

	COMPANY					Average	
	A	B	C	D	E		
<b>ABSORPTIVE CAPACITY (Section A)</b>							
<b>KNOWLEDGE ACQUISITION (KA)</b>							
<i>Organization values employees' opinions and Attitudes</i>							
1	We survey employees regularly to assess their attitudes toward work	4	4	1	1	3	2.60
2	Managers frequently try to find out employees' true feelings about their jobs	2	3	1	2	4	2.40
3	We have regular staff appraisals in which we discuss the needs of our employees	2	2	1	3	5	2.60
4	Employees are encouraged to attend training seminars and conferences	4	1	4	4	5	3.60
5	We encourage employees to take time to think about our business	5	5	1	3	5	3.80
6	We have regular meetings with employees	3	5	1	4	4	3.40
7	Employees are encouraged to undertake university or college courses	1	3	5	5	5	3.80
<i>Organization has well developed financial reporting systems</i>							
8	We know exactly how much each of our products or services costs us	5	5	5	5	5	5.00
9	We know exactly how much it costs us to service each customer	5	5	5	5	4	4.80
10	We have good financial information on our organization	5	2	5	5	4	4.20
11	We often analyze the contribution of our products or services	4	3	5	5	3	4.00
<i>Organization Is sensitive to Information about changes in the marketplace</i>							
12	Real market needs rather internal politics usually drives new product development	3	4	4	5	2	3.60
13	We are quick detect changes in our customers' preference	4	3	5	5	4	4.20
14	We successfully attract employees trained in sales and marketing	5	3	5	5	2	4.00
15	Information about our competitors is collected by more than one department within our organization	1	4	2	3	2	2.40
<i>Human capital profile</i>							
16	We have more employees who are university graduates than non-graduates	4	4	5	2	2	3.40
17	We have a large number of people employed here who are trained in mathematics, science, technology, information technology or engineering	5	2	5	4	3	3.80
<i>Organization works in partnership with other firms, customers, institutions or consulting firms</i>							
18	We meet customers at least once a year to find out what products or services they will need in the future	3	2	1	4	1	2.20
19	We have partnership with other firms	5	5	5	5	5	5.00
20	We have partnership with other institutions	5	5	5	5	4	4.80
21	We have partnership with consulting firms	5	5	5	5	4	4.80
<i>Organization gets information from market surveys</i>							
22	Our organization does a lot of market research	5	2	4	2	1	2.80
23	We survey customers at least once a year to assess the quality of our products and services	1	2	5	1	1	2.00
<i>R&amp;D spending &amp; numbers of patents gained</i>							
24	We invest heavily in R&D yearly	5	4	3	1	1	2.80
25	We have our patents registered yearly	4	1	5	3	1	2.80
		<i>Average of KA</i>					
		<u>3.80</u>	<u>3.36</u>	<u>3.72</u>	<u>3.68</u>	<u>3.20</u>	<u>3.55</u>
<b>KNOWLEDGE DISSEMINATION (KD)</b>							
<i>Market information is freely disseminated</i>							
1	Marketing people in our organization frequently spend time discussing customers' future needs with people in technical departments	4	0	2	1	3	2.00
2	When people in our organization need information about marketing issues they know exactly who to ask	3	5	4	4	5	4.20
3	There are regular meetings between departments to discuss market trends and developments	5	4	1	3	3	3.20
4	We keep a database of customer information that is easy to access	5	5	5	5	4	4.80
5	Information about customer satisfaction is disseminated to all levels of organization on a regular basis	1	5	2	2	3	2.60
6	We often record internal best practices	3	5	2	2	2	2.80
<i>Knowledge is disseminated on-the-job</i>							
7	Our workplace is set up to make it easy for people to talk to each other	4	5	5	3	2	3.80
8	We encourage people with similar interests to work together to solve a problem	5	5	5	3	4	4.40

9	We frequently step back and reflect on what went well or did not go well in aspects of our business	5	4	5	5	4	4.60
10	We frequently use techniques such as quality circles in our organization	3	4	5	5	3	4.00
11	Our organization actively encourages mentoring or coaching	3	3	5	5	3	3.80
12	We often write case notes on successful and unsuccessful products and processes	1	5	4	2	2	2.80

**Organization uses technology to disseminate knowledge**

13	We often use video conferencing within our organization	1	2	1	1	1	1.20
14	We often use teleconferencing within our organization	2	5	2	1	1	2.20
15	We make good use of GroupWare, such as Lotus Notes, to share information on products and processes within the organization	5	5	5	3	1	3.80

**Organization prefers written communication**

16	A large number of written reports/newsletter circulate within our organization	5	3	1	1	1	2.20
17	We frequently update policy and procedure manuals	4	3	4	2	3	3.20
18	Employees are expected to provide feedback to others whenever they attend conferences, seminars or exhibitions	4	5	5	4	3	4.20

*Average of KD* 3.50 4.06 3.50 2.89 2.67 3.32

**KNOWLEDGE UTILIZATION (KU)**

**Responds to customers**

19	When we find our customers are unhappy with the quality of service or products, we react immediately	5	5	5	5	5	5.00
20	We usually respond to changes in our customers' product or service needs	5	5	5	5	5	5.00
21	When we find that a customer would like us to modify a product or service, the departments involved make a concerted effort to do so	4	5	5	5	4	4.60
22	We are quick to respond to customer complaints	5	5	5	5	5	5.00
23	We are quick to respond to concerns raised by employees	5	5	5	5	5	5.00

**Well-developed marketing function**

24	Market research, rather than technological advances usually drives our business direction	5	5	4	4	2	4.00
25	Our organization seems to be able to implement marketing plans effectively	4	4	3	2	2	3.00
26	Our organization seems to be able to implement marketing plans effectively	4	4	3	2	2	3.00
27	We frequently look for ways to improve the cost effectiveness of our selling and promotional activities	3	4	5	5	3	4.00

**Responds to technology**

28	We manage to keep up to date with technological developments that could affect our business	5	5	5	5	4	4.80
29	Information about new technological developments that might affect our business is circulated quickly	4	5	5	5	3	4.40
30	We periodically review the likely effect of changes in technology on our customers	4	4	3	5	4	4.00
31	We are quick to decide on how to respond to changes in technology	5	5	4	5	4	4.60

**Responds to competitors**

32	When something important happens to a competitor the whole organization knows about it quickly	3	4	5	5	5	4.40
33	We are quick to implement strategies in response to significant changes in our competitors' pricing structure	5	4	4	5	4	4.40
34	If a major competitor launches an intensive campaign targeted at our customers, we would implement a response immediately	4	3	5	5	5	4.40
35	When something important happens to a major customer the whole organization knows about it quickly	5	5	5	5	5	5.00

**Organization inflexible and opportunistic**

36	We often change our procedures for doing things	1	4	2	2	1	2.00
37	We frequently change our technical strategies	3	5	2	2	2	2.80
38	We often change the range of products or services that we offer	1	4	4	2	3	2.80
39	We frequently change our marketing strategies	4	4	2	2	3	3.00

*Average of KU* 4.00 4.48 4.10 4.10 3.62 4.06

**Average of Section A** 3.77 3.96 3.77 3.55 3.16 3.64

**ORGANIZATIONAL CULTURE (Section B)**

**INVOLVEMENT (OI)**

1	Most employees are highly involved in their work	4	3	5	4	3	3.80
2	Decisions are usually made at the level where the best information is available.	5	5	5	5	5	5.00
3	Information is widely shared so that everyone can get the information he or she needs when it's needed	4	4	5	5	4	4.40
4	Everyone believes that he or she can have a positive impact	4	4	5	3	2	3.60
5	Business planning is ongoing and involves everyone in the process to some degree	3	4	4	3	3	3.40
6	Cooperation across different parts of the organization is actively encouraged	2	4	3	5	4	3.60
7	People work like they are part of a team	5	5	5	5	4	4.80
8	Teamwork is used to get work done, rather than hierarchy	4	5	5	5	4	4.60
9	Teams are our primary building blocks	3	5	5	5	4	4.40
10	Work is organized so that each person can see the relationship between his or her job and the goals of the organization	4	4	2	4	3	3.40
11	Authority is delegated so that people can act on their own	2	3	3	4	1	2.60
12	The "bench strength" (capability of people) is constantly improving	5	3	5	3	4	4.00
13	There is continuous investment in the skills of employees	5	3	4	3	2	3.40
14	The capabilities of people are viewed as an important source of competitive advantage	4	3	4	3	4	3.60
15	The leaders and managers "practice what they preach."	3	3	3	3	3	3.00
	<i>Average of OI</i>	3.80	3.87	4.20	4.00	3.33	3.84
<b>CONSISTENCY (OC)</b>							
16	There is a characteristic management style and a distinct set of management practices	3	3	3	3	4	3.20
17	There is a clear and consistent set of values that governs the way we do business	4	4	3	5	4	4.00
18	Ignoring core values will get you in trouble	5	5	5	5	4	4.80
19	There is an ethical code that guides our behavior and tells us right from wrong	4	5	5	5	4	4.60
20	When disagreements occur, we work hard to achieve "win-win" solutions	5	5	5	5	5	5.00
21	There is a "strong" culture	2	4	3	5	3	3.40
22	It is easy to reach consensus, even on difficult issues	3	3	2	5	2	3.00
23	We often have trouble reaching agreement on key issues	1	2	1	1	2	1.40
24	There is a clear agreement about the right way and the wrong way to do things	5	4	4	5	4	4.40
25	Our approach to doing business is very consistent and predictable	4	2	3	5	5	3.80
26	People from different parts of the organization share a common perspective	3	4	5	5	4	4.20
27	It is easy to coordinate projects across different parts of the organization	2	4	3	5	3	3.40
28	Working with someone from another part of this organization is like working with someone from a different organization	1	1	1	2	3	1.60
29	There is good alignment of goals across levels	4	4	4	4	2	3.60
	<i>Average of OC</i>	3.29	3.57	3.36	4.29	3.50	3.60
<b>ADAPTABILITY (OA)</b>							
30	The way things are done is very flexible and easy to change	5	4	4	4	4	4.20
31	We respond well to competitors and other changes in the business environment	4	5	4	5	4	4.40
32	New and improved ways to do work are continually adopted	3	4	3	4	3	3.40
33	Attempts to create change usually meet with resistance	3	3	4	4	3	3.40
34	Different parts of the organization often cooperate to create change	5	5	4	4	4	4.40
35	Customer comments and recommendations often lead to changes	5	4	5	5	4	4.60
36	Customer input directly influences our decisions	5	3	5	5	3	4.20
37	All members have a deep understanding of customer wants and needs	5	4	5	5	4	4.60
38	The interests of the customer often get ignored in our decisions	1	1	1	1	2	1.20
39	We encourage direct contact with customers by our people	5	5	5	5	5	5.00
40	We view failure as an opportunity for learning and improvement	4	4	4	5	5	4.40
41	Innovation and risk taking are encouraged and rewarded	3	5	3	5	4	4.00
42	Lots of things "fall between the cracks"	1	3	5	5	4	3.60
43	Learning is an important objective in our day-to-day work	3	5	4	4	5	4.20
44	We make certain that the "right hand knows what the left hand is doing."	3	4	5	5	4	4.20
	<i>Average of OA</i>	3.67	3.93	4.07	4.40	3.87	3.99
<b>MISSION (OM)</b>							
45	There is a long-term purpose and direction	3	4	5	3	2	3.40
46	Our strategy leads other organizations to change the way they compete in the industry	5	3	3	3	2	3.20
47	There is a clear mission that gives meaning and direction to our work	3	3	4	4	3	3.40
48	There is a clear strategy for the future	2	3	4	4	3	3.20
49	Our strategic direction is unclear to me	1	1	1	1	2	1.20

50	There is widespread agreement about goals	4	3	4	4	2	3.40
51	Leaders set goals that are ambitious, but realistic	4	5	5	4	4	4.40
52	The leadership has “gone on record” about the objectives we are trying to meet	3	4	4	3	5	3.80
53	We continually track our progress against our stated goals	4	4	4	5	5	4.40
54	People understand what needs to be done for us to succeed in the long run	4	5	4	2	3	3.60
55	We have a shared vision of what the organization will be like in the future	4	3	4	3	4	3.60
56	Leaders have a long-term viewpoint	5	5	5	4	3	4.40
57	Short-term thinking often compromises our long-term vision	4	4	4	4	4	4.00
58	Our vision creates excitement and motivation for our employees	3	5	5	4	3	4.00
59	We are able to meet short-term demands without compromising our long-term vision	1	3	3	2	4	2.60
<i>Average of OM</i>		3.33	3.67	3.93	3.33	3.27	3.51
<b>Average of Section B</b>		<b>3.52</b>	<b>3.76</b>	<b>3.89</b>	<b>4.00</b>	<b>3.49</b>	<b>3.73</b>

## INNOVATION SURVEY (Section C)

### BEHAVIORAL INNOVATION (BI)

1	We get a lot of support from managers if want to try new ways of doing things	4	4	4	1	3	3.20
2	In our company, we tolerate individuals who do things in a different way	5	4	4	1	4	3.60
3	We are willing to try new ways of doing things and seek unusual, novel solutions	3	4	3	1	2	2.60
4	We encourage people to think and behave in original and novel ways	4	4	4	2	3	3.40
<i>Average of BI</i>		4.00	4.00	3.75	1.25	3.00	3.20

### PRODUCT INNOVATION (PT.I)

5	In comparison with our competitors, our company is faster in bringing new products or services into the market	5	5	5	3	3	4.20
6	In new product and service introductions, our company is often first-to-market	4	4	5	1	1	3.00
7	Our new products, and services are often perceived as very novel by customers	4	4	5	1	1	3.00
8	In comparison with our competitors, our company has a lower success rate in new product and service launch	1	5	1	2	2	2.20
<i>Average of PT.I</i>		3.50	4.50	4.00	1.75	1.75	3.10

### PROCESS INNOVATION (PS.I)

9	We are constantly improving our business processes	4	5	5	3	4	4.20
10		5	3	3	3	4	3.60
11	During the past five years, our company has developed many new management approaches	4	5	2	4	4	3.80
12	When we cannot solve a problem using conventional methods, we improvise on new methods	4	2	4	3	3	3.20
	Our company changes production method at a great speed in comparison with our competitors						
<i>Average of PS.I</i>		4.25	3.75	3.50	3.25	3.75	3.70

### MARKET INNOVATION (MI)

13	In comparison with our competitors, our products’ most recent marketing program is revolutionary in the market	5	2	5	4	4	4.00
14	Our recent new products and services are only minor changes from our previous products and services	2	1	3	5	5	3.20
15		5	5	3	3	3	3.80
	In new product and service introduction, our company is often at the cutting edge of technology						
16	New products and services in our company often take us up against new competitors	5	3	1	3	3	3.00
<i>Average of MI</i>		4.25	2.75	3.00	3.75	3.75	3.50

### STRATEGIC INNOVATION (SI)

17	Our firm’s R&D or product development resources are not adequate to handle the development need of new products and services	2	1	1	5	5	2.80
18	Key executives of the firm are willing to take risks to seize and explore “chancy” growth opportunities	3	1	3	3	4	2.80
19	Senior executives constantly seek unusual novel solutions to problems via the use of “idea men”	4	4	4	4	3	3.80
20	When we see new ways of doing things, we are last at adopting them	1	1	1	5	4	2.40
<i>Average of SI</i>		2.50	1.75	2.25	4.25	4.00	2.95
<b>Average of Section C</b>		<b>3.70</b>	<b>3.35</b>	<b>3.30</b>	<b>2.85</b>	<b>3.25</b>	<b>3.29</b>
<b>Average of All Sections</b>		<b>3.66</b>	<b>3.69</b>	<b>3.65</b>	<b>3.47</b>	<b>3.30</b>	<b>3.56</b>

**REMARKS/REFERENCE KEY,**

Company A : Payment Transaction Technologies Sdn Bhd

Company B : GIT Unitech (M) Sdn Bhd

Company C : Interactive Vista (M) Sdn Bhd

Company D : Multi System Resources And Network Sdn Bhd

Company E : Maxitulin Sdn Bhd