APPENDIX F

Cover Letters and Questionnaire (English Version)
Questionnaire for the Empirical Research
“Global Strategic Management Competency of Textile Export Businesses in Thailand”

Dear Sir,

This research is relevant to strategic management to develop business operation and to enhance global exports. The objective of this research is to investigate the global strategic management competency of textiles - exporting businesses in Thailand. The questionnaire is divided into 5 parts.

Part 1: Personal information about managing director of textiles - exporting businesses in Thailand
Part 2: General information about textiles - exporting businesses in Thailand
Part 3: Opinions on global strategic management competency of textiles - exporting businesses in Thailand
Part 4: Opinions on firm performance of textile - exporting businesses in Thailand
Part 5: Recommendations and suggestions relevant to textiles - exporting businesses in Thailand in the present time

Your answer will be kept as confidentiality and your information will not be shared with any outside party without your permission.

If you want a summary of this research, please indicate your E-mail address or attach your business card with this questionnaire. The summary will be mailed to you as soon as the analysis is completed.

Thank you for your time answering all the questions. I have no doubt that your answer will provide valuable information for academic advancement. If you have any questions with respect to this research, please contact me directly.

Sincerely your,

(Cheewan Thongsodsang)
Ph.D. Management
Sripatum Business School
Sripartum University, Thailand

Contact Info:
Cell phone: 081-662-7313
E-mail: cheewan.th@spu.ac.th
Questionnaire for the Empirical Research
“Global Strategic Management Competency of Textile Export Businesses in Thailand”

Directions

This research involves strategic management of textile-exporting businesses in Thailand. The research emphasizes on modern management excellence, ability to compete, and business collaboration which are deemed that the important factors have influenced on business operations. Accordingly, this research aims to develop capability in performances consistent with in current contexts along with enhancing the potential of competition to enter globalization effectively.

Thank you for your time to answer all questions correctly and completely. If you want the summary of this research, please inform requirements indicated as below. For delivering such information to you, if you have any questions involved in the questionnaire of this research, please contact a researcher, Cheewan Thongsodsang, Ph.D. Management at Sripatum Business School, Sripatum University, Thailand 40000. Cell phone: 081-662-7317 or Tel: 043-224-111 Ext. 215 or http://www.spu.ac.th

Your answer will be kept as confidentiality and your information will not be shared with any outside party without your permission.

Do you want a summary of the results? □ Yes □ No

If you want a summary of this research, please indicate your e-mail address or attach your business card with this questionnaire.

(Cheewan Thongsodsang)
Ph.D. Management
Sripatum Business School
Sripatum University, Thailand

Contact Info:
E-mail address: cheewan.th@spu.ac.th
Questionnaire for the Empirical Research
“Global Strategic Management Competency of Textile Export Businesses in Thailand”

Part 1 General information of managing director of textile export businesses in Thailand

1. Gender
   ( ) Male  ( ) Female

2. Age
   ( ) Less than 30 years  ( ) 30 – 40 years
   ( ) 41 – 50 years  ( ) More than 50 years

3. Marital status
   ( ) Single  ( ) Married
   ( ) Divorced/Separated

4. Level of education
   ( ) Bachelor’s degree or less than  ( ) Higher than Bachelor’s degree

5. Work experience
   ( ) Less than 5 years  ( ) 5 – 10 years
   ( ) 10 – 15 years  ( ) More than 15 years

6. Average current revenue a month
   ( ) Less than 30,000 Baht  ( ) 30,000 – 40,000 Baht
   ( ) 40,001 – 50,000 Baht  ( ) More than 50,000 Baht

7. Current position
   ( ) Managing director  ( ) General manager
   ( ) Proprietor
Part 2 General information of textile export businesses in Thailand

1. Business form
   ( ) Companies ( ) Partnership
   ( ) Business owners

2. Type of business
   ( ) Thai ( ) Foreign

3. Nature of business
   ( ) Distributor ( ) Manufacturer
   ( ) Manufacturer and distributors

4. Number of employees
   ( ) Fewer than 100 employees ( ) 100 – 300 employees
   ( ) 301 – 500 employees ( ) More than 500 employees

5. Working capital
   ( ) Less than 5,000,000 Baht ( ) 5,000,000 – 50,000,000 Baht
   ( ) 50,000,001 – 100,000,000 Baht ( ) More than 100,000,000 Baht

6. Average revenue of business a year
   ( ) Less than 50,000,000 Baht ( ) 50,000,000 – 150,000,000 Baht
   ( ) 150,000,001 – 250,000,000 Baht ( ) More than 250,000,000 Baht

7. Period of operation
   ( ) Less than 5 years ( ) 5 – 10 years
   ( ) 11 – 15 years ( ) More than 15 years

8. Experience of export to international
   ( ) Less than 5 years ( ) 5 – 10 years
   ( ) 11 – 15 years ( ) More than 15 years

9. The main export market
   ( ) Asia ( ) Europe
   ( ) America ( ) Other………………………
## Part 3 Opinions in Global Strategic Management Competency of Textile Exporting Businesses in Thailand

<table>
<thead>
<tr>
<th>Global Strategic Management Competency</th>
<th>Levels of Agreement</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Strongly agree</td>
</tr>
<tr>
<td><strong>Business Collaboration Effectiveness</strong></td>
<td></td>
</tr>
<tr>
<td>1 The firm believes that the collaboration between business and staffs will encourage the potential of the firm as well.</td>
<td>5</td>
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<tr>
<td>2 The firm has promoting teamwork to operations efficiently and suitably.</td>
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<tr>
<td>3 The firm has encouraged budget allocation and resources to be utilized for activities sufficiently and appropriately.</td>
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<tr>
<td>4 The firm clearly emphasizes on the employee participation as an operational approach.</td>
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<tr>
<td>5 The firm advocates building good relation to both internal and external firm which bring about learning and responding customers rapidly.</td>
<td>5</td>
</tr>
<tr>
<td><strong>Modern Management Excellence</strong></td>
<td></td>
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<tr>
<td>6 The firm has always promoted to learn or exchange knowledge together in order to blend any new knowledge as diversity.</td>
<td>5</td>
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<tr>
<td>7 The firm intends to apply technologies to operation and enhance existing products and services to have more potential.</td>
<td>5</td>
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<tr>
<td>8 The firm has focused on the communication available to relay information needed to perform and create understanding with clients completely.</td>
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### Part 3 Opinions in Global Strategic Management Competency of Textile – Exporting Businesses in Thailand (Continued)

<table>
<thead>
<tr>
<th>Global Strategic Management Competency</th>
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<tbody>
<tr>
<td></td>
<td>Strongly agree</td>
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<tr>
<td>9 The firm attends to offering new products and services that match the needs and satisfaction of customer always superior competitor.</td>
<td>5</td>
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<tr>
<td><strong>Proactive Operational Management</strong></td>
<td></td>
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<tr>
<td>10 The firm believes that development skills and capability of employees in create the new knowledge will help increase abilities to competition.</td>
<td>5</td>
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<tr>
<td>11 The firm has encouraged communicating knowledge between employees and an organization continuously to have expertise on various tasks and meet customer needs infallibly and fast.</td>
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<tr>
<td>12 The firm has focused on advanced technologies to improve an approach and produce products and services consistent with present work.</td>
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<tr>
<td>13 The firm believes that continuous development knowledge and procedures will make firm own potential over the rivals.</td>
<td>5</td>
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## Part 4 Opinions in Firm Performance of Textile - Exporting Businesses in Thailand

<table>
<thead>
<tr>
<th>Firm Performance</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Strongly agree</td>
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<tr>
<td><strong>Global Strategic Management Competency</strong></td>
<td></td>
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<tr>
<td>1 The firm has emphasized on improving and developing the quality of products and services to standards continuously.</td>
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<tr>
<td>2 The firm intends to bring new approaches or new technologies to be employed to streamline operations and facilitating to serve customers quickly.</td>
<td>5</td>
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<tr>
<td>3 The firm is able to allocate resources to investment on developing operations and various activities to be flexible and congruent with situations on competition immediately.</td>
<td>5</td>
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<tr>
<td>4 The firm is aware, analyzes the business opportunities, and always seeks for external information to result in planning and developing performances of the firm that must respond to customer needs efficiently.</td>
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<tr>
<td>5 While everything is changing, the firm must be flexible and adaptable in competition that produces the highest effectiveness.</td>
<td>5</td>
</tr>
<tr>
<td><strong>Firm Performance</strong></td>
<td></td>
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<tr>
<td>6 The firm has continuously increased revenue when compared with recent year.</td>
<td>5</td>
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<tr>
<td>7 The firm is able to attract older clients and new ones to purchase products and services of the firm.</td>
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Part 4 Opinions in Firm Performance of Textile Exporting Businesses in Thailand (Continued)

<table>
<thead>
<tr>
<th>Firm Performance</th>
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<tbody>
<tr>
<td></td>
<td>Strongly agree</td>
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<tr>
<td>8 The firm has totally great criteria and is superior to competitors.</td>
<td>5</td>
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<tr>
<td>9 The firm has developed productive innovation or services and offered to markets continuously.</td>
<td>5</td>
</tr>
<tr>
<td>10 The firm has been accepted from customers and markets, and it has potential to produce goods and services qualitatively.</td>
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Part 5 Recommendations and suggestions relevant to textiles - exporting businesses in Thailand in the present time

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Thank you