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Investigating entrepreneurial intensity and capability among South African exporting firms

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Investigating entrepreneurial intensity and capabilities among SA exporting...

Thank you for very much for participating in this survey. Your input will go a long way in creating empirical data and contribute toward international entrepreneurship research, particularly export, among South African in particular and emerging economies in general.

The results of this study will be published in a graduate dissertation for a Master of Management degree and may be referenced in a local or international business journal. All responses will be interpreted at an aggregated level and treated with high research ethics and confidentiality as stipulated in the Wits Business School code of ethics, of which the researcher has signed.

Section A - Demographic information

* 1. My current position in the firm is:

- Export manager
- Manager
- Director
- Executive

Other (please specify)

* 2. My highest education level:

- below Matric
- Matric
- Certificate/Diploma
- Undergraduate degree
- Postgraduate degree

* 3. In which industry does your firm mainly operate?

- Agriculture, hunting, forestry and fishing
- Manufacturing
- Mining and quarrying
- Electricity, gas, and water supply
- Hotels and restaurants
- Construction
- Repairs (vehicles, motor cycles & personal goods)
- Wholesale and retail trade
- Transport, storage and communication
- Community, social and personal services
- Financial, insurance, real estate and business services

Other (please specify)

* 4. How would you classify the level of technological intensity of your industry?

- Low-tech
- Medium-tech to low-tech
- Medium-tech to high-tech

*** 5. What is the overall number of the employees in the firm?**

- Fewer than 51
- 51 - 250
- Greater than 250

*** 6. When was the firm founded?**

- Before 1950
- 1951 – 1990
- 1991 - 2000
- After 2000

*** 7. How many years from the firm's inception did it take to make the firm's first significant export sales?**

- 0 - 3 years
- 4 - 6 years
- 7 - 10 years
- 11 - 20 years
- Over 20 years

*** 8. State the number of countries your firm is exporting to:**

- 1 - 5 countries
- 6 - 10 countries
- 11 - 20 countries
- Over 20 countries

*** 9. My firm's export sales as a percentage of total sales is:**

- less than 10%
- 10% - 25%
- 26% - 50%
- 51% - 75%
- Over 75%

Section B - International entrepreneurial intensity

International entrepreneurial orientation

Innovativeness

*** 10. Please put a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Our top management encourages new product ideas for international markets	○	○	○	○	○	○	○

*** 11. Please put a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Our top management is receptive to innovative ways of exploiting international market opportunities	○	○	○	○	○	○	○

*** 12. Please put a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Our top management believes that the opportunity for international markets is greater than the opportunity for the domestic market	○	○	○	○	○	○	○

*** 13. Please put a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Our top management continuously searches for new export markets	○	○	○	○	○	○	○

*** 14. Please put a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Our top management is willing to consider new suppliers/clients abroad	○	○	○	○	○	○	○

Proactiveness

*** 15. Please put a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Our top managers regularly attend local/foreign trade fairs	○	○	○	○	○	○	○

*** 16. Please put a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Our top managers have usually spent some time abroad	○	○	○	○	○	○	○

*** 17. Please put a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Our top management actively seeks contact with suppliers or clients in international markets	○	○	○	○	○	○	○

*** 18. Please put a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Our top management regularly monitors the trend of export markets	○	○	○	○	○	○	○

*** 19. Please put a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Our top management actively explores business opportunities abroad	○	○	○	○	○	○	○

Risk-taking

*** 20. Please put a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Our top management focuses abroad more on opportunities than on risks	○	○	○	○	○	○	○

* 21. Please put a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
When confronted with decisions about exporting or other international operations, our top management is tolerant of potential risks	○	○	○	○	○	○	○

* 22. Please put a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Our top managers have shared vision of the risks of foreign markets	○	○	○	○	○	○	○

* 23. Please put a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Our top management values risk-taking opportunities abroad	○	○	○	○	○	○	○

Frequency of entrepreneurship

Frequency

* 24. Rate the levels of innovation activity within your company regarding:

	very inactive	moderately inactive	slightly inactive	neutral	slightly active	moderately active	very active
Product	○	○	○	○	○	○	○

* 25. Rate the levels of innovation activity within your company regarding:

	very inactive	moderately inactive	slightly inactive	neutral	slightly active	moderately active	very active
Service	○	○	○	○	○	○	○

* 26. Rate the levels of innovation activity within your company regarding:

	very inactive	moderately inactive	slightly inactive	neutral	slightly active	moderately active	very active
Process	○	○	○	○	○	○	○

* 27. Rate the levels of innovation activity within your company regarding:

	very inactive	moderately inactive	slightly inactive	neutral	slightly active	moderately active	very active
Business development	○	○	○	○	○	○	○

Section C - Human capital

Foreign institutional knowledge

* 28. Rate your firm relative to main competitors

	much worse	somewhat worse	slightly worse	about the same	slightly better	somewhat better	much better
Our top managers' knowledge about foreign language and norms	○	○	○	○	○	○	○

* 29. Rate your firm relative to main competitors

	much worse	somewhat worse	slightly worse	about the same	slightly better	somewhat better	much better
Our top managers' knowledge about foreign business laws and regulations	○	○	○	○	○	○	○

* 30. Rate your firm relative to main competitors

	much worse	somewhat worse	slightly worse	about the same	slightly better	somewhat better	much better
Our top managers' knowledge about host government agencies	○	○	○	○	○	○	○

Foreign business knowledge

* 31. Rate your firm relative to main competitors

	much worse	somewhat worse	slightly worse	about the same	slightly better	somewhat better	much better
Our top managers' knowledge about foreign competitors	○	○	○	○	○	○	○

* 32. Rate your firm relative to main competitors

	much worse	somewhat worse	slightly worse	about the same	slightly better	somewhat better	much better
Our top managers' knowledge about the needs of foreign clients/customers	○	○	○	○	○	○	○

* 33. Rate your firm relative to main competitors

	much worse	somewhat worse	slightly worse	about the same	slightly better	somewhat better	much better
Our top managers' knowledge about foreign distribution channels	○	○	○	○	○	○	○

* 34. Rate your firm relative to main competitors

	much worse	somewhat worse	slightly worse	about the same	slightly better	somewhat better	much better
Our top managers' knowledge about effective marketing in foreign markets	○	○	○	○	○	○	○

Internationalization knowledge

* 35. Rate your firm relative to main competitors

	much worse	somewhat worse	slightly worse	about the same	slightly better	somewhat better	much better
Our top managers' international business experience	○	○	○	○	○	○	○

* 36. Rate your firm relative to main competitors

	much worse	somewhat worse	slightly worse	about the same	slightly better	somewhat better	much better
Our top managers' ability to determine foreign business opportunities	○	○	○	○	○	○	○

* 37. Rate your firm relative to main competitors

	much worse	somewhat worse	slightly worse	about the same	slightly better	somewhat better	much better
Our top managers' experience in dealing with foreign business contacts	○	○	○	○	○	○	○

* 38. Rate your firm relative to main competitors

	much worse	somewhat worse	slightly worse	about the same	slightly better	somewhat better	much better
Our top managers' capability to manage international operations	○	○	○	○	○	○	○

Section D - Social capital

In this section, key foreign contacts refers to customers, suppliers, marketing and distribution partners, and/or government agents

Social interaction

*** 39. Please indicate the extent to which you agree or disagree with each statement as it applies to your firm (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
We maintain close social relationships with our key foreign contacts	○	○	○	○	○	○	○

*** 40. Please indicate the extent to which you agree or disagree with each statement as it applies to your firm (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
We know the names of our key foreign contacts personally	○	○	○	○	○	○	○

Relationship quality with key foreign contacts

*** 41. Please indicate the extent to which you agree or disagree with each statement as it applies to your firm (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
In these relationships, both sides avoid making demands that can seriously damage the interests of the other	○	○	○	○	○	○	○

*** 42. Please indicate the extent to which you agree or disagree with each statement as it applies to your firm (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
In these relationships, neither side takes advantage of the other, even if the opportunity arises	○	○	○	○	○	○	○

*** 43. Please indicate the extent to which you agree or disagree with each statement as it applies to your firm (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Our key foreign contacts always keep their promises to us	○	○	○	○	○	○	○

Network ties

*** 44. Please indicate the extent to which you agree or disagree with each statement as it applies to your firm (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
We have established new contacts through our key foreign contacts	○	○	○	○	○	○	○

*** 45. Please indicate the extent to which you agree or disagree with each statement as it applies to your firm (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Our key foreign contacts have 'opened the doors' of other contacts for us	○	○	○	○	○	○	○

Section E - Technology

Technology distinctiveness

*** 46. Please indicate the extent to which you agree or disagree with each statement as it applies to your firm (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Our technology is better than our competitors' technology	○	○	○	○	○	○	○

*** 47. Please indicate the extent to which you agree or disagree with each statement as it applies to your firm (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Our competitive advantage is based on our technology	○	○	○	○	○	○	○

*** 48. Please indicate the extent to which you agree or disagree with each statement as it applies to your firm (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
We invest very heavily in R&D	○	○	○	○	○	○	○

Technology assimilation

*** 49. Please rate the level of proficiency of the export unit of your business: (1 = much worse than main competitors'; 7 = much better than main competitors')**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Assimilation of product development technology	○	○	○	○	○	○	○

*** 50. Please rate the level of proficiency of the export unit of your business: (1 = much worse than main competitors'; 7 = much better than main competitors')**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Assimilation of product development technology	○	○	○	○	○	○	○

*** 51. Please rate the level of proficiency of the export unit of your business: (1 = much worse than main competitors'; 7 = much better than main competitors')**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Assimilation of process technology	○	○	○	○	○	○	○

*** 52. Please rate the level of proficiency of the export unit of your business: (1 = much worse than main competitors'; 7 = much better than main competitors')**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Assimilation of logistics and planning applications	○	○	○	○	○	○	○

Section F - Environment

Environmental Hostility

*** 53. Please put a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
The failure rate of firms in my industry is high	○	○	○	○	○	○	○

*** 54. Please put a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
My industry is very risky - one bad decision could easily threaten the viability of my business	○	○	○	○	○	○	○

*** 55. Please put a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Competitive intensity is high in my industry	○	○	○	○	○	○	○

*** 56. Please put a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Customer loyalty is low in my industry	○	○	○	○	○	○	○

*** 57. Please put a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Severe price wars are characteristic of my industry	○	○	○	○	○	○	○

*** 58. Please place a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Low profit margins are characteristic of my industry	○	○	○	○	○	○	○

Environmental Dynamism

*** 59. Please place a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Actions of competitors are easy to predict	○	○	○	○	○	○	○

*** 60. Please place a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
The set of competitors is relatively constant	○	○	○	○	○	○	○

*** 61. Please place a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Product demand is easy to forecast	○	○	○	○	○	○	○

*** 62. Please place a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
Customer requirements are easy to forecast	○	○	○	○	○	○	○

*** 63. Please place a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
My industry is very stable with very little change	○	○	○	○	○	○	○

Section G - Performance

*** 64. Please place a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	very dissatisfied	moderately dissatisfied	slightly dissatisfied	neutral	slightly satisfied	moderately satisfied	very satisfied
My firm's satisfaction with export profitability over the past three years	○	○	○	○	○	○	○

*** 65. Please place a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	very dissatisfied	moderately dissatisfied	slightly dissatisfied	neutral	slightly satisfied	moderately satisfied	very satisfied
My firm's satisfaction with overall profitability over the past three years	○	○	○	○	○	○	○

*** 66. Please place a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	very dissatisfied	moderately dissatisfied	slightly dissatisfied	neutral	slightly satisfied	moderately satisfied	very satisfied
My firm's satisfaction with employee growth over the past three years	○	○	○	○	○	○	○

*** 67. Please place a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	very dissatisfied	moderately dissatisfied	slightly dissatisfied	neutral	slightly satisfied	moderately satisfied	very satisfied
My firm's foreign sales growth over the past three years	○	○	○	○	○	○	○

*** 68. Please place a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	very dissatisfied	moderately dissatisfied	slightly dissatisfied	neutral	slightly satisfied	moderately satisfied	very satisfied
My firm's satisfaction with market share in the exports market	○	○	○	○	○	○	○

*** 69. Please place a tick in the box that best suits your response (1 = strongly disagree; 7 = strongly agree)**

	very dissatisfied	moderately dissatisfied	slightly dissatisfied	neutral	slightly satisfied	moderately satisfied	very satisfied
My firm's satisfaction with growth in market share in the exports market over the past three years	○	○	○	○	○	○	○