

## **APPENDIX C**

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

**VERSION B: Adaptability and Behaviors (MIS Executive)**

## **DIRECTIONS:**

**Personal Interview.**

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

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<b>Research Sponsored By:</b>	<b>Piedmont EDI Business Forum</b>
<b>Research Endorsed By:</b>	<b>Nat'l Ass'n of Hosiery Mfrs. (NAHM)</b>
<b>Research Supported By:</b>	<b>Virginia Tech</b> (Blacksburg, VA) <b>Elon College</b> (Elon College, NC) <b>Research Triangle Consultants, Inc.</b> (Cary, NC)

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

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

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

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

**SECTION 1:**

	<u>Very Little</u>		<u>Moderate</u>		<u>Very Great</u>		
1. To what extent are people in <u>COMPANY NAME</u> free to take independent actions that are necessary to carry out their job responsibilities?	1	2	3	4	5	6	7
2. To what extent are people encouraged to take reasonable risk in their efforts to increase the effectiveness of <u>COMPANY NAME</u> ?	1	2	3	4	5	6	7
3. To what extent are people in <u>COMPANY NAME</u> encouraged to be creative (or innovate) in their jobs?	1	2	3	4	5	6	7
4. To what extent is <u>COMPANY NAME</u> responsive to changes in its business environment? (Business environment refers to the competitive, social, legal, economic, and technological subenvironments within which a firm operates)	1	2	3	4	5	6	7
5. What is your estimate of the overall vitality of <u>COMPANY NAME</u> as reflected by such things as a sense of urgency and a rapid pace of activities?	1	2	3	4	5	6	7
6. To what extent does <u>COMPANY NAME</u> value customers?	1	2	3	4	5	6	7
7. To what extent does <u>COMPANY NAME</u> value shareholders (owners)?	1	2	3	4	5	6	7
8. To what extent does <u>COMPANY NAME</u> value employees?	1	2	3	4	5	6	7
9. To what extent does <u>COMPANY NAME</u> value people and processes that create useful change?	1	2	3	4	5	6	7
10. To what extent does <u>COMPANY NAME</u> focus on the needs of external constituencies?	1	2	3	4	5	6	7

	<u>Very Little</u>		<u>Moderate</u>		<u>Very Great</u>		
11. To what extent is <u>COMPANY NAME</u> able to identify a changing competitive situation?	1	2	3	4	5	6	7
12. To what extent is <u>COMPANY NAME</u> willing to devise and implement new strategies?	1	2	3	4	5	6	7
13. To what extent is <u>COMPANY NAME</u> willing to change culturally engrained behaviors?	1	2	3	4	5	6	7
14. To what extent does <u>COMPANY NAME</u> encourage experimentation?	1	2	3	4	5	6	7
15. To what extent are people in <u>COMPANY NAME</u> able to arrive at a consensus on priorities?	1	2	3	4	5	6	7
16. To what extent are people with different opinions tolerated within <u>COMPANY NAME</u> ?	1	2	3	4	5	6	7
17. To what extent do people in <u>COMPANY NAME</u> trust one another?	1	2	3	4	5	6	7
18. To what extent are people in <u>COMPANY NAME</u> supportive of others efforts to identify problems?	1	2	3	4	5	6	7
19. To what extent are people in <u>COMPANY NAME</u> supportive of others efforts to implement workable solutions?	1	2	3	4	5	6	7
20. To what extent are people in <u>COMPANY NAME</u> confident that other members can effectively manage new problems and opportunities?	1	2	3	4	5	6	7
21. To what extent are people within <u>COMPANY NAME</u> enthusiastic about the company?	1	2	3	4	5	6	7
22. To what extent do people in <u>COMPANY NAME</u> have a spirit of doing what it takes to achieve success?	1	2	3	4	5	6	7
23. To what extent are people in <u>COMPANY NAME</u> receptive to change and innovation?	1	2	3	4	5	6	7
24. To what extent are the roles that people play in <u>COMPANY NAME</u> open to redefinition?	1	2	3	4	5	6	7
25. To what extent does <u>COMPANY NAME</u> use frequent meetings to achieve coordination among departments?	1	2	3	4	5	6	7

	<b><u>Strongly Agree</u></b>				<b><u>Strongly Disagree</u></b>		
26. People in <u>COMPANY NAME</u> do a good job anticipating problems.	1	2	3	4	5	6	7
27. People in <u>COMPANY NAME</u> do a good job in keeping up with changes in equipment and new ways of doing things.	1	2	3	4	5	6	7
28. When changes are made in routines and equipment in <u>COMPANY NAME</u> , people adjust to these changes quickly.	1	2	3	4	5	6	7
29. People in <u>COMPANY NAME</u> do a good job coping with emergency situations (e.g., work overloads and equipment problems).	1	2	3	4	5	6	7
	<b><u>Delayed</u></b>				<b><u>Timely</u></b>		
30. Decision-making in <u>COMPANY NAME</u> tends to be _____.	1	2	3	4	5	6	7

## **SECTION 2: BEHAVIORS**

	<b><u>Very Little</u></b>		<b><u>Moderate</u></b>		<b><u>Very Great</u></b>		
31. To what extent have formal reporting relationships been changed in order to implement EDI?	1	2	3	4	5	6	7
32. To what extent have changes been made in work practices, job duties and responsibilities in order to accommodate a different way of doing business through EDI?	1	2	3	4	5	6	7
33. To what extent have coordinating mechanisms (e. g., project teams, task forces, ad hoc groups/committees) been used to implement EDI?	1	2	3	4	5	6	7
34. To what extent have new positions emerged within the organization structure to accommodate the use of EDI?	1	2	3	4	5	6	7
35. To what extent have assignments been made to staff personnel to help implement EDI?	1	2	3	4	5	6	7
36. To what extent have formal mechanisms been established to measure the actual utilization of EDI?	1	2	3	4	5	6	7
37. To what extent have performance standards or goals for the use of EDI been monitored on an ongoing basis?	1	2	3	4	5	6	7

	<u>Very Little</u>		<u>Moderate</u>		<u>Very Great</u>		
38. To what extent have needed corrective actions regarding the utilization of EDI been identified and relayed to decision makers?	1	2	3	4	5	6	7
39. To what extent was a formal action plan used to guide the implementation of EDI?	1	2	3	4	5	6	7
40. To what extent has the implementation of EDI been broken down into smaller bite-sized subtasks?	1	2	3	4	5	6	7
41. To what extent have priorities been established about which EDI applications should be initiated and developed first?	1	2	3	4	5	6	7
42. To what extent have EDI tasks and operations requiring the attention of more than one department been coordinated?	1	2	3	4	5	6	7
43. To what extent have supporting policies and procedures been established to ensure that EDI tasks and utilization is achieved?	1	2	3	4	5	6	7
44. To what extent have best practices for EDI been established for employees to follow?	1	2	3	4	5	6	7
45. To what extent have overall objectives been established for your firm's utilization of EDI?	1	2	3	4	5	6	7
46. To what extent have more specific goals and objectives been established for the utilization of EDI by individual departments?	1	2	3	4	5	6	7
47. To what extent have the goals established for EDI in various departments been consistent (compatible) with one another?	1	2	3	4	5	6	7
48. To what extent have goals and objectives been made a part of a written operational plan for implementing and utilizing EDI?	1	2	3	4	5	6	7
49. To what extent have milestones been established to help progress toward overall EDI objectives?	1	2	3	4	5	6	7
50. To what extent have appropriate rewards been established to ensure that affected employees implement and use EDI in an appropriate manner?	1	2	3	4	5	6	7
51. To what extent have material rewards (e. g., raises, bonuses, promotions) been used to ensure that EDI was implemented and used in an appropriate manner?	1	2	3	4	5	6	7
52. To what extent did employees possess the skills to implement and utilize EDI when it was first introduced?	1	2	3	4	5	6	7

	<u>Very Little</u>		<u>Moderate</u>		<u>Very Great</u>		
53. To what extent have formal training sessions been utilized to educate employees about the implementation and use of EDI?	1	2	3	4	5	6	7
54. To what extent has your firm hired or promoted someone to formally direct its EDI efforts?	1	2	3	4	5	6	7
55. To what extent were changes to the organizational culture considered when implementing EDI?	1	2	3	4	5	6	7
56. To what extent were information and decision processes considered when implementing EDI?	1	2	3	4	5	6	7
57. To what extent were formal communications channels (letters, memos, meetings, newsletters, videos, etc.) used to assist implementation of EDI?	1	2	3	4	5	6	7
58. To what extent was/is Electronic Data Interchange (EDI) seen as a priority activity in your firm when it was being implemented?	1	2	3	4	5	6	7
59. To what extent was Electronic Data Interchange (EDI) implementation in your firm a strategic necessity (prompted by competitive conditions or required by a major trading partner)?	1	2	3	4	5	6	7
60. To what extent was Electronic Data Interchange (EDI) implementation proactively initiated to develop or enhance your firm's strategic advantage?	1	2	3	4	5	6	7
61. Please select the following description which most characterizes the level of Electronic Data Interchange (EDI) integration in your firm.							
A) EDI application(s) are stand alone system(s) which allow interaction with other companies but are NOT tied to your firm's transaction processing systems.							
B) EDI application(s) are stand alone system(s) which allow interaction with other companies but are NOT used to provide management information for decision-making.							
C) EDI application(s) are stand alone system(s) which allow interaction with other companies and provide some management information for decision-making.							
D) EDI applications are linked with internal data systems to provide some management information.							
E) EDI applications are linked together to provide an integrated system of control and information.							
F) EDI applications are extensively linked to provide a relatively seamless operating and information system.							

61. When were the following Electronic Commerce applications initiated in your company?

<u>Application</u>	<u>Month / Year</u>
1) EDI - Purchase Orders	
2) EDI - PO Acknowledgements	
3) EDI - Invoices	
4) EDI - Advanced Shipment Notices	
5) Electronic Funds Transfer (EFT)	
6) Internet Homepage	
7) EDI - Other documents (List)	
8)	
9)	
10)	
Etc.....	

63) What Electronic Commerce applications are COMPANY NAME planning for the future?