

## **APPENDIX B**

# **SURVEY OF HOSIERY INDUSTRY: THE ADOPTION AND USE OF ELECTRONIC COMMERCE**

**VERSION A: Strategic Orientation and Outcomes (Senior Executive)**

## **DIRECTIONS:**

**Personal Interview.**

**To be filled out by the researcher.**

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**Research Sponsored By:** **Piedmont EDI Business Forum**

**Research Endorsed By:** **Nat'l Ass'n of Hosiery Mfrs. (NAHM)**

**Research Supported By:** **Virginia Tech** (Blacksburg, VA)  
**Elon College** (Elon College, NC)  
**Research Triangle Consultants, Inc.**  
(Cary, NC)

**NAME:** \_\_\_\_\_

**POSITION/TITLE:** \_\_\_\_\_

**COMPANY:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

**SECTION 1:**

	<b><u>Very Little</u></b>		<b><u>Moderate</u></b>		<b><u>Very Great</u></b>		
1. To what extent does <u>COMPANY NAME</u> emphasize sacrificing profitability to gain market share?	1	2	3	4	5	6	7
2. To what extent does <u>COMPANY NAME</u> emphasize cutting prices to increase market share?	1	2	3	4	5	6	7
3. To what extent does <u>COMPANY NAME</u> emphasize setting prices below competition?	1	2	3	4	5	6	7
4. To what extent does <u>COMPANY NAME</u> emphasize seeking market share position at the expense of cash flow and profitability?	1	2	3	4	5	6	7
5. To what extent does <u>COMPANY NAME</u> emphasize effective coordination among different functional areas?	1	2	3	4	5	6	7
6. To what extent does <u>COMPANY NAME</u> emphasize information systems to provide support for decision-making?	1	2	3	4	5	6	7
7. To what extent does <u>COMPANY NAME</u> , when confronted with a major decision, usually try to develop thorough analysis?	1	2	3	4	5	6	7
8. To what extent does <u>COMPANY NAME</u> emphasize the use of planning techniques?	1	2	3	4	5	6	7
9. To what extent does <u>COMPANY NAME</u> emphasize use of the outputs of management information and control systems?	1	2	3	4	5	6	7
10. To what extent does <u>COMPANY NAME</u> emphasize manpower planning and performance appraisal of senior managers?	1	2	3	4	5	6	7
11. To what extent does <u>COMPANY NAME</u> emphasize significant modifications to the manufacturing technology?	1	2	3	4	5	6	7
12. To what extent does <u>COMPANY NAME</u> emphasize use of cost control systems for monitoring performance?	1	2	3	4	5	6	7

	<u>Very Little</u>	<u>Moderate</u>	<u>Very Great</u>				
13. To what extent does <u>COMPANY NAME</u> emphasize the use of production management techniques?	1	2	3	4	5	6	7
14. To what extent does <u>COMPANY NAME</u> emphasize product quality through the use of quality circles?	1	2	3	4	5	6	7
15. At <u>COMPANY NAME</u> , to what extent do criteria for resource allocation generally reflect short-term considerations?	1	2	3	4	5	6	7
16. To what extent does <u>COMPANY NAME</u> emphasize basic research to provide it with a future competitive edge?	1	2	3	4	5	6	7
17. To what extent does <u>COMPANY NAME</u> emphasize forecasting key indicators of operations?	1	2	3	4	5	6	7
18. To what extent does <u>COMPANY NAME</u> emphasize formal tracking of significant general trends?	1	2	3	4	5	6	7
19. To what extent does <u>COMPANY NAME</u> emphasize "What-if" analysis of critical issues?	1	2	3	4	5	6	7
20. To what extent does <u>COMPANY NAME</u> emphasize constantly seeking new opportunities related to the present operations?	1	2	3	4	5	6	7
21. To what extent is <u>COMPANY NAME</u> usually the first ones to introduce new brands or products in the market?	1	2	3	4	5	6	7
22. To what extent does <u>COMPANY NAME</u> emphasize being constantly on the lookout for businesses that can be acquired?	1	2	3	4	5	6	7
23. To what extent do competitors generally preempt <u>COMPANY NAME</u> by expanding capacity ahead of time?	1	2	3	4	5	6	7
24. To what extent does <u>COMPANY NAME</u> emphasize the strategic elimination of operations in later stages of the life cycle?	1	2	3	4	5	6	7
25. To what extent can <u>COMPANY NAME</u> 's operations be generally characterized as high risk?	1	2	3	4	5	6	7
26. To what extent does <u>COMPANY NAME</u> seem to adopt a rather conservative view when making major decisions?	1	2	3	4	5	6	7
27. At <u>COMPANY NAME</u> , to what extent are new projects approved on a "stage-by-stage" basis rather than with blanket approval?	1	2	3	4	5	6	7
28. At <u>COMPANY NAME</u> , to what extent is there a tendency to support projects where the expected returns are certain?	1	2	3	4	5	6	7
29. At <u>COMPANY NAME</u> , to what extent have operations generally followed the "tried and true" paths?	1	2	3	4	5	6	7

**SECTION 2:**

	<u>Very Little</u>	<u>Moderate</u>	<u>Very Great</u>				
30. To what extent has the implementation of Electronic Data Interchange (EDI) applications resulted in the ability of <u>COMPANY NAME</u> to attract new business?	1	2	3	4	5	6	7
31. To what extent has the implementation of Electronic Data Interchange (EDI) applications resulted in the ability of <u>COMPANY NAME</u> to retain existing business?	1	2	3	4	5	6	7
32. To what extent has the implementation of Electronic Data Interchange (EDI) applications resulted in reduced costs for <u>COMPANY NAME</u> ?	1	2	3	4	5	6	7
33. To what extent has the implementation of Electronic Data Interchange (EDI) applications resulted in improved service for <u>COMPANY NAME</u> ?	1	2	3	4	5	6	7
33B. To what extent do you view the application of Electronic Commerce and EDI as a current or potential competitive advantage for <u>COMPANY NAME</u> ?	1	2	3	4	5	6	7
33C. To what extent do you view the application of Electronic Commerce and EDI as a competitive necessity for <u>COMPANY NAME</u> ?	1	2	3	4	5	6	7
34. Over the past five years how do you estimate how <u>COMPANY NAME</u> compares to competitors in your industry on after-tax return on investment?							
	Lowest 20%	Lower 20%	Middle 20%	Higher 20%	Top 20%		
35. Over the past five years how do you estimate how <u>COMPANY NAME</u> compares to competitors in your industry on sales growth?							
	Lowest 20%	Lower 20%	Middle 20%	Higher 20%	Top 20%		
36. Over the past five years how do you estimate how <u>COMPANY NAME</u> compares to competitors in your industry on overall firm performance and success?							
	Lowest 20%	Lower 20%	Middle 20%	Higher 20%	Top 20%		
37. Over the past five years how do you estimate how <u>COMPANY NAME</u> compares to competitors in your industry on competitive position?							
	Lowest 20%	Lower 20%	Middle 20%	Higher 20%	Top 20%		

### **SECTION 3: General Questions**

38. Do you plan to increase your EDI activities in the future?
39. How do you see EDI evolving in your firm in the future?
40. Do you plan to increase your Internet activities in the future?
41. How do you see your firm's use of the Internet evolving in the future?
42. Do you see Electronic Commerce as a benefit or a hinderance to your firm?