sets						
5. Scheme for pollution control						
6. Scheme for energy saving						

	Yes/No	Amount in Lakh Rs.	Year since	Usefulness	Reason for not using*	
					Not applied List (a)	Applied List (b)
7. Finance for computerisation						
8. Finance for automation						
9. Parent firm						

**32 Financial support systems for operation and management of firm**

\*Please utilise the list of "reasons for not using" from Q. 30(2)

[Usefulness score: 1= Not useful ... 5=Very useful]

	Yes/No	Amount in Lakh Rs.	Year since	Usefulness	Reason for not using*	
					Not applied List (a)	Applied List (b)
1. Working Capital (WC) from public sector bank						
2. Single Window of SIDBI						
3. WC from private bank						
4. Private loans						
5. Commercial Paper						
6. Customer advances						
7. Parent firm						
8. Other						

**33 Financial support systems for technology development**

\*Please utilise the list of "reasons for not using" from Q. 30(2)

[Usefulness score: 1= Not useful ... 5=Very useful]

	Yes/No	Amount in Lakh Rs.	Year since	Usefulness	Reason for not using*	
					Not applied List (a)	Applied List (b)
1. Technology Development & Modernisation Fund (TDMF) of SIDBI						
2. TDMF of Bank						
3. Parent firm						
4. Other						

**34 Financial support systems for export and overseas investment**

\*Please utilise the list of "reasons for not using" from Q. 30(2)

[Usefulness score: 1= Not useful ... 5=Very useful]

	Yes/No	Amount in Lakh Rs.	Year since	Usefulness	Reason for not using*	
					Not applied List (a)	Applied List (b)
1. Pre-shipmt. credit fm Bank						
2. Post-shipmt. credit fm Bank						
3. Pre-shipmt. credit fm SIDBI						
4. Market Dev Assistance (MDA) from Exim Bank						
5. MDA from Export Promotion Council						
6. Other						

**35 Financial support systems for credit guarantee for SMEs**

\*Please utilise the list of "reasons for not using" from Q. 30(2)

[Usefulness score: 1= Not useful ... 5=Very useful]

	Yes/No	Amount in Lakh Rs.	Year since	Usefulness	Reason for not using*	
					Not applied List (a)	Applied List (b)
1. Export Credit Guarantee Corporation (ECGC)						
2. Subsidised supplier's credit						

	Yes/No	Amount in Lakh Rs.	Year since	Usefulness	Reason for not using*	
					Not applied List (a)	Applied List (b)
3. Parent firm's credit guarantee						
4. Bank's repayment guarantee						
5. Other						

**36 Level of difficulty faced by you in export financing.**

[Score: 1 = Very High ... 5 = Very low]

1. Lack of information on possible sources of financing
2. Limited availability of finance
3. Complexity of financing arrangements
4. Time delays in receiving payments from abroad
5. Uncertainty of payments from abroad
6. Size of collateral
7. Other

	Current	1st export

**37 (a) Were you assisted by a govt. agency to find an appropriate financial institutions? If yes, how useful was this assistance? [Usefulness score: 1= Not useful ... 5=Very useful]**

	Yes/No	Usefulness	
		Current	1st export
(1) Domestic financing			
(2) Export financing			

(b) % reduction in current exports had you not been assisted by a govt. agency

**38 How useful was the financial support you received from the following institutions?**

\*Please utilise the list of "reasons for not using" from Q. 30(2)  
[Usefulness score: 1= Not useful ... 5=Very useful]

	Yes/No	Usefulness	Reason for not using*	
			Not applied List (a)	Applied List (b)
1. SIDBI				
2. State Financial Corporation				
3. State Industrial Dev. Corp.				
4. State Cooperative Bank				
5. NABARD				
6. KVIC/KVIB				
7. NGOs/Vos				
8. Commercial Banks				
9. Exim Bank				
10. ECGC				
11. Other				

**39 What would have happened if you did not get financial support from a particular source?**

1. Given up the project
2. Postponed the project until funds were available
3. Sought alternative sources of finance

**40 What percentage of raw materials do you procure from domestic suppliers**

**41 Which of the following mechanisms do you use to pay for purchases of raw materials from domestic suppliers?**

	Yes/No	% of purchase
1. Bank draft or cash		
2. Letters of credit		
3. Promissory notes (Hundi)		

4. Bank loan 

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 If yes to (3) or (4), what is the average duration of those? 

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42 Which of the following mechanisms are used by the buyers to pay for purchases from your firm?

(a) Domestic buyers 

Yes/No	% of sales

  
 1. Letters of credit  
 2. Promissory notes (Hundi)

(b) Foreign buyers (export sales) 

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 1. Letters of credit  
 2. Deferred payments

43 Are you able to discount (re-discount) any IOUs (to you)? [Y/N] 

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If yes, to which of the following?  
 1. Bank 

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 %  
 2. Other firm 

--

 %  
 3. Individual 

--

 %  
 4. SIDBI 

--

 %  
 5. Other 

--

 %

44 What % of customers to whom you provide credit fail to pay their debts on time?

1. Domestic 

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 %  
 2. Foreign 

--

 %

45 Against what % of those who fail to pay on time do you start legal proceedings?

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46 What is the usefulness of the various tax incentive systems for your firm?

[Usefulness score: 1= Not useful ... 5=Very useful]

\*List of reasons for not availing of the tax exemption systems:

1. Being ignorant of how to use the system.
2. The procedures and required documents are too complicated.
3. Over certain amount of income must be reported.
4. Irrelevant
5. Other 

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**A. Tax Exemptions (TE)**

	Yes/No	Usefulness	<i>Reason for not using*</i>
1. Excise duty exemption			
2. IT exemption under s. 80HH			
3. IT exemption u/s 80HHA			
4. IT exemption u/s 80IA			
5. Sales tax exemption			

**B. Income Exemptions (IE)**

1. Research & Development rebate			
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**C. Tax Reduction (TR)**

1. Excise duty concession			
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**D. Reserves**

1. Investment allowance reserve			
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**E. Subsidies**

1. Capital investment subsidy
2. Backward area subsidy
3. Cash assistance for exports
4. Interest subsidy
5. Subsidy for power saving equipment
6. Subsidy for land or factory shed

	Yes/No	Usefulness	<i>Reason for not using*</i>

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