Appendix A: IT Capital Questionnaire

The purpose of this questionnaire is to understand the current status of IT capital in the company. It divided into two parts, which are "IT Input" and "IT Output," and the questions in each part were designed for the research dimension we develop. All information collected is only for research analysis and be kept confidential. Thank you very much.

Part A: IT Input

A.1. IT Human Resources

Please fill out the following questions according to the current status of IT human resources in 2005.

1. The total expenditures of IT department is NT$_____.

2. The personnel expenditures of IT department is NT$_____.

3. The training expenditures of IT department is NT $_____.

4. The total number of IT department staff is_____.

   The percentage of IT department staff in the entire company is_____%.

5. The average professional tenure of IT department staff is_____years.

6. The average age of IT department staff is_____.

7. The turnover rate of IT department staff is_____%.

A.2. IT Infrastructure

Please fill out the following questions according to the current status of IT infrastructure in 2005.

8. The computer hardware expenses are NT$_____.

9. The computer software expenses are NT$_____.

10. The Maintenance expenses of IT are NT$_____.

11. The ratio of personal computers to total employees is_____%.

12. The ratio of notebook computers to total employees is_____%.

A.3. IT Application Capability

Please fill out the following questions according to the current status of IT application capability in 2005.

13. The main information system(s) in your company is(are) (multiple-choice)

   ERP   SCM   CIM   e-Procurement   EMS   CRM   KM

   Other_____

14. The IT quality certification item(s) which your company owns is(are) (multiple-choice)

   CMMI   ISO   BS(Information Security)   Other_____

15. The percentage of jobs completed through the Intranet is_____%.

16. The average time of IT project:

   The percentage of 1~3 months is_____%.

   The percentage of 3~6 months is_____%.

   The percentage of 6~12 months is_____%.

   The percentage of 1~2 years is_____%.

   The percentage of more than 2 years is_____%.

17. The average time of handling problem by IT department:

   The percentage within one day is_____%.

   The percentage of 1~3 days is_____%.

   The percentage within one week is_____%.

   The percentage within one month is_____%

   The percentage of more than one month is_____%

A.4. IT R&D Capability

Please fill out the following questions according to the current status of IT R&D capability in 2005.

18. The total IT R&D expenses are NT$_____.

19. The number of employees which actually join the IT R&D is_____.

A.5. Organizational Structure and Culture

Please fill out the following questions according to the current status of organizational structure and culture in 2005.

20. Which is the position of IT department in your company's institutional framework?

  Only one centralized IT department exists within the company

  (Belong to: First level   Second level   Third level)

  Several IT departments exist in each business unit within the company.

  Other. (please specify)

21. What is the background and experience of the CEO in your company?

   Finance   under the age of 40

   Marketing   40-50 years old

   Information   50-60 years old

   R&D   60-70 years old

                  over the age of 70

22. Which business model does your company operate? (multiple-choice)

  B2B   B2C   C2B   C2C

  Other. (please specify)_____

B.1. Strategy Contribution and Decision Quality

Please fill out the following questions according to the current status of strategy contribution and decision quality in 2005.

	low					high
	1	2	3	4	5	6

23. The effect of the IT managers on the corporate making is

24. The contribution of IT department to the revenue for each department is

25. The influence of IT department on the decision of moving, expanding or combining factories is

26. The influence of IT department on the decision of increasing, decreasing or merging the production line and product category is

27. The effect of IT on decision-making in 2005 is_____%.
Comparing with 2004, the improvement ratio is_____%.
(Please select the choice listed in the right if the answer is difficult to be quantified.)

28. The contribution of IT to the revenue in 2005 is_____%.
Comparing with 2004, the improvement ratio is_____%.
(Please select the choice listed in the right if the answer is difficult to be quantified.)

29. The contribution of IT to the quality of strategy-making by administration in 2005 is_____%.
Comparing with 2004, the improvement ratio is_____%.
(Please select the choice listed in the right if the answer is difficult to be quantified.)

30. The comparison of profit with industry peers is

31. The comparison of quality of strategy-making with industry peers is

B.2. Innovative Products and Services

Please fill out the following questions according to the current status of innovative products and services in 2005.

	low					high
	1	2	3	4	5	6

32. The ratio of the number of IT department staff to the number of proposals is_____:_____.
33. The average number of innovative proposals from IT department is_____per year.
34. The degree of the relationship between innovative proposals of IT department and IT infrastructure is
35. The degree of the relationship between innovative proposals of IT department and business model is
36. The degree of the relationship between innovative proposals of IT department and processes is
37. The degree of the relationship between innovative proposals of IT department and production is
38. The contribution of IT on the innovative product and service in 2005 is_____%.
    Comparing with 2004, the improvement ratio is_____%.
    (Please select the choice listed in the right if the answer is difficult to be quantified.)
39. The comparison of innovative products and services with industry peers is

B.3. Reducing Cost

Please fill out the following questions according to the current status of reducing cost in 2005.

	low					high
	1	2	3	4	5	6

40. The contribution of IT for reducing business process costs is
41. The contribution of IT for reducing production costs is
42. The contribution of IT for reducing costs in 2005 is__%.
    Comparing with 2004, the improvement ratio is_____%.
    (Please select the choice listed in the right if the answer is difficult to be quantified.)
43. The comparison of reduced costs with industry peers is

B.4. Process Efficiency

Please fill out the following questions according to the current status of process efficiency in 2005.

	low high
	1 2 3 4 5 6

44. The contribution of IT for daily operating process efficiency is

45. The contribution of IT for process efficiency of customer services is

46. The contribution of IT for process efficiency of delivery is

47. The contribution of IT for process efficiency in 2005 is _____ %.

Comparing with 2004, the improvement ratio is_____%.

(Please select the choice listed in the right if the answer is difficult to be quantified.)

48. The comparison of process efficiency with industry peers is

B.5. Supplier/Customer Relationship

Please fill out the following questions according to the current status of supplier/customer relationship in 2005.

	low high
	1 2 3 4 5 6

49. The need of suppliers for IT infrastructure is

50. The need of customers for IT infrastructure is

51. Increasing good relationship with suppliers by IT is

52. Increasing good relationship with customers by IT is

53. The contribution of IT for supplier relationship in 2005 is _____ %.

Comparing with 2004, the improvement ratio is_____%.

(Please select the choice listed in the right if the answer is difficult to be quantified.)

54. The contribution of IT for customer relationship in 2005 is_____ %.

Comparing with 2004, the improvement ratio is_____%.

(Please select the choice listed in the right if the answer

is difficult to be quantified.)

55. The comparison of improving supplier relationship with industry peers is

56. The comparison of improving customer relationship with industry peers is

B.6. Knowledge Management and Organizational Learning

Please fill out the following questions according to the current status of knowledge management (KM) and organizational learning in 2005.

	low					high
	1	2	3	4	5	6

57. How many years does your company implement knowledge base (KB) and KM? _____ years.

58. The degree of implementing the mechanism which merges knowledge rating into performance appraisal is

59. The frequency of managers using KB and KM is

60. The support of CEO for KM is

61. The degree of IT department for KM (by each department) is

62. The contribution of IT for KM and organizational learning in 2005 is_____%.
   Comparing with 2004, the improvement ratio is_____%.
   (Please select the choice listed in the right if the answer is difficult to be quantified.)

63. The comparison of building environments of knowledge-sharing with industry peers is

B.7. Intellectual Property

Please fill out the following questions according to the current status of intellectual property in 2005.

64. The number and the type of intellectual properties owned by organizations:

   Patent (_____ item(s))

   Software (_____ item(s))

   Business Model (_____ item(s))

   Process Reengineering (_____ item(s))

   Production Automation (_____ item(s))

Appendix B: IT Capital Performance Indicators Adaptation

The purpose of this questionnaire is to evaluate the adaptation of IT capital performance indicators. Please fill out the following questions according to the significance and applicability in your company.

A. IT Input	(Significance/Applicability)
	Low
	High

A.1. IT Human Resources	
1. IT personnel expenditures	
2. The size of IT department	
3. Personnel turnover rate	
A.2. IT Infrastructure	
4. IT budget	
5. PC/NB per person	
A.3. IT Application Capability	
6. Certification items	
7. IT application level	
8. Problem handling	
A.4. IT R&D Capability	
9. R&D budget	
10. The number of R&D employees	
A.5. Organizational Structure and Culture	
11. IT department position	
12. CEO background	
13. Business model	

B. IT Output	(Significance/Applicability)					
	Low					High
	1	2	3	4	5	6
B.1. Strategy Contribution and Decision Quality						
1. The contribution to business strategy and revenue						
B.2. Innovative Products and Services						
2. The innovation capability						
3. The contribution to innovation						
B.3. Reducing Cost						

4. The contribution of cost reduction				
B.4. Process Efficiency				
5. The contribution to business process				
B.5. Supplier/Customer Relationship				
6. The requirements of supplier/customer relationship				
7. The contribution of supplier/customer relationship				
B.6. Knowledge Management and Organizational Learning				
8. Knowledge management execution				
9. The contribution to knowledge management				
B.7. Intellectual Property				
10. The quality and quantity of intellectual property				