

CORPORATE VENTURE GROWTH & DEVELOPMENT PhD STUDY



Instructions Exclusively For The CEO/GENERAL MANAGER of an Information Technology Services' company

This research is in partial fulfilment of the PhD (Entrepreneurship) degree programme.

Please note that this questionnaire uses the term C.E.O. to include General Manager and/or Divisional /Business Unit Manager as some Business Units (BU) in companies are driven as Businesses in their own right. In some instances these BU were acquired by the parent company and merged into the larger company, and are thus, whilst part of the larger parent company, (i) driven as separate entities by the founder of the so-merged entity (ii) are still under expected to deliver profit guarantees to the Parent/holding company.

The first part of the questionnaire seeks information about you and about how you became the to **CEO/GENERAL MANAGER** of your company/business unit.

This questionnaire can be completed in 30 minutes, and it is probably best to move through the questions quickly.

It would also be best, but not necessary, for you to complete the questionnaire uninterrupted. Just try to be honest as you answer the questions; there are no "Correct" or "Trick" answers. Your first response is often your most accurate.

It would be helpful to receive the completed questionnaire **before the 30 November 2004**.

I give you my personal pledge that all information will be treated confidentially. As a courtesy and token of appreciation of your cooperation, a summary of the study's results will be published and made available to you if you so require it.

Your effort will help our industry and the next generation of managers.

**Primary Research
Supervisor:**

Prof. Jurie Van Vuuren
University of Pretoria
Faculty of Economic &
Management Sciences
Dept. Business Management

Student: Clive A. Fynn
PhD (Entrepreneurship) Candidate
Student No.: 22305069

1. Respondent Number

V1 1-3

PART ONE

A. PERSONAL CHARACTERISTICS.

2. How old are you?

Age range	Mark X in the appropriate row	
25 - 35		1
36 – 45		2
46 – 55		3
More than 55 years		4

V2 4

3. Please indicate your level of education by circling the numbers 1 – 5 in each case.

	1	2	3	4	5
(a) Formal Academic Ed.	1st degree/ diploma	1st Masters' degree	Two Masters' degrees	Doctorate (eg. D. Tech; PhD (Entrepreneurship)).	None

V3 5

	1	2	3	4	5
(b) Formal Technical or vocational education	Technical College Certificate (TCC)	University / Technikon degree PLUS TCC	M. Tech + Technikon Diploma	D. Tech & one/several TCC's	None

V4 6

4. How many IT – related or trade association “short courses” have you taken?

Number of “short courses”	Mark X in the appropriate row	
1 – 3		1
4 – 6		2
More than 6		3

V5 7

5. What % of the business do you own?

% Shareholding	Mark X in the appropriate row	
0%		1
1 - 25		2
26 - 41		3
42 - 57		4
More than 57%		5

V6 8

6. W.r.t. the above question, do you have management control?

YES	1
NO	2

V7 9

B. INFORMATION TECHNOLOGY (IT) SKILLS AND BUSINESS KNOWLEDGE

7. How many IT (or closely related) firms have you worked for before this one?

Number of companies	Mark X in the appropriate row	
1 – 3		1
4 - 7		2
More than 7		3

V8 10

8. Please indicate which of the following is applicable to you by marking (X):

I was employed to be the CEO/GM.	
I founded this business alone	
I founded this business with others	
I bought this business alone	
I bought this business with others	
I started my own company then merged with another/other companies	
I started my own company with others then merged it with a larger one	
I took over a family business	

V9 11-12

9. If you founded or bought the business, what would you guess your “net worth” was on opening/acquisition day? Please ONLY check (x) one:

Negative net worth		1
R150, 000 to R250, 000		2
R251,000 to R350,000		3
R351,000 to R450,000		4
More than R450,000		5

V10 13

10. If you founded or bought the business, how much of your own money did you invest? Please ONLY check (X) one:

Nothing, as it was a family business		1
R150, 000 to R250, 000		2
R251,000 to R350,000		3
R351,000 to R450,000		4
More than R450,000		5

V11 14

11. If you founded or bought the business, how much money did you borrow? Please ONLY check (X) one:

Nothing, as it was a family business		1
R150, 000 to R550, 000		2
R551,000 to R951,000		3
More than R951,000		4

V12 15

12. Please circle the correct code number to indicate the level of skill you had when you founded, bought or entered this business.

Expert = 4 High = 3 Moderate = 2 Low = 1

Project Management	4	3	2	1
Software Development	4	3	2	1
IT Consulting in all of its facets	4	3	2	1
Business Management Consulting	4	3	2	1
Systems' Integration	4	3	2	1
IT Outsourcing Deal structuring	4	3	2	1

V13 16

V14 17

V15 18

V16 19

V17 20

V18 21

13. Please ONLY use the same code numbers (above) to assess the knowledge that you had when you founded, bought, or entered this business.

Bidding practices	4	3	2	1
Your company's customers	4	3	2	1
Contract Negotiations	4	3	2	1
Your company's competitors	4	3	2	1

V19 22

V20 23

V21 24

V22 25

C. ASSESSMENT OF YOUR CURRENT EXPERIENCE, KNOWLEDGE, AND SKILL.

14. Please use the code numbers to assess the skill levels that you NOW have. Just circle your choice

Expert = 4 High = 3 Moderate = 2 Low = 1

Project Management	4	3	2	1
Software Development	4	3	2	1
IT Consulting in all of its facets	4	3	2	1
Business Management Consulting	4	3	2	1
Systems' Integration	4	3	2	1
IT Outsourcing Deal structuring	4	3	2	1

V23	<input type="checkbox"/>	26
V24	<input type="checkbox"/>	27
V25	<input type="checkbox"/>	28
V26	<input type="checkbox"/>	29
V27	<input type="checkbox"/>	30
V28	<input type="checkbox"/>	31

15. Please use the same code numbers to assess the knowledge that you have NOW for/of:

Bidding practices	4	3	2	1
Your company's customers	4	3	2	1
Contract Negotiations	4	3	2	1
Your company's competitors	4	3	2	1

V29	<input type="checkbox"/>	32
V30	<input type="checkbox"/>	33
V31	<input type="checkbox"/>	34
V32	<input type="checkbox"/>	35

D. CHOICE OF THE IT INDUSTRY AND THE COMPANY THAT YOU ARE NOW IN.

16. Use the code below and circle your choice in the table to indicate the extent that you were influenced to join the IT industry:

4 = Very strongly influenced 3 = Strongly influenced
2 = Moderately influenced 1 = Poorly influenced

(a) I took the best job that I could find and it happened to be in IT	4	3	2	1
(b) I bought the best company I could find and it happened to be in IT	4	3	2	1
(c) I was trained in this industry and stayed with my skill	4	3	2	1
(d) Our family business was in this industry	4	3	2	1
(e) I was dissatisfied with my prior job or business	4	3	2	1
(f) I worked for an IT – related business and left because				
(i) there was no challenge	4	3	2	1
(ii) the business was failing	4	3	2	1
(iii) There was a personality conflict	4	3	2	1
(iv) I wanted to be my own boss	4	3	2	1

V33	<input type="checkbox"/>	36
V34	<input type="checkbox"/>	37
V35	<input type="checkbox"/>	38
V36	<input type="checkbox"/>	39
V37	<input type="checkbox"/>	40
V38	<input type="checkbox"/>	41
V39	<input type="checkbox"/>	42
V40	<input type="checkbox"/>	43
V41	<input type="checkbox"/>	44

E. OVERALL PHILOSOPHY OF BUSINESS.

17. How much effort do you put into knowing OR building a personal relationship with your best customer. Circle your choice.

0	1	2	3	4	5	6	7	8	9	10	11
NO EFFORT			PUT LIMITED EFFORT			PUT REASONABLE EFFORT			TRY TO KNOW BEST CUSTOMERS WELL		

V42	<input type="checkbox"/>	45
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18. How does each of the following compare to that of your strongest competitor. Circle your choice.

Very well = 4 Reasonably well = 3 Moderately = 2 Poorly = 1

Your current pricing structure?	4	3	2	1
Your quality of product & solution?	4	3	2	1
Your service delivery during after hours?	4	3	2	1

V43	<input type="checkbox"/>	46
V44	<input type="checkbox"/>	47
V45	<input type="checkbox"/>	48

19. Think about a typical delivery of your IT services and solutions. What % of the services and solutions would have been delivered DIFFERENTLY than they were five (5) years ago (for e.g. for IT solutions' delivery, etc). Please check/mark **X** in the approximate % column.

	25%	50%	75%	100%
Delivery of:				
Software development				
Systems' architecture				
Business Process Implementation				
Business consulting services				

V46	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	49-51
V47	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	52-54
V48	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	55-57
V49	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	58-60

20. Think of a typical week of service/solutions' deliveries in your company . What % of the services/solutions deliveries went to customers who you didn't have 5 years ago (Please think of customers as those who pay you, not the end-user)? Please check (**X**) the approximate %

	0%	20%	40%	60%	80%	100%
Delivery of:						
Software development						
Systems' architecture						
Business Process Implementation						
Business consulting services						

V50	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	61-63
V51	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	64-66
V52	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	67-69
V53	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	70-72

Please indicate how strongly you agree or disagree with each statement (below) by circling the appropriate number

**1 = Strongly disagree 2 = Disagree 3 = Neither agree or disagree
4 = Agree 5 = Strongly agree**

21	I focus more on people's productivity than on "getting to know" our customers well	1	2	3	4	5
22	I focus more on marketing opportunities than on "getting to know" our customers well	1	2	3	4	5
23	It has been my practice to build a service's reputation for highest quality and than best price.	1	2	3	4	5
24	I have been a pioneer in the use of new IT solutions and processes.	1	2	3	4	5
25	I innovate by monitoring productivity through the use of an internal, company – wide Business Information System	1	2	3	4	5
26	In evaluating employees, I also ask my colleagues to tell me how I am performing against a declared set of standards.	1	2	3	4	5

V54	<input type="checkbox"/>	73
V55	<input type="checkbox"/>	74
V56	<input type="checkbox"/>	75
V57	<input type="checkbox"/>	76
V58	<input type="checkbox"/>	77
V59	<input type="checkbox"/>	78

F. ORGANISATIONS THAT YOU MUST DEAL WITH.

27. In your market, what % of the business is usually taken by the top 4 firms?

Please circle the approximate %:

0% 20% 40% 60% 80% 100%

V60 79-81

28. Please circle the approximate share of the market that you have:

1% 2% 5% 10% 15% 25% 50% 75% 90% 100%

V61 82-84

29. Please circle your best guess of the number of employees that your typical COMPETITOR has:

10 15 25 50 100 200 300 500 700 1000

V62 85-88

G. EXPLORING THE WAY YOU THINK ABOUT PROBLEMS.

Please indicate how strongly you agree or disagree with each statement (below) by circling the appropriate number

1 = Strongly disagree 2 = Disagree 3 = Neither agree or disagree
4 = Agree 5 = Strongly agree

30	When I decide important things, I use careful, methodical thought based on experience.	1	2	3	4	5
31	When I decide important things, I use my "gut feel" based on experience.	1	2	3	4	5
32	Sometimes when I am deciding important things, the answer to the problem just seems to appear in my mind.	1	2	3	4	5
33	I am able to search out new technologies, processes, or product ideas	1	2	3	4	5
34	I frequently feel good from thinking about the way I improved something.	1	2	3	4	5

V63 89

V64 90

V65 91

V66 92

V67 93

PART TWO.

H. VISION & THE USE OF THE COMPANY VISION

A company vision is a dream of a better distant future, an overarching long-term goal that is realistic and challenging. Having a company visions is tool that some company managers use; but many company managers feel that company "Vision Statements" are unnecessary.

35. If you have a company vision are your employees aware of it? Yes/No

Yes	1
No	2

V68 94

36. If you have a company vision, did you participate in its formulation?

Yes	1
No	2

V69 95

C.	HOW YOU FEEL ABOUT YOUR STYLE OF WORKING					
i	One of my greatest strengths is that I can delegate well.	1	2	3	4	5
ii	When something goes wrong, I immediately analyse the cause of the problem and take action.	1	2	3	4	5
iii	I like to work at something until the goal is achieved even if the chance of succeeding may not be 100%.	1	2	3	4	5

V86 112

V87 113

V88 114

Thank you very much. Please return this questionnaire in the preaddressed envelope.