

APPENDIX

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Appendix A

Questionnaire to outsourced service providers and fulfilment houses:

- i. Personal profile
 1. Name of person being interviewed
 2. Job description, functions, responsibilities etcetera
 3. Years with the company and in current position

- ii. Company profile
 1. Name of company
 2. Type of industry / target market (*e.g.* communication technology, internet service providers, other IT-related etcetera)
 3. Nature of clients' business (*e.g.* software development, packaging or bundling of hardware or other computer peripherals etcetera)
 4. Company characteristics
 - number of offices
 - geographic area covered (national or international)
 - number of client companies
 - number of employees
 5. Annual sales figures (not compulsory)
 - volume
 - turnover
 6. Potential internal company strengths
 - core competencies in key areas
 - adequate financial resources
 - potential market leader
 - access to economies of scale
 - insulated from strong competitive pressures
 - proprietary technology
 - cost advantages
 - product innovation skills
 - proven management

- iii. Scope of value added services offered
 1. Procurement
 - buying on behalf of clients
 - suppliers used
 2. Warehousing
 - quantity and location of warehouses
 - size (square meters)
 - racking, pallets and other equipment used
 3. Assembly
 - nature of physical assembly lines
 4. Order processing
 - Management Information System
 - procedures
 5. Physical distribution
 - geographic area covered
 - own vehicles, outsourced courier and freight companies or a combination
 6. Reporting and invoicing
 - Management Information System report writing capabilities
 7. Other services / customised solutions offered

Appendix B

Questionnaire to the client companies of outsourced service providers or fulfilment houses.

- i. Personal profile
 1. Name of person being interviewed
 2. Job description, functions, responsibilities etcetera
 3. Years with the company and in current position

- ii. Company profile
 4. Name of company
 5. Type of industry / target market (*e.g.* communication technology, internet service providers, other IT-related etcetera)
 6. Nature of business / type of product and product characteristics (*e.g.* software packages, interactive game bundles, internet starter kits which are standardised, branded etcetera)
 7. Company characteristics
 - number of offices
 - distribution area (national or international)
 - number of employees
 8. Annual sales figures (not compulsory)
 - volume
 - turnover
 9. Potential internal company strengths
 - core competencies in key areas
 - adequate financial resources
 - potential market leader
 - access to economies of scale
 - insulated from strong competitive pressures
 - proprietary technology
 - cost advantages
 - product innovation skills
 - proven management

- iii. Industry profile
 1. Market size
 2. Scope of competitive rivalry
 - among competing sellers
 - threat of potential entry
 - competition from substitutes
 - power of suppliers
 - power of customers
 3. Market growth rate (annual percentage)
 4. Industry's stage in life cycle (new / mature / declining etcetera)
 5. Number of companies in industry
 6. Customers (number of buyers)
 7. Ease of entry and exit into the industry
 8. Experience curve effects
 9. Dominant economic characteristics of the industry environment (industry structure, capital requirements, scale economies etcetera)
 10. Industry profitability
 11. Driving forces
 12. Key success factors
 13. Industry prospects and overall attractiveness
 14. Potential external opportunities
 - ability to expand into new markets or segments
 - ability to transfer skills or technological know-how
 - integrating forward or backward
 - new foreign markets
 15. Potential external threats
 - entry of lower-cost foreign competitors
 - rising sales of substitute products
 - adverse shifts in foreign exchange rates
 - regulatory requirements

- iv. Processes outsourced to outside value-added service providers or a fulfilment house (this topic was discussed in great detail):
- activities outsourced (*e.g.* procurement, assembly, warehousing, distribution, reporting, debt collection etcetera)
 - Service Level Agreements (*e.g.* nature of contracts, time frames etcetera)
 - management of the outsourcing process at all levels