

Dear Participant,  
  
I would like to request your voluntary participation in the following survey on the impact of industry forces and dynamic capabilities on the international SMEs’ performance in Iran. This survey is a part of my PhD (Management) program in Management at Multimedia University, Malaysia. The title of the research is The Effects of Dynamic Capabilities and Industry Forces on International SME’s Performance: The Mediating Effects of Competitive Advantage.   
  
This survey is designed to shed light on the effects that the industry forces, dynamic capabilities, sanctions, competitive advantage and mode of entry has on the performance of international SMEs in the Iranian market. This research will assist international SMEs in Iran to gain a more comprehensive picture on the Iranian market and how to achieve an enhanced performance outcome.   
  
This survey will require approximately 10 minutes to complete. Please be assured that your responses to the following questions will be used for research purposes only and will remain strictly confidential and no personal information will be shared with a third party.  
  
Thank you for your kind contribution to this study. Should you require further clarifications, please contact me through email, as stated below.  
  
  
  
Sincerely,  
  
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**Demographic Profile**

Please choose the appropriate answer to the below questions from the options given. There is no right or wrong answer.

1. What is the size of your organization in terms of the number of employees?

10 or less

11 - 49

50 – 99

1. Region of origin:

Africa

Asia Pacific

Eastern Europe

Latin America and the Caribbean

Western Europe

Others\_\_\_\_\_\_\_\_\_\_\_

1. Core industry:

Service

Manufacturing

Retail

Agriculture

Others \_\_\_\_\_\_\_\_\_\_\_

1. Our firm entered the market through:

Exporting

Licensing

Franchising

Joint Venture

Wholly Owned Subsidiary

Others \_\_\_\_\_\_\_\_\_\_\_

**Please choose the appropriate options for the following statements.**

|  |  |
| --- | --- |
| 1 | Never |
| 2 | Very rare |
| 3 | Rare |
| 4 | Occasionally |
| 5 | Frequently |
| 6 | Very frequently |
| 7 | Always |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Market Dynamism:**  In our sector there are constant changes in… | |  | | | | | | |
| 1 | products offered. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2 | sales strategies. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3 | customer preferences about product features. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4 | customer expectations about product features. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5 | distribution arrangements. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6 | distribution strategies. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7 | competitive strategies. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8 | competitive intensity. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9 | organization’s sales volume. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| **Regulatory Uncertainty**  In our sector there… | |  | | | | | | |
| 1 | are constant changes in regulatory policy. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2 | are constant currency fluctuations. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3 | are constant changes in the tax policy. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4 | are constant changes in monetary policy. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**Please indicate to what extent do you agree/disagree with the following statements.**

|  |  |
| --- | --- |
| 1 | Strongly disagree |
| 2 | Disagree |
| 3 | Somewhat disagree |
| 4 | Neither agree nor disagree |
| 5 | Somewhat agree |
| 6 | Agree |
| 7 | Strongly agree |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Market Uncertainty:**  In our sector there are constant changes in… | |  | | | | | | |
| 1 | the cost of operation. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2 | the price of raw materials. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3 | the cost of labor. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| **Competitive Intensity:**  In our sector**…** | |  | | | | | | |
| 1 | there is a lot of competition among firms. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2 | aggressive business practices are normal. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3 | there are many competitors who introduce innovations. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4 | when a firm introduces an innovation the rest quickly copy the idea. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5 | price competition is a fixture of our industry. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6 | there are many competitors who enter and exit the sector. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| **Sensing Capability**  In our organization… | |  | | | | | | |
| 1 | people participate in professional association activities. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2 | we use established processes to identify target market  segments. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3 | we use established processes to identify changing customer needs. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4 | we use established processes to identify customer  innovation. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5 | we observe best practices in our sector. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6 | we gather economic information on our operations and operational environment. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**Please indicate to what extent do you agree/disagree with the following statements.**

|  |  |
| --- | --- |
| 1 | Strongly disagree |
| 2 | Disagree |
| 3 | Somewhat disagree |
| 4 | Neither agree nor disagree |
| 5 | Somewhat agree |
| 6 | Agree |
| 7 | Strongly agree |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Seizing Capability**  Our organization… | | |  | | | | | | | | |
| 1 | invests in finding solutions for our customers. | | 1 | | 2 | | 3 | 4 | 5 | 6 | 7 |
| 2 | adopts the best practices in our sector. | | 1 | | 2 | | 3 | 4 | 5 | 6 | 7 |
| 3 | responds to defects pointed out by employees. | | 1 | | 2 | | 3 | 4 | 5 | 6 | 7 |
| 4 | changes our practices when customer feedback gives us a reason to change. | | 1 | | 2 | | 3 | 4 | 5 | 6 | 7 |
| **Reconfiguration Capability**  In our organization… | |  | | | | | | | | | | | |
| 1 | we constantly implement new kinds of management methods. | 1 | | 2 | | 3 | | 4 | 5 | 6 | 7 | |
| 2 | we frequently change our marketing strategy. | 1 | | 2 | | 3 | | 4 | 5 | 6 | 7 | |
| 3 | we frequently change our marketing method. | 1 | | 2 | | 3 | | 4 | 5 | 6 | 7 | |
| 4 | we substantially renew business processes. | 1 | | 2 | | 3 | | 4 | 5 | 6 | 7 | |
| 5 | we constantly renew the ways of achieving our targets. | 1 | | 2 | | 3 | | 4 | 5 | 6 | 7 | |
| **Differentiation Advantage**  Our organization… | |  | | | | | | | | | | | |
| 1 | provides better customer service than our competitors. | 1 | | 2 | | 3 | | 4 | 5 | 6 | 7 | |
| 2 | is better in commercializing new products than our competitors. | 1 | | 2 | | 3 | | 4 | 5 | 6 | 7 | |
| 3 | is more successful at retaining customers than our competitors. | 1 | | 2 | | 3 | | 4 | 5 | 6 | 7 | |
| 4 | can display our technology know-how in our products. | 1 | | 2 | | 3 | | 4 | 5 | 6 | 7 | |
| 5 | enjoys the image as a premium producer. | 1 | | 2 | | 3 | | 4 | 5 | 6 | 7 | |
| 6 | can attract customers to pay higher prices for our products because of its better quality. | 1 | | 2 | | 3 | | 4 | 5 | 6 | 7 | |
| 7 | is able to serve a new market segment. | 1 | | 2 | | 3 | | 4 | 5 | 6 | 7 | |

**Please indicate to what extent do you agree/disagree with the following statements,**

|  |  |
| --- | --- |
| 1 | Strongly disagree |
| 2 | Disagree |
| 3 | Somewhat disagree |
| 4 | Neither agree nor disagree |
| 5 | Somewhat agree |
| 6 | Agree |
| 7 | Strongly agree |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Cost Advantage**  Our organization… | |  | | | | | | | | | | | | | |
| 1 | produces the products faster than our competitors. | 1 | | 2 | | 3 | | 4 | | 5 | | 6 | | 7 | |
| 2 | has lower production wastage than our competitors. | 1 | | 2 | | 3 | | 4 | | 5 | | 6 | | 7 | |
| 3 | utilizes better technology to operate more efficiently than our competitors. | 1 | | 2 | | 3 | | 4 | | 5 | | 6 | | 7 | |
| 4 | uses latest management philosophy to operate more effectively. | 1 | | 2 | | 3 | | 4 | | 5 | | 6 | | 7 | |
| 5 | has certification and recognition for an effective production system. | 1 | | 2 | | 3 | | 4 | | 5 | | 6 | | 7 | |
| 6 | has a tight production control to achieve consistent product quality. | 1 | | 2 | | 3 | | 4 | | 5 | | 6 | | 7 | |
| **Impact of Sanctions**  In our sector… | | |  | | | | | | | | | | | | |
| 1 | the risk associated with sanctions is significant. | | 1 | | 2 | | 3 | | 4 | | 5 | | 6 | | 7 |
| 2 | the firms have taken steps to respond to the risks associated with sanctions. | | 1 | | 2 | | 3 | | 4 | | 5 | | 6 | | 7 |
| 3 | the sanctions have influence on the supply chain operations. | | 1 | | 2 | | 3 | | 4 | | 5 | | 6 | | 7 |
| 4 | the impact of the risks caused by sanctions are substantial. | | 1 | | 2 | | 3 | | 4 | | 5 | | 6 | | 7 |

**Please indicate how does your firm’s performance compare with your competitors in the following areas.**

|  |  |
| --- | --- |
| 1 | Very weak |
| 2 | Weak |
| 3 | Similar |
| 4 | Strong |
| 5 | Very strong |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Firm's Performance:**  Evaluate your firm’s performance against your closest competitors in the following areas… | |  | | | | |
| 1 | sales growth | 1 | 2 | 3 | 4 | 5 |
| 2 | capturing market share | 1 | 2 | 3 | 4 | 5 |
| 3 | profitability | 1 | 2 | 3 | 4 | 5 |
| 4 | financial wellbeing | 1 | 2 | 3 | 4 | 5 |
| 5 | financial stability | 1 | 2 | 3 | 4 | 5 |
| 6 | efficiency | 1 | 2 | 3 | 4 | 5 |
| 7 | customer loyalty | 1 | 2 | 3 | 4 | 5 |
| 8 | Liquidity | 1 | 2 | 3 | 4 | 5 |

**Thank you for taking the time to complete this survey.**