

India, Israel Product versus Service Questionnaire

The Quantitative Extension for Corporate Respondents

| | | | | |
|--------------------------|----------------------------|----------------|-------------------------|-----------------------|
| Strongly Disagree | Moderately Disagree | Neutral | Moderately Agree | Strongly Agree |
| 1 | 2 | 3 | 4 | 5 |

Human Capacity

Knowledge

1. Our employees' **professional knowledge** is critical
2. Our employees' **academic knowledge** is critical
3. **On-the-job training** is essential in our business
4. **Learning from our customers** is important

Autonomy

5. We allow managers **styles to range** from the very formal to the very informal
6. We emphasize getting things done even if this means **disregarding formal procedures**
7. We tend to **let the expert** to have the say in decision-making, even if this means temporarily bypassing formal lines of authority

Team-work

8. Our employees are more adept and comfortable working **individually** or in very small teams
9. Our employees are **equally comfortable** with working individually or in small or large teams
10. Our employees are more adept and comfortable with working in large **teams**

Market Sophistication

Service orientation

11. We view customers as **opportunities to serve** rather than as **sources of revenue**
12. **Management** regularly spends time **with customers**
13. **Management** regularly spends time with front-line employees
14. We are constantly **measuring service quality**
15. Our employees have the freedom and **authority** to act independently in order to provide excellent service
16. We provide excellent **incentives** and rewards at all levels **for service quality**, not just productivity
17. Every employee receives personal skills **training** to enhance his/her ability to deliver high-quality service

Collaboration

18. We believe in developing a new product or service **mostly by ourselves** in order to guard intellectual property and capture most share from the value-chain
19. We keep **in-house** only **the critical parts** of the business and outsource or rely on partnerships for the rest
20. We believe in being **'smart integrators'**, acquiring or creating networks with different technologies and capabilities, rather than creating them ourselves
21. Our employees work well with **other cultures** and globally dispersed multi-country teams

Business Sophistication

Planning Horizon

22. We do **long-term strategic planning**, focusing on 5-10 years market perspective, rather than next year's profitability
23. We have **long-term strategic goals** while maintaining acceptable **short-term performance** and profitability
24. We have **long-term strategic goals** but they are shaped by what we can achieve in **short-term performance and profitability**

Risk-taking

25. We prefer **low-risk projects** with normal/certain rates of return
26. We prefer **high-risk projects** with a chance of very high rates of return
27. We try to **minimize making costly decisions**
28. Top management believes in exploring the environment **gradually**

Decision-making about new initiatives or products

29. Only after **lot of debate** and analysis when the business case appears strong
30. Through **combination** of business case analysis, prototyping and experimentation
31. We quickly **prototype, get feedback from the market** and only then build a detailed business

Innovation & Entrepreneurship

32. We encourage and prefer employees who **challenge the status quo** and look to experiment and innovate
33. We want only some employees to be the **'innovation engine'**, while the rest should be the **'execution engine'**
34. Employees may have entrepreneurial ambitions but they prefer the **'safety'** of a stable corporate job