

MARKET ORIENTATION & FIRM PERFORMANCE

Using the past year as a reference, think about the manner in which your firm conducted its business practices in relation to the statements below. Please consider your actual perception of the practices for your firm, not what you would like them to be. Please describe them as they actually exist. Remember: an honest assessment provides our organization with the most accurate and helpful information.

Please read each question carefully and then respond to each of the statements selecting the appropriate box. It is important that you answer ALL questions.

MARKET ORIENTATION

Strongly disagree	Disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Agree	Strongly agree
1	2	3	4	5	6	7

1. We question end users (customers) at least once a year to determine their satisfaction level with our products/services.
2. Several departments in our company generate information on our competitors.
3. We periodically review the likely effect of changes in our business environment (e.g. regulation) on our customers.
4. Our company collects and assesses information concerning general social trends (emerging lifestyles, changing value structures) that might affect our business.
5. Representatives from our company meet with customers at least once a year to find out what product/service needs they will require in the future.
6. We quickly detect fundamental shifts in our industry (e.g. competition, technology).
7. We have cross-functional meetings very often to discuss market trends and developments (e.g. customers, competition, suppliers).
8. When something important happens to a major customer or market segment, the entire company knows about it in a short period of time.
9. Data on customer satisfaction are disseminated at all levels in our company on a regular basis.
10. When one department finds out something important about a competitor, it alerts other departments as quickly as possible.
11. In our company, we periodically circulate documents or information (e.g., reports, newsletters) that provide information on our customers.
12. We tend to respond rapidly to changes in our customers' product/service needs.
13. The product/service lines we offer are based more on real market needs than on internal company politics.
14. When our company finds a new supplier that is better than an existing one, we promptly change our business relationship to the new one.
15. If a competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.
16. The activities of the different departments in this company are well coordinated.
17. If our company developed a great marketing plan, we would implement it in a timely manner.
18. We promptly respond to changes taking place in our business environment.
19. We attempt to resolve all reasonable customer complaints.
20. Our company quickly responds to price changes made by our competitors.

CONSEQUENCES

Strongly disagree	Disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Agree	Strongly agree
1	2	3	4	5	6	7

21. Employees would be willing to work harder than necessary to help this organization succeed.
22. Employees would take almost any type of job assignment to continue working for this organization.
23. The values of the employees and the values of the company are quite similar.
24. In general, employees are proud to work for this company.
25. Employees would prefer working for this company even if offered a better paying job elsewhere.
26. Our people are intensely loyal to this company.

MARKETPLACE ISSUES

Please give your best estimate rather than attempting to determine exact values from other sources.

Low	←		Average	→		High
1	2	3	4	5	6	7

27. Over the past 3 years, the average annual growth rate of total sales in our principal market segment was: _____
28. The extent to which our company's customers are able to negotiate lower prices is: _____
29. The extent to which our company is able to negotiate lower prices from our suppliers is: _____
30. The level of competitive intensity in our principal market segment is: _____
31. The level of top management's commitment to execute strategic planning is: _____
32. The extent of our company's dedication to be proactive in an attempt to influence events in the marketplace instead of only responding is: _____

PERFORMANCE

Please give your best estimate rather than attempting to determine exact values from other sources.

Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree
1	2	3	4	5	6	7

The responses should refer to the **current period** compared to the **previous one**.

33. The quality of the firm's products/services has **increased**.
34. The firm's customers have been more **satisfied**.
35. The firm has continued to bring new products/services to the marketplace at a **satisfactory** rate.
36. The percentage of the firm's repeat customers has **increased**.
37. The firm was able to **penetrate** more new markets than our major competitor in the current period.
38. The firm made more **effective use** of its promotional budget.

Declined substantially	Declined	Declined slightly	Without change	Increased slightly	Increased	Increased substantially
1	2	3	4	5	6	7

The responses should refer to the **current period** compared to the **previous one**.

39. The firm's sales volume has: _____
40. The firm's net profit has: _____
41. The defect level of the firm's principal product/service has: _____
42. As compared to our major competitor, the marketplace's awareness of our company's products/services has: _____
43. The cash flow from our operations has: _____
44. The level of developing and training our employees has: _____

BRIEF DESCRIPTION OF YOU AND YOUR FIRM

Number of employees in the company _____

Industry of your principal commercial activity _____

How many years of operation? _____

Does your company have a marketing department? Yes _____ No _____

Your position in the firm? _____ Owner

_____ President or CEO

_____ General manager

_____ Marketing manager

_____ Assistant Marketing manager or Marketing department member

_____ Other Department manager

_____ Other – what _____

Number of years you have been with this company? _____

Sex? Female _____ Male _____

This company is majority owned by person(s) of Hispanic/Latino ethnicity. Yes _____ No _____