

INTELLECTUAL CAPITAL QUESTIONNAIRE



Dear Participant:

Recently, FORTUNE magazine identified INTELLECTUAL CAPITAL as “*a company’s most valuable asset*”. Business managers are continually attempting to find ways to put real dollars on the bottom line as they discover how to measure and manage the ultimate intangible: knowledge. The objective of the study is to develop and test a measure for INTELLECTUAL CAPITAL.

Your participation in this research study is very much appreciated. The completion of this questionnaire is very important to the overall design of the study and should take you less than 15 minutes to complete. It is my hope that the timely completion and return of this questionnaire is representative of your continued support for this type of research.

While answering this questionnaire, please make sure that you take on the role as your firm’s representative. It is important to understand that the design of this study concentrates on the firm level of analysis. In other words, I am trying to tap into a phenomenon that resides in organizations and I am thus using your responses as a proxy for the firm’s overall status. Please make sure to complete all items in the questionnaire.

Please be open and candid with your responses. All information you provide will be strictly confidential. Furthermore, your responses will only be presented in aggregate and no single firm’s results will be highlighted. The name of your organization, the industry in which you do business, the number of employees and revenue will be used for comparative purposes only.

The questionnaire contains 63 questions that have been designed for your convenience. There is minimal writing required for the survey (if you wish, you may forward any comments regarding the study to me). This particular version of the questionnaire is for the “*test pilot*” stage of this research study. I therefore encourage you to provide me with any feedback on the items so that I may make appropriate revisions before the comprehensive stage of the study commences.

These results will also be available to you should you wish to follow up on this research. Again, thank you for your participation and if you have any questions or concerns please do not hesitate to contact me directly at (xxx) xxx-xxxx.

Sincerely,

Dr. Nick Bontis

| | strongly disagree | | | | | | | strongly agree |
|--|----------------------|---|---|---|---|---|---|-------------------|
| We have greatly reduced the time it takes to resolve a customer's problem. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Our business planners are continually on schedule with their new business development ideas. (i.e. we generally meet target dates) | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| The ratio of the revenue earned per employee in the firm has been increasing over the past few years. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| The ratio of the revenue earned per employee in the firm is the best in the industry. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| The firm gets the most out of its employees when they cooperate with each other in team tasks. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Our market share has been continually improving over the past few years. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Our market share is the highest in the industry. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Our organization does not foster the development and maintenance of internal relationships among various groups. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| The time it takes to complete one whole <i>transaction</i> has been decreasing over the past few years. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| The time it takes to complete one whole <i>transaction</i> is the best in the industry. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Our organization consistently comes up with great new ideas. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| We implement a large portion of our great new ideas. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| The longevity of the relationships we have with our customers is admired by others in the industry. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Our organization thrives on maintaining the most positive value-added service of any firm in the industry. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| The firm supports our employees by constantly upgrading their skills and education whenever each of them feels it is necessary. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Our company supports the development of new ideas and products. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |

B Questionnaire Items (continued)

(Please make sure to answer each question and circle the correct response [1 = strongly disagree, 7 = strongly agree] based on how you feel about the statement)

| | strongly disagree | | | | | | | strongly agree |
|---|----------------------|---|---|---|---|---|---|-------------------|
| Our company develops more new ideas and products than any other firm in the industry. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| The employees of our firm are considered creative and bright. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Our customers are loyal to our company, more so than to any other in the industry. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| When it comes to new business, our customers have increasingly selected us versus our competitor's customers over the past few years. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Our employees are widely considered as the best in the whole industry. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Our organization prides itself on being market-oriented. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Our organization prides itself on being efficient. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| When someone comes up with a great idea, we do not share the knowledge within the firm as much as we should. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| We continually meet with customers to find out what they want from us. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Data on customer feedback is disseminated throughout the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Our employees are satisfied with our organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Our employees consistently perform at their best. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Our recruitment program is comprehensive, we are dedicated to hiring the best candidates available. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Our data systems make it easy to access relevant information. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| If certain individuals in the firm unexpectedly left, we would be in big trouble. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |

| | strongly disagree | | | | | | | strongly agree |
|--|----------------------|---|---|---|---|---|---|-------------------|
| Most employees in the firm generally understand our targeted market segments and customer profiles. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| We generally do not care about what the customer thinks or wants from us. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Employees in this organization rarely think their actions through. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Employees generally just do things without much energy. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| The systems and procedures of the organization support innovation. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| This organization is a “ <i>bureaucratic nightmare</i> ”. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Individuals learn from others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Employees are excited to voice their opinions in group discussions. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| We capitalize on our customers’ wants and needs by continually striving to make them satisfied. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| We often launch something new only to find out that our customers do not want it. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| The organization gets the sense that it is getting the most out of its employees. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Our organizational structure keeps employees from being too far removed from each other. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| The organization’s culture and atmosphere is supportive and comfortable. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Certain individuals in the firm seem to bring others down to their level. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| We feel confident that our customers will continue to do business with us. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| We get as much feedback out of our customers as we possibly can under the circumstances. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Our employees generally give it their all which makes this firm different from the others in the industry. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |

C Questionnaire Items

Please answer the following items with regards to your organization’s performance **relative to your key competitors in the industry over the last few years.**

(Please make sure to answer each question and circle the correct response [1 = bottom decile, 10 = top decile] based on the number that best corresponds to your answer)

| | bottom decile | | | | | | | | | | top decile |
|--|------------------|---|---|---|---|---|---|---|---|----|---------------|
| Industry Leadership | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| Future Outlook | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| Profit | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| Profit Growth | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| Sales Growth | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| After-tax return on assets | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| After-tax return on sales | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| Overall response to competition | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| Success rate in new product launches | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| Overall business performance and success | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |

D Please complete this section of the survey which will be used for administrative and comparative purposes only. If you are not absolutely sure about an item, please just approximate. Responses are confidential.
(print neatly in the space provided)

| | |
|-----------------------------|-----------|
| Organization Name | |
| Industry | |
| Total # of employees | |
| Total 1994 Revenue | \$ |



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