

Questionnaire Survey

Section A : Demographic profile

Please circle the appropriate numbers reflecting your business organization to enable meaningful interpretations and comparisons of results

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|--|--|
| 1 Type of your business sector: | 1 Service |
| | 2 Manufacturing |
| 2 Paid -up Capital | 1 Less than RM250,000.00 |
| | 2 More than RM250,000.00, but less than RM500,000.00 |
| | 3 More than RM500,000.00, but less than RM1,000,000.00 |
| | 4 More than RM1,000,000.00, but less than RM5,000,000.00 |
| | 5 More than RM5,000,000.00 |
| 3 Years of Existence | 1 Less than 5 years |
| | 2 More than 5 years but less than 10 years |
| | 3 More than 10 years but less than 15 years |
| | 4 More than 15 years but less than 20 years |
| | 5 More than 20 years |
| 4 Ratio of the Company's Loan to Equity
(Total borrowed Capital/ Total Capital) | 1 less than 10% |
| | 2 More than 10%, but less than 25% |
| | 3 More than 25%, but less than 50% |
| | 4 More than 50%, but less than 75% |
| | 5 More than 75% |
| 5 No of the Company's total workforce | 1 Less than 10 persons |
| | 2 More than 10 persons, but less than 50 persons |
| | 3 More than 50 persons, but less than 100 persons |
| | 4 More than 100 persons |
| 6 The Company's top management team
academic qualifications. | 1 Masters/PhD degrees |
| | 2 Diploma/Bachelor Degree |
| | 3 Certificates/ School levers |
| | 4 By experience |
| 7 Annual Turnover | 1 Less than RM250,000.00 |
| | 2 More than RM250,000.00, but less than RM500,000.00 |
| | 3 More than RM500,000.00, but less than RM1,000,000.00 |
| | 4 More than RM1,000,000.00, but less than RM5,000,000.00 |
| | 5 More than RM5,000,000.00 |
| 8 The Company's ratio of annual turnover to employee
(Total Annual Company's Gross Turnover/ Total
Company's Workforce) | 1 less than 2% |
| | 2 More than 2%, but less than 5% |
| | 3 More than 5%, but less than 10% |
| | 4 More than 10%, but less than 15% |

- | | | |
|---|---|-------------------------------------|
| | 5 | More than 15% |
| 9 The Company's ratio of oversea sales contribution to The total annual turnover. | 1 | less than 5% |
| | 2 | More than 10%, but less than 25% |
| | 3 | More than 25%, but less than 50% |
| | 4 | More than 50%, but less than 75% |
| | 5 | More than 75% |
| 10 When this Company and the business was first started, | 1 | Yes |
| (If the answer is affirmative please answer the following Questions.
Otherwise, please answer Section B only) | 2 | No |
| | 3 | Only during the post-startup phase |
| 11 How often do you revise your business plan? | 1 | Never |
| | 2 | every 6 months |
| | 3 | Yearly |
| | 4 | when situation requires such action |

Section B: Business Plan Concept

PART I : To ascertain the entrepreneurs' perception toward the roles and functions of a Business Plan

Please circle the appropriate numbers reflecting your true feeling of what is a formal business plan all about.

- 1= Strongly disagree
2= Disagree
3= Somewhat Disagree

- 4= Somewhat Agree
5= Agree
6= Strongly Agree

- | | |
|---|-------------|
| a) The existence of a business plan is actually to assist you obtaining money from lenders/ venture capitalists. | 1 2 3 4 5 6 |
| b) The existence of a business plan is to implement you ideas into actual business Practices, products or services. | 1 2 3 4 5 6 |
| c) The availability of business plan is to identify the strength and weaknesses of your company and its competitiveness, to provide strategies to further your company's growth | 1 2 3 4 5 6 |
| d) The presence of a business plan will develop guidelines for the operation of your company. | 1 2 3 4 5 6 |

The remaining statements use the following scale,

- 1= Strongly Agree
2= Agree
3= Somewhat Agree

- 4= Somewhat Disagree
5= Disagree
6= Strongly disagree

- | | |
|---|-------------|
| e) Formal Business Plan fails to coordinate the entire company's activities | 1 2 3 4 5 6 |
| f) Organizations with formal business planning fail to ensure that the future is taken into account in the organizations' entire business activities. | 1 2 3 4 5 6 |
| g) Organization cannot plan to control business activities via formal business planning. | 1 2 3 4 5 6 |
| h) Organizations with business plan cannot think "rationally" | 1 2 3 4 5 6 |

PART II : To ascertain the important factors that make up a comprehensive Formal Business Plan

The following are some aspects concerning your level of understanding the salient factors in a Comprehensive formal business plan should have. Please indicate the most important factors that You think should make up a comprehensive business plan

1= Not important at all
2= Somewhat important

3= Important
4= Very Important

- | | |
|--|---------|
| a) Description of your business, products and services | 1 2 3 4 |
| b) Description about your business location, characteristic and probable image that the business wanted to portray to the market | 1 2 3 4 |
| c) Your probable customers and consumers behavior pertaining to your business activities | 1 2 3 4 |
| d) Your competitive edge, competition in the similar market and your competitors' activities | 1 2 3 4 |
| e) Persons behind your business, your workforce abilities and capabilities | 1 2 3 4 |
| f) Qualities of your business associates and employees | 1 2 3 4 |
| g) The sources of your initial capital outlay, derivation of income and methodologies of spending money | 1 2 3 4 |
| h) Probable operating budget | 1 2 3 4 |
| l) Anticipated problems and project killers that your business might be encountered. | 1 2 3 4 |
| j) Qualities and qualification of your management team. | 1 2 3 4 |
| k) Exit strategy for the business. | 1 2 3 4 |

Section C: Entrepreneurs perceptions towards a formal business planning in relation to the business performance

Part I: The purpose of this part is to justify the relevance of a business planning with business performance from the respondents' viewpoint.

The Following are some statement about your attitudes towards a formal business plan and its role in enhancing the performance of any business ventures. Please indicate the extent to which you agree or disagree with each of the following statements by circling the appropriate number against each Statement using the scale as follows:

1= Not important at all
2= Somewhat important

3= Important
4= Very Important

- | | |
|--|---------|
| 1 A formal business plan ensures positive performance to my business venture | 1 2 3 4 |
| 2 I rely on my business plan in the course of managing my business venture | 1 2 3 4 |
| 3 Most successful business ventures have a formal business plan | 1 2 3 4 |

4	It is a first step to destruction to start business without any formal Business plan	1	2	3	4
5	A formal business plan actually impeded the performance of business venture	1	2	3	4
6	A business plan doesn't helps me providing solutions to business problems	1	2	3	4
7	A business plan dictates directions of a business venture without guaranteeing its successfulness,	1	2	3	4
8	I do not believe a formal business plan is a pre-requisite factor for a business Success.	1	2	3	4
9	Formal business plan formulation is just to present encouraging figure(profit) For getting favorable financial assistance.	1	2	3	4
10	A formal business plans help my organization handle business risks effectively	1	2	3	4
11	With current local scenario, regardless of a formal business plan, "know-who" skill is foremost important than " know-how" skill in determining the business success	1	2	3	4

Part II: This part is to gauge the extend to which respondents involved in a formal business planning

When this business , in its current organizational form, was first started, to what extent were the following done?

1= Not done at all
2= Done very briefly

3= Done partly
4= Done very extensively

1	Market/industry analysis	1	2	3	4
2	Competitive analysis	1	2	3	4
3	Marketing planning	1	2	3	4
4	Organizational planning	1	2	3	4
5	Financial projections	1	2	3	4

Section D: Business plan enhances business performance

The following are 4 selected factors as a yardstick of the effectiveness of a business plan in enhancing the total performance of business venture. Please circle the appropriate number against the statements. The Statements explain what would have happened or had happened if there exist a formal business plan in my

Business venture.

1 Sales Growth

1	negative growth	3	within 10% growth
2	unchanged	4	more than 10% growth

2 Return on Sales

1	negative growth	3	within 10% growth
2	unchanged	4	more than 10% growth

3 Financial Strength (liquidity and ability to raise capital)

1	negative growth	3	within 10% growth
2	Unchanged	4	more than 10% growth

4 Profitability

1	negative growth	3	within 10% growth
2	Unchanged	4	more than 10% growth