

Knowledge Management and Enterprise Performance Questionnaire

1. Your Personal Information (please tick before the selected answer)

1. Your job level: Senior manager Middle manager Primary manager General staff
2. You have been working in this company: 1 year and below 2–5 years 6–10 years 10 years or more
3. Your job content: Strategic planning Administrative/HR Finance
 Production/Service operation Marketing Research & Development Others

2. Basic Information of Your Company

1. The nature of ownership: State-owned / State-owned holding Private
 Wholly foreign-owned Sino-foreign joint venture Others
2. Number of employees: 100 and below 101–500 501–1000 1001–5000 5000 or more
3. Founded so far: 1 year and below 2–5 years 6–10 years 10–15 years 15 years or more
4. Industry: Manufacturing Service Other or difficult to determine (please fill in main business)
5. Whether it is recognized as a high-tech enterprise by the government: Yes No
6. Company name (Note: this question is not intended to record the true identity of your company or yourself, but only to identify questionnaires from the same company. The company name will not be used for any other analysis. In order to ensure the scientific nature of this study, please do cooperate.
 The name of your company is (please fill in): _____

3. Company Performance (compared to major competitors) 1-very low, 2- lower, 3- flat, 4- higher, 5-very high

	Very low	Flat	Very high
1. Market shares	1 2 3 4 5		
2. Turnover	1 2 3 4 5		
3. Profitability	1 2 3 4 5		
4. The growth rate of total assets	1 2 3 4 5		
5. The growth rate of turnover	1 2 3 4 5		
6. Staff morale	1 2 3 4 5		
7. Overall competitive advantage of the company	1 2 3 4 5		

4. Does the Following Description Correspond To the True Situation of Your Company? 1-very unlikely, 2-less unlikely, 3-uncertain, 4-more likely, 5-very likely

(1) Knowledge Management

- | | | | | | |
|--|---|---|---|---|---|
| 1. Employees are required to systematically document their work-related skills and experiences | 1 | 2 | 3 | 4 | 5 |
| 2. Employees are taught to obtain the required knowledge from internal company documents and manuals | 1 | 2 | 3 | 4 | 5 |
| 3. Employees are required to organize complete minutes of all meetings | 1 | 2 | 3 | 4 | 5 |

4.	Employees are taught to consult previous documents and manuals when confronted with problems	1	2	3	4	5
5.	Employees are taught to meet face-to-face with the company's experts when they encounter problems	1	2	3	4	5
6.	Employees are encouraged to share knowledge through private conversations and discussions	1	2	3	4	5
7.	Employees are taught the necessary job skills by arranging one-on-one coaching	1	2	3	4	5
8.	Colleagues are usually called together to find a solution when faced with a new problem	1	2	3	4	5
9.	We usually cultivate the professionals we need ourselves	1	2	3	4	5
10.	We usually develop the new technology or service skills we need ourselves	1	2	3	4	5
11.	We usually organize in-house experts to conduct business training for employees	1	2	3	4	5
12.	We encourage our employees to make suggestions for the development of new products/services	1	2	3	4	5
13.	We often cooperate with external manufacturers or research institutes to develop new products/services	1	2	3	4	5
14.	We often hire experts from outside the company to train employees or provide consulting services	1	2	3	4	5
15.	We attach great importance to obtaining information and knowledge from the Internet or public publications	1	2	3	4	5
16.	We attach great importance to getting advice and information from our clients	1	2	3	4	5
17.	We often improve existing technologies/skills to meet current needs	1	2	3	4	5
18.	We strive to improve the applicability of existing technologies/skills in multiple relevant business areas	1	2	3	4	5
19.	We often utilize existing technologies/skills to increase the functionality and variety of products/services	1	2	3	4	5
20.	We often refine the company's accumulated experience in business and apply it to the current business	1	2	3	4	5
21.	We often try to develop new and essential changed products/services	1	2	3	4	5
22.	We often try to use new technologies/skills that are not mature and have some risks	1	2	3	4	5
23.	We often try to open up new market segments without relevant marketing experience	1	2	3	4	5
24.	We often try business strategies/tactics that have not been used by other companies in the industry	1	2	3	4	5

(2) Strategy

1.	We adopt strict cost control measures to improve performance	1	2	3	4	5
2.	We make great improvements in production technology and business processes	1	2	3	4	5
3.	We attach importance to product/service quality and implement total quality management	1	2	3	4	5
4.	We try to compile statistics about the company's operations for analysis	1	2	3	4	5
5.	We usually do a lot of detailed analysis before making big business decisions	1	2	3	4	5
6.	We conduct a comprehensive analysis of the opportunities and challenges facing the company	1	2	3	4	5
7.	We usually follow the old conventions when making decisions	1	2	3	4	5
8.	We usually take a more conservative view when making big decisions	1	2	3	4	5
9.	The business model we use is less risky than our competitors	1	2	3	4	5
10.	The top management team attaches great importance to the company's long-term performance indicators	1	2	3	4	5
11.	Budget allocation and resource distribution reflect long-term considerations	1	2	3	4	5
12.	We invest in long-term projects (such as basic research) to gain a competitive advantage in the future	1	2	3	4	5
13.	We usually expand our production/service capacity ahead of our competitors	1	2	3	4	5
14.	We usually take the lead in introducing new products/services in the industry	1	2	3	4	5
15.	We adopt new technology or management methods earlier than our competitors	1	2	3	4	5
16.	We sacrifice our current profits to expand our market share	1	2	3	4	5
17.	We often use the strategy of reducing prices to expand our market share	1	2	3	4	5
18.	Gaining market share is more important than earning cash for the company	1	2	3	4	5

(3) Dynamic Capability

1.	Many innovative and useful products/services have been developed	1	2	3	4	5
2.	We strive to create an environment that promotes employee innovation	1	2	3	4	5
3.	We are willing to spend a lot of time developing innovative products/services	1	2	3	4	5

4.	Innovation is regarded as an important activity of the company	1	2	3	4	5
5.	We are good at discovering and grasping new business opportunities	1	2	3	4	5
6.	We are good at anticipating and adapting to sudden changes in the environment	1	2	3	4	5
7.	We react quickly to changes in market demand	1	2	3	4	5
8.	We adjust quickly business objectives to adapt to changes in the environment	1	2	3	4	5
9.	We provide high quality products/services	1	2	3	4	5
10.	We provide very meticulous and thoughtful after-sales service	1	2	3	4	5
11.	Our managers possess excellent management skills	1	2	3	4	5
12.	In general, the operating costs of company are low	1	2	3	4	5
13.	Good coordination between different job functions in the company	1	2	3	4	5
14.	Good connection between different departments in the company	1	2	3	4	5
15.	Appropriate allocation of resources among departments in the company	1	2	3	4	5
16.	In general, the company has good coordination ability	1	2	3	4	5

(4) Organizational Structure

1.	There are many managerial levels from the general manager to the ordinary employees	1	2	3	4	5
2.	There are many different duties and positions within the company	1	2	3	4	5
3.	Even small matters have to be referred to someone higher up for a final decision	1	2	3	4	5
4.	Employees must have their supervisor's approval to take action even within their responsibilities	1	2	3	4	5
5.	Employees cannot decide how to deal with special situations at work	1	2	3	4	5
6.	Most of the business processes in the company are formal and written by rules in company	1	2	3	4	5
7.	There are sound rules and regulations	1	2	3	4	5
8.	The whole company is required to follow the prescribed procedure strictly	1	2	3	4	5
9.	Managers often communicate with each other	1	2	3	4	5
10.	People at different managerial levels can communicate easily with each other	1	2	3	4	5
11.	Junior employees can easily meet and communicate with top management	1	2	3	4	5
12.	Strategic decisions can be quickly communicated to relevant personnel	1	2	3	4	5

(5) Organizational Culture

1.	The colleagues are satisfied with the state of cooperation between them	1	2	3	4	5
2.	The colleagues often support each other	1	2	3	4	5
3.	The different work teams work well together	1	2	3	4	5
4.	The colleagues are generally willing to take responsibility for mistakes at work	1	2	3	4	5
5.	Our company members are generally trustworthy	1	2	3	4	5
6.	Our company members have reciprocal faith in others' behaviors to work toward organizational goals	1	2	3	4	5
7.	Our company members have reciprocal faith in others' decision toward organizational interests	1	2	3	4	5
8.	Our company members have good relationships based on reciprocal faith	1	2	3	4	5
9.	Our company provides various formal training to improve their business capability	1	2	3	4	5
10.	Our company provides many opportunities for individual development such as job rotation	1	2	3	4	5
11.	Our company provides various programs such as staff clubs or other associations	1	2	3	4	5
12.	Our company members are satisfied by the contents of job training or self-development opportunities	1	2	3	4	5

(6) Information Technology

1.	The employees in the IT department are very knowledgeable about computer information systems	1	2	3	4	5
2.	Our company has rich expertise in computer technology	1	2	3	4	5
3.	We are well aware of new developments in computer technology	1	2	3	4	5
4.	Our company is good at using computer information systems to collect and analyze customer information	1	2	3	4	5
5.	Our company collects customer information from the Internet systematically	1	2	3	4	5
6.	Our company often uses computer information systems when managing customer information	1	2	3	4	5
7.	Our company relies on computer information systems to obtain, store and process customer information	1	2	3	4	5
8.	Our company has a formal IT department	1	2	3	4	5
9.	Our company employs full-time IT managers	1	2	3	4	5
10.	Our company have a large budget for IT hardware and software every year	1	2	3	4	5
11.	Our company members can communicate with each other through computer network	1	2	3	4	5

(7) Human Resource

1.	Our employees are very helpful in process innovation	1	2	3	4	5
2.	Our employees directly affect customer satisfaction	1	2	3	4	5
3.	Our employees have a direct impact on company performance and productivity	1	2	3	4	5
4.	Our employees are the guarantee of our company to provide high quality products (services)	1	2	3	4	5
5.	Our employees can help the company to minimize production, service and transportation costs	1	2	3	4	5
6.	Our employees can develop the best products (services) in the industry	1	2	3	4	5

7.	The quality of our employees is outstanding, which is rare in job market	1	2	3	4	5
8.	Having excellent employees is one of the distinguishing features of our company from competitors	1	2	3	4	5
9.	Our employees are recognized as the best in the industry	1	2	3	4	5
10.	Our employees are hard to poach by our competitors	1	2	3	4	5
11.	Every employee is unique to the company	1	2	3	4	5
12.	The human resources advantage of our company is difficult to imitate or duplicate by competitors	1	2	3	4	5

(8) Environment

1.	Environmental changes in our local market are intense	1	2	3	4	5
2.	Our clients regularly ask for new products and services	1	2	3	4	5
3.	In our local market, changes are taking place continuously	1	2	3	4	5
4.	In our market, the volumes of products and services to be delivered change fast and often	1	2	3	4	5

5.	Competition in our local market is intense	1	2	3	4	5
6.	Our organizational unit has relatively strong competitors	1	2	3	4	5
7.	Competition in our local market is extremely high	1	2	3	4	5
8.	Price competition is a hallmark of our local market	1	2	3	4	5
