

# Annexure-I

## Questionnaire

### Strategic Marketing and Innovation Performance of Organisations: A Study on Indian MSMEs

Dear Sir,

We understand that your organization has been implementing Strategic Marketing practices and are successful in business. We are interested in finding out the impact of this Strategic Marketing practices on the Innovation performance of your organization. In this connection we hereby request your kind cooperation in collecting data related to Strategic Marketing and Innovation from your organization. We hereby assure that the collected data will be purely used for academic purposes only and due confidentiality will be maintained.

The data is required in the form of a feedback to a questionnaire attached herewith. Responding to the questionnaire is extremely simple where in you are requested to give the level of agreement with respect to a statement made with respect to your esteemed organization in a scale of 1–5.

If you **STRONGLY AGREE** to statement give a score of **5**

If you **SOME WHAT AGREE** to a statement give a score of **4**

If you have a **NEUTRAL OPINION**, neither agree nor disagree then give **3**

If you **SOME WHAT DISAGREE** with the statement then give a score of **2**

If you **STRONGLY DISAGREE** with the statement then give a score of **1**

## PART 1 Basic Information

Name of Organization:
Products/Services of Organization:
Address:
Name of Senior Manager(s):
Designation(s):
<b>Type of manufacturing organization (tick):</b> General engineering/Textiles and Garments/Electrical and Electronics/Printing and Stationery/Rubber and Plastics/Chemicals/Food and Beverages/Basic metal/Any other
Size of Organization (tick): Micro Scale/Small Scale/Medium Scale
<b>Strategic marketing initiatives of organization (tick):</b> Definition of companies product markets/vision and mission statement/New Product development/Branding/Long-term investment/Forecast of Technological changes/Merger and Acquisitions/Any other

### MSME Classification:

Sector	Micro enterprises	Small enterprises	Medium enterprises
Manufacturing	Up to Rs. 25 Lakhs	Above Rs. 25 Lakhs but does not exceed Rs. 5 Crores	Above Rs. 5 Crores but does not exceed Rs. 10 Crores

## PART 2 Statements Describing Strategic Marketing

1. Environmental Landscaping ( $X_1$ )	
1	We have developed strategies to maintain and build a good customer relationship
2	We have effective means to determine customer expectations
3	We have developed effective means (surveys, visits) to measure the level of customer satisfaction with all processes that affect customer expectations
4	We prefer to have a good relationship with our competitors
5	We consider competitors as the source of inspirations for our growth
6	We initiate strategic orientations among suppliers
7	We take all legal aspects into considerations thorough out our business
8	We ensure that our organization follow the environment protection laws to the great extent
9	We focus on protecting the Technology through patent protection
10	Our firm insists us to commercialise the product from lab to the market place
11	We take all measures to improve the productivity of our organization
12	We gave at most importance for the employee career growth

2. Marketing Mix—4Ps ( $X_2$ )	
1	Our goal is to manufacture a superior quality product
2	We give innovative features in order to remain competitive in the market
3	Our customer will have wide number of product options (variants)
4	We give more importance for the external appearance of our products
5	Our goal is to provide a good service to the products we manufacture
6	We ensure a high warranty for our products
7	We use all the channels to see our products reach wide locations
8	We follow a good and effective logistics in meeting the customer demands
9	We adopt innovative ways of advertising our products
10	We give more importance for wide publicity of our products
11	We follow various sales promotional strategies to sell our products
12	We often consider pricing strategy as one of the way to increase sales of our products
3. Brand Positioning—( $X_3$ )	
1	We agree that Brand positioning strengthens product image to a great extent
2	Our primary focus is to build brand equity (set of assets or liabilities associated with a brand)
3	We consider that the products that perform beyond customer expectations increase brand image
4	We adopt consistent advertising strategy to enhance brand positioning
5	We believe in distribution effectiveness i.e. customer exposed to the brand when shopping helps in Brand positioning
6	We adopt an effective brand (trade mark) since it evokes feeling of security, trust and confidence among customers
7	We consider perceived quality as a mode of positioning brand effectively since it reduces cost of retaining customers
8	We consider Brand awareness as one of the important element which helps in the Brand positioning
9	We believe that Branding increases customer loyalty
10	We consider that Branding plays an important role in building relationships with customers
11	We believe that Branding helps firms in getting higher returns
12	We believe that Branding must attract and keep customer by promoting value, image, prestige and lifestyle
4. Entrepreneurial Management ( $X_4$ )	
1	We believe that various attributes of entrepreneurship like education and prior experience enhances the capability of identifying opportunities in the market
2	We strongly focus on coordinating marketing with manufacturing, distribution, operations, financial and other decisions
3	We strongly adopt entrepreneurial skills to launch and develop a New product
4	We believe strategic planning and marketing is needed for the growth of an enterprise
5	We explore new avenues among the available resources for the growth of our business

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4. Entrepreneurial Management ( $X_4$ )	
6	We take risks while exploiting the available resources to develop innovative products
7	We motivate our employees to utilise their talent and available resources effectively for the improved productivity of our organisation
8	We often encourage our employees to exhibit their entrepreneurial skills in accomplishing short term and long term goals of an organisation
9	We consider entrepreneurial management as an effective action taken for the specific needs of MSME's
10	We often consider entrepreneurial management as a way to identify and exploit opportunities for acquiring and retaining profitable customers
11	We strongly believe that through entrepreneurial orientation, firm achieves to acquire competitive advantage
12	We believe that increase in the entrepreneurial activities by the firms helps its economic growth

### PART 3

#### Statements Describing Innovation Practices and Performance

1. Technological Innovation ( $Y_1$ )	
1	Our organization always attempts to stay on the leading edge of new technology in our industry
2	We make an effort to anticipate the full potential of new practices and technologies
3	We pursue long-range programmes in order to acquire technological capabilities in advance of our needs
4	We are constantly thinking of the next generation of technology
5	Our processes are improved using innovation and creativity
6	We have excellent communication processes between R&D and other departments
7	Our R&D pursues truly innovative and leading-edge research
8	Our R&D strategy is mainly characterized by high risk projects with chance of high return
9	In our organization R&D plays a major part in our building our business strategy
10	We believe that Technological innovations are helping our organization to develop new products
2. Product Innovation ( $Y_2$ )	
1	The levels of newness (novelty) of our new products are really new to the Industry
2	We use the latest technologies in new product development
3	Our response to technology and customer are faster and the speed of new product development is much faster
4	In our industry we are ahead in the number of new products introduced to the market
5	Out of all the new products introduced we have the maximum number of new products that is first-to-market (early market entrants)
6	We emphasize Quality over cost in product design

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2. Product Innovation ( $Y_2$ )	
7	We design products to customers' requirements
8	Whatever new product or new service introduced by us entirely new to industry
9	We always experiment with use of new materials or intermediate products
10	We identify a new functional solution for an existing product or additional service based on an existing service
3. Process Innovation ( $Y_3$ )	
1	The processes used by us are updated and novel
2	We are much faster in the adoption of the latest technologies in processes
3	In our organization the rate of change in processes, techniques and technology are much faster
4	We adopt the newest method of production/service delivery
5	We have commercialized creative ideas into processes/products/services
6	We frequently introduce new products and services
7	We frequently develop new operational processes
8	We frequently adopt experimentation and flexible routines for the improved process innovation
9	We believe that the innovation will be positively impacted by process improvement
10	We strongly believe that more competitive environment needs the frequent changes in process
4. System Innovation ( $Y_4$ )	
1	We strive to be a learning organization
2	We create long-term goals
3	We manage innovation proactively
4	We make innovation a part of our strategy
5	We create opportunities for cross-functional collaboration
6	Our organization encourages and teach teamwork
7	We encourage the use of problem-solving skills
8	We teach people to assess their creative potential
9	We always take steps to overcome barriers to creativity
10	We identify market opportunities and enter a new market
5. Innovation Management ( $Y_5$ )	
1	Our top management always supports new ideas
2	Our organization develops the creative capability of individuals
3	Our organization has built a creative culture by encouragement and support
4	Our organization access new ideas from external sources
5	In our organization the staff is updated with best practice Learning
6	We have an organizational structure to support creativity
7	Our management is committed for innovation

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5. Innovation Management ( $Y_5$ )	
8	Our organization has allocated specific budgets for innovative ideas
9	In our organization evaluation of technical, economic and commercial feasibility of innovative ideas are carried out
10	In our organization information system acts as a stimulus for new ideas

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**Thank You**

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