<ARTICLE>Corporate Strategy and Structure : An Empirical Research in the U.K. and Japan

Corporate Strategy and Structure:
An Empirical Research in the U.K. and Japan*

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1. Introduction

In this decade after 1990, many Japanese companies have been trying to change their organisation structure. For example, Sony has changed their organisation into quasi holding company. They call it 'Company system', which is similar to a holding company. We may call this trend decentralization in Japan, and it is said to be different from that in the US or Europe. The survey which was conducted in 1995 by Professor T. Kono showed that half of the diversified companies have multidivisional structure, but 'most of the product divisions are not fully fledged divisions because they lack some key divisional functions and have a strong head office' (Kono and Clegg, 2001, p. 227). They called it hybrid structure.

On the other hand, there are many multidivisional industrial firms in the US, and they are decentralized, so divisions are fully fledged. Rumelt (1974) showed the estimated data of increasing number of product-division firms. He said, 'The results were unexpectedly dramatic: between 1949 and 1969 the estimated percentage of firms among the largest 500 having product-division organizations rose from 20.3 to 75.9 at a nearly constant rate of about 14 firms out of the 500 per year' (Rumelt, 1974, p. 65). Fligstein (1990) showed the recent data of the number of multidivisional organisations. He showed that 86% of 100 largest firms have multidivisional structure in 1979, but in the 1980's, there were a shift away from the M-form (Multidivisional) structure toward the

CM-form (Centralized Multidivisional) structure (Markides, 1995). In 1970, 7.9% of US companies were CM-form, but by 1989, the proportion had increased to 20.9 % (Markides, 1995, p. 141).

In the UK, we can see the same trend. Many companies have also multidivisional structure. Channon (1973) showed significant change in the two decades between 1950 and 1970. In 1950, only 13% of large UK companies were multidivisional, but by 1970, it had increased to 72%. According to Hill's research, in 1985, 57% were multidivisional, which include centralized multidivisional form (Hill, 1988). Hill used different classification scheme, so percentage of multidivisional structure was smaller than that of Channon(1973), but it is very interesting.

We are concerned with corporate strategy and structure. Our focus is mainly on multidivisional organisation, which is adapted by large industrial diversified firms. Especially we are interested in a comparison of strategy and structure in the UK and Japan. Although a large number of studies have been made on strategy and structure, international comparative research is still lacking. The purpose of this paper is to show the differences between the UK and Japan.

2. Methods

Two surveys concerning corporate strategy and structure have been made. One is the 2001 survey in the UK, and the other is the 2000 survey in Japan.

2.1. Sample and Data

The outline of the surveys are shown below.

The 2001 survey in the UK

Target companies: 662 UK mining and manufacturing companies whose stock was listed on the London Stock Exchange at September 2001

Expected respondent: Chairman, CEO or Management Director of the company

The date of the dispatch of the questionnaire: 6th of September 2001

The deadline: 21st of September 2001(2 weeks later)

The response rate: 10.4% (69 companies)

The 2000 survey in Japan

Target companies: 1,331 Japanese mining and manufacturing companies whose stock was listed on the Tokyo, Osaka or Nagoya Stock Exchange at September 2000

Expected respondent: Chairman, CEO or Management Director of the company

The date of the dispatch of the questionnaire: 1st of September 2000

The deadline: 14th of September 2000 (2 weeks later)

The response rate: 13.2% (176 companies)

2.2. The Design of the Questionnaire

As shown in the Appendix in this paper, the questionnaire consisted of 5 groups. First group was questions on background information of sample companies. Second group was questions on structure of organisation. Third group consisted of three questions: questions on evaluation of divisional performance; on responsibility of corporate headquarters; and on revenue contribution of the divisions. Fourth group was a question on revenue contribution of the divisions. Last group is questions on strategy, which can be classified into two groups: questions on diversification strategy; and on competitive strategy. These questions are shown below.

1. Background Information
2. Organisational Structure
3. Evaluation of Divisional Performance
4. Discretionary Authority of Divisional General Managers
5. Responsibility of Corporate Headquarters
6. Revenue Contribution of the Divisions
7. Diversification Strategy
8. Competitive Strategies

2.3. The Characteristics of the Respondents

Table 2-1 and Figure 2-1 show that there are many small companies in the UK sample compared to companies in the Japanese survey.

Table 2-1 *Total number of employees*

	UK		Japan	
	Number of companies	%	Number of companies	%
0-249	16	23.2	14	8.0
250-499	14	20.3	24	13.6
500-999	9	13.0	41	23.3
1,000-4,999	17	24.6	75	42.6
5,000-9,999	6	8.7	12	6.8
10,000-49,999	4	5.8	8	4.6
50,000- 99,999	1	1.5	2	1.1
100,000 and over	2	2.9	0	0.0
Total	69	100.0	176	100.0

Figure 2-1 *Total number of employees*
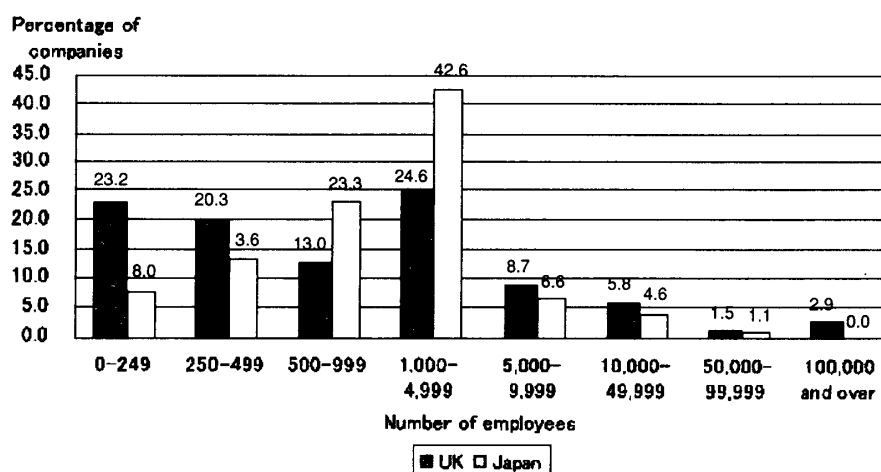
Table 2-2 *Sales volume (Turnover)*

	UK		Japan	
	Number of companies	%	Number of companies	%
under 50 million pound	28	41.2	18	10.2
50-500 million pound	28	41.2	97	55.1
500 million-5 billion pound	8	11.8	54	30.7
over 5 billion pound	4	5.9	7	4.0
Total	68*	100.0	176	100.0

*Frequency Missing=1

Figure 2-2 *Sales volume (Turnover)*
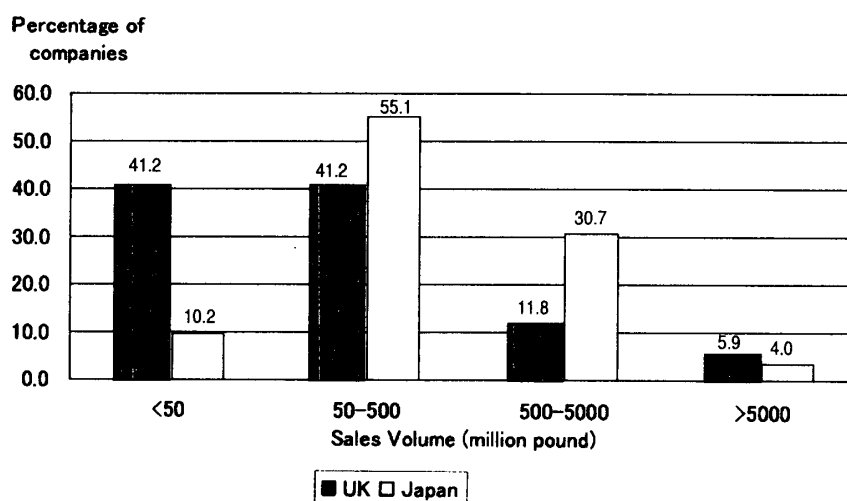
The sales volume of the sample companies in the UK is smaller than that in Japan. In Japan, the dominant sample is from 50 to 500 million pounds, but in the UK, there are two dominant samples: under 50 million pounds, and from 50 to 500 million pounds.

2.4. The Main Industry Sector of the Respondents

For the UK survey, respondents were asked to specify the main industry sector that corresponded most closely to their company's business in the UK. In Japan, we used the stock exchange code to identify the main industry. Table 2-3

shows the main industry sector of the sample companies. There are many material industry companies (63.8%) in the sample of the UK, and there are many processing industry companies (53.4%) in the sample of Japan. However, the respondents of both samples are distributed in various industries.

The survey response provides good data for comparative analysis between the UK and Japan, because most responses came from either the CEO or a director in a wide range of size of companies and industry sectors.

Table 2-3 *The main industry sector of the sample companies*

		UK		Japan	
	Sector	Number of companies	%	Number of companies	%
1	Mining and extraction of crude petroleum and natural gas	7	10.1	0	0.0
2	Food products, beverages and tobacco products	8	11.6	10	5.7
3	Textiles, apparel, leather and luggage	7	10.1	7	4.0
4	Wood, pulp and paper	0	0.0	3	1.7
5	Coke, refined petroleum products and nuclear fuel	0	0.0	1	0.6
6	Chemicals and chemical products	3	4.3	26	14.8
7	Pharmaceutical product	5	7.2	5	2.8
8	Rubber and plastic products	5	7.2	2	1.1
9	Glass, ceramics, bricks and other non-metallic mineral products	1	1.4	6	3.4
10	Basic metals	2	2.9	6	3.4
11	Fabricated metal products	6	8.7	16	9.1
	Total number of the material industry	44	63.8	82	46.6
12	Machinery and equipment not elsewhere classified	5	7.2	28	15.9
13	Office machinery, computers and electrical machinery	12	17.4	28	15.9
14	Medical, precision and optical instruments, watches and clocks	2	2.9	10	5.7
15	Motor vehicles, trailers and other transport equipment	0	0.0	18	10.2
16	Manufacturing not elsewhere classified (Please specify):	6	8.7	10	5.7
	Total number of the processing industry	25	36.2	94	53.4
	Total	69	100.0	176	100.0

3. Organisation Structure

3.1. Divisional Structure

First of all, we asked respondents whether they have a divisional structure or not. The results are presented in Table 3-1. Many companies (87.0%) have a divisional structure in the UK. In contrast, the percentage of Japanese companies that have a divisional structure is smaller (70.3%).

Table 3-1 *Number of the companies that have divisional structure*

	UK		Japan	
	Number of companies	%	Number of companies	%
Yes	60	87.0	123	70.3
No	9	13.0	52	29.7
Total	69	100.0	175*	100.0

*Frequency Missing=1

3.2. The Primary Basis of Divisional Organisation

Table 3-2 shows primary basis dividing the organisation into divisions. The main primary basis of a divisional organisation is a 'product or product group' in both countries (UK: 52.6%, Japan: 68.3%). There are many UK companies (17.5%) that have 'regional divisions', which may imply that there are many global companies in the UK.

Table 3-2 *Primary basis of your divisional organisation*

		UK		Japan	
		Number of companies	%	Number of companies	%
1	Product or product group divisions	30	52.6	84	68.3
2	Regional divisions	10	17.5	6	4.9
3	Functional divisions	5	8.8	10	8.1
4	Combination of two or all of them	11	19.3	21	17.1
5	Other	1	1.8	2	1.6
	Total	57*	100.0	123	100.0

*Frequency Missing=3

3.3. Autonomy of Divisions

Respondents were asked about internal transference of goods and services between divisions in the company, and autonomy of divisions. In the UK sample, 77.6% companies have a 'pricing mechanism' for the internal transfer of goods and services (Table 3-3). On the other hand, 63% Japanese sample com-

panies have the pricing mechanism. About 65% of the divisional manager in the sample companies in the UK can reject an internal transaction, if he or she is not satisfied with the price or any other conditions (Table3-4). In contrast, it is difficult for a divisional manager of Japanese companies to reject that transaction. It can happen in 49.1% of the Japanese companies sampled. These results suggest that the divisions of the UK companies have stronger autonomy than those of Japanese companies.

Table 3-3 *Number of the companies that have a mechanism for pricing internal transfer of goods and services*

	UK		Japan	
	Number of companies	%	Number of companies	%
Yes	45	77.6	75	63.0
No	13	22.4	44	37.0
Total	58*	100.0	119**	100.0

*Frequency Missing=2
**Frequency Missing=4

Table 3-4 *Number of the companies whose divisional managers can reject internal transactions within their company*

	UK		Japan	
	Number of companies	%	Number of companies	%
Yes	37	64.9	56	49.1
No	20	35.1	58	50.9
Total	57*	100.0	114**	100.0

*Frequency Missing=3
**Frequency Missing=9

4. Control of Divisions by Corporate Headquarters

4.1. Classification Scheme

In this section, we have investigated the decentralisation of companies. This

is the problem of headquarters control over divisions. We use the research methodology developed by Williamson (1975). He has classified the organisations into six categories by internal control. His classification scheme is shown in the Table 4-1.

Table 4-1 *Williamson's Classification Scheme of Organisational Structure*[1]

1. Unitary (U-form)

   Traditional functionally organised enterprise

2. Holding Company (H-form)

   Divisionalized enterprise for which the requisite internal control apparatus has not been provided

3. Multidivisional (M-form)

   Divisionalized enterprise in which a separation of operating from strategic decision-making is provided and for which the requisite internal control apparatus has been assembled and is systematically employed

4. Transitional Multidivisional (T-form)

   The M-form enterprises in the process of adjustment

5. Centralized Multidivisional (CM-form)

   This form was called 'Corrupted Multidivisional' in Williamson (1975). It is 'a multidivisional structure for which the requisite control apparatus has been provided but in which the general management has become extensively involved in operating affairs'[2]. But Hill (1988) called this form 'Centralized multidivisionals characterized by head office involvement in operating decisions'[3]. We used this terminology because we think that this form has rationality in the environment of related diversification companies.

6. Mixed (X-form)

   Mixture of U-form and multidivisional type

Hill (1988) has investigated 156 UK companies by using this classification and a questionnaire. Markides (1995) has investigated 136 US companies by using the same methods. We used the same methods, but we revised the questionnaire of Markides (1995) to adapt it to the environment of Japan and the

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[1] Williamson (1975), chapter 8.
[2] Williamson (1975), p. 153.
[3] Hill (1988), p. 72.

UK. The questionnaire asked about the control of divisions by headquarters in three sections. These are 'Evaluation of Divisional Performance (question 3)', 'Discretionary Authority of Divisional General Managers (question 4)' and 'Responsibility of Corporate Headquarters (question 5)'. We used these data, and constructed three composite scales: 'operate', 'strategic' and 'financial' scale. Using these scales and the Internal Cash Management Variable (ICM, question 6) we classified the sample companies into six categories of organisation structure. ICM is the dummy that takes the value of 1 if cash is reallocated within the company by corporate headquarters, and zero if cash is managed by the individual divisions. The classification procedure is summarised in Figure 4-1.

4.2. Result of Classification

Table 4-2 shows the result of classification. As shown in the table, there are many T-form companies (48.5%) in the UK, which have changed their organisational structure in these three years (1999-2001). 20% companies in the UK have M-form structure. U-form is 13.6%. Not so many UK companies have a U-form structure. In contrast, U-form is the dominant structure in Japan. It is said that the Japanese company is very centralized, but there are not so many CM-form companies in Japan. There are many X-form companies in Japan. We may say that the mixed form of multidivisional and functional structure is a rational form for Japanese companies.

Figure 4-1 *Classification procedure*

Multidivisional? ———————— No ——————————→ U-form

|

Yes

↓

Organisational change ————— Yes ——————————→ T-form
between 1999 and 2001?

|

No

↓

Mixed form? ———————— Yes ——————————→ X-form

|

No

↓

Operate≧3 ———————— Yes ——————————→ CM-form

|

No

↓

Strong central controls? ————— Yes ——————————→ M-form
(Finance≧4, Strategy≧4 or ICM=1[q6=2])

|

No

↓
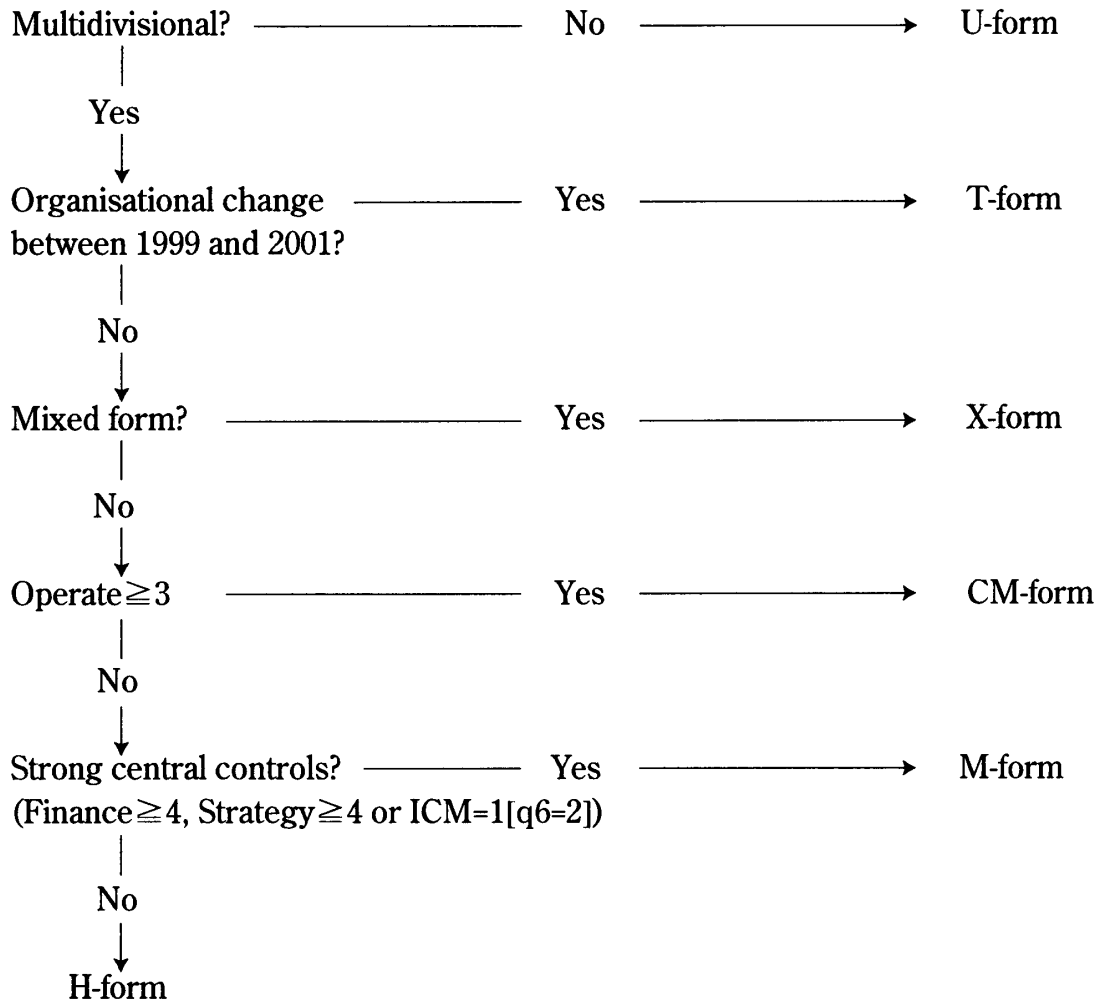
H-form

Table 4-2 *Organisation Structure*

	UK		Japan	
	Number of companies	%	Number of companies	%
M-form	13	19.7	39	22.5
CM-form	4	6.1	13	7.5
H-form	3	4.5	3	1.7
T-form	32	48.5	31	17.9
X-form	5	7.6	34	19.7
U-form	9	13.6	53	30.6
Total	66*	100.0	173**	100.0

*Frequency Missing=3
**Frequency Missing=3

5. Corporate Strategy

In this section, there are two questions on corporate strategy: one is on diversification strategy and the other is on competitive strategy.

5.1. Diversification Strategy

Table 5-1 shows the number of companies that had entered into new businesses in the last five years. In the UK, about 70% of the sample companies had entered into new businesses, and in Japan, only 48% of the sample companies had entered into new businesses. These data indicate that the UK companies had been more aggressive than Japanese companies during these five years.

Table 5-1 *Number of companies that had entered into new businesses*

q7-1. Has your company entered into new businesses within the last five years?

	UK		Japan	
	Number of companies	%	Number of companies	%
Yes	48	69.6	82	48.0
No	21	30.4	89	52.0
Total	69	100.0	171*	100.0

*Frequency Missing=5

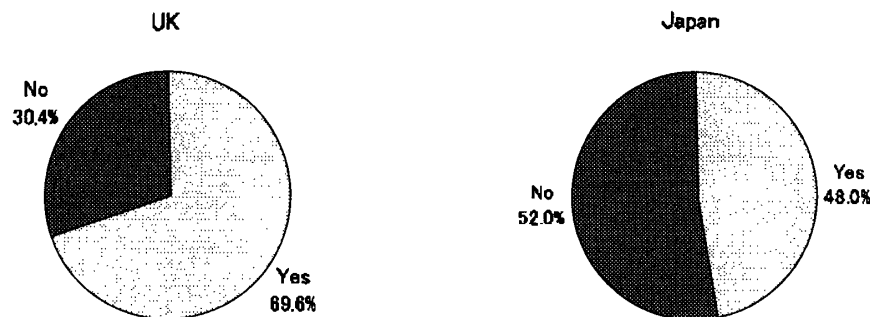Figure 5-1 *Percentage of companies that had entered into new businesses*

Table 5-2 shows the most important business for diversified companies. Many companies in these two countries think that 'Technology and market-related diversification' is most important. Especially the UK companies are market-oriented, while Japanese companies are technology-oriented.

More noteworthy is that many UK companies regard 'Vertical integration of products or distribution (i.e. output for your company)' as important.

Table 5-2 *Most important business for diversified company*

	UK		Japan	
	Number of companies	%	Number of companies	%
Vertical integration of materials or parts (i.e. input for your company)	0	0.0	4	5.0
Vertical integration of products or distribution (i.e. output for your company)	12	29.3	7	8.8
Technology-related diversification	4	9.8	21	26.3
Market-related diversification	11	26.8	11	13.8
Technology and market-related diversification	14	34.2	26	32.5
Diversification unrelated to current business	0	0.0	8	10.0
Diversification by using by-products	0	0.0	3	3.8
Total	41*	100.0	80**	100.0

*Frequency Missing=7
**Frequency Missing=2

5.2. Competitive Strategy

In this section, we have investigated characteristics of competitive strategy of the companies. The questionnaire asked eight questions about competitive strategy. We have made three composite scales: concentration strategy, confrontation strategy and innovation strategy. These scales are the means of two or three questions. Concentration strategy scale is a mean of the question 8-3 and 8-7. Confrontation strategy scale is a mean of the question 8-4, 8-5 and 8-8 (reverse). Innovation strategy scale is a mean of the question 8-1 (reverse), 8-2 and 8-6 (reverse). When these scales are high, each characteristic is strong.

Table 5-3 shows the characteristics of the competitive strategy of the companies in the UK and Japan. It shows that Japanese companies are more confrontational than UK companies. We can also see that UK companies are more innovative than Japanese companies in processing industries.

Table 5-3 *Competitive strategy*

	Total			Material industry			Processing industry		
	UK	Japan	*t*-value	UK	Japan	*t*-value	UK	Japan	*t*-value
N	68	168		43	79		25	89	
Concentration Strategy	3.09	3.08	0.07	3.07	3.06	0.05	3.12	3.10	0.14
Confrontation Strategy	2.91	3.40	4.80 ***	2.90	3.31	2.94 **	2.93	3.48	3.61 ***
Innovation Strategy	3.46	3.32	1.46	3.39	3.41	0.14	3.58	3.24	2.40 *

***p<0.001; **p<0.01; *p<0.05

6. Discussion and Conclusion

In this paper, we investigated the strategy and structure of the UK and Japanese companies. We found many findings, which are summarised below.

- Many UK companies have a divisional structure, and each division has strong autonomy compared with those of Japanese companies.
- Many UK companies have been changing their organisation structure.
- Many Japanese companies have a U-form structure.
- UK companies have entered into new businesses more aggressively than Japanese companies in the last five years.
- UK companies are market-oriented.
- Japanese companies are technology-oriented.
- UK companies have taken more innovative strategies than Japanese companies have.
- Japanese companies are more confrontational towards their competitors than UK companies.

It is concluded that Japanese companies are more centralised than UK companies, and the divisions in the UK companies have strong autonomy. The reason of these differences may be the process of development and scale of companies. The UK companies have grown by merger and acquisition, and there are many small companies in the sample, but these cannot explain all of these differences. They may be related to strategy of companies, but the relationship between strategy and structure cannot be discussed here. Chandler(1962) showed this relationship by historical research on growth of US large firms. The adoption of multidivisional structure was seen as a response to diversifica-

tion strategy (Chandler, 1962), but the relationship between strategy and structure are more complicated because there are many types of diversification and competitive strategy. Further studies to analyze this relationship are required.

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Appendix: Questionnaire

STRATEGY AND STRUCTURE OF COMPANIES:
AN INTERNATIONAL COMPARATIVE SURVEY BETWEEN THE UK AND JAPAN

Questionnaire

This study explores the strategies pursued by companies including their subsidiaries, and structures adopted by them.

It is divided into eight short sections and should take approximately 10 minutes to complete. In answering the questions please circle appropriate responses on the five or four point scale where required and tick boxes where applicable. Your responses will be treated in the strictest confidence and data will only be presented in an aggregate form. If you cannot answer specific questions for any reason, please leave them out and proceed to the next question. When you have completed this questionnaire, please return it in the pre-paid envelope provided. Thank you for your co-operation.

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1. Background Information (Please tick all relevant boxes.)

1-1. Your level/position

Chairman/CEO/Managing Director	☐1
Divisional Director	☐2
Senior Manager	☐3
Middle Manager	☐4
Operational Specialist	☐5
Other (Please specify):	☐6

....

1-2. Capitalisation

Under £1 million	☐1
£ 1 million up to £ 10 million	☐2
£ 10 million up to £ 100 million	☐3
£ 100 million up to £ 1 billion	☐4
£ 1 billion up to £ 10 billion	☐5
Over £ 10 billion	☐6

1-3. Total number of employees

0-249	☐1
250-499	☐2
500-999	☐3
1,000-4,999	☐4
5,000-9,999	☐5
10,000-49,999	☐6
50,000- 99,999	☐7
100,000 and over	☐8

1-4. Sales volume

Under £ 50 million	☐1
£ 50 million up to £ 100 million	☐2
£ 100 million up to £ 500 million	☐3
£ 500 million up to £ 1 billion	☐4
£ 1 billion up to £5 billion	☐5
£ 5 billion up to £ 10 billion	☐6
Over £ 10 billion	☐7

1-5. Main industry sector (If your company is engaged in more than one industry, please tick only the main industry.)

Mining and extraction of crude petroleum and natural gas	☐1
Food products, beverages and tobacco products	☐2
Textiles, apparel, leather and luggage	☐3
Wood, pulp and paper	☐4
Coke, refined petroleum products and nuclear fuel	☐5
Chemicals and chemical products	☐6
Pharmaceutical product	☐7
Rubber and plastic products	☐8
Glass, ceramics, bricks and other non-metallic mineral products	☐9
Basic metals	☐10
Fabricated metal products	☐11
Machinery and equipment not elsewhere classified	☐12
Office machinery, computers and electrical machinery	☐13
Medical, precision and optical instruments, watches and clocks	☐14
Motor vehicles, trailers and other transport equipment	☐15
Manufacturing not elsewhere classified (Please specify):	☐16

....

2.Organisational Structure

2-1. Does your company have a divisional structure? (This includes a holding company structure.)

      Yes   ☐1
      No   ☐2

If you ticked 'No', please go to 7-1(p. 4).
Otherwise, please answer all of the remaining questions.

2-2. Has your company changed its organisational structure during 1999-2001?

      Yes   ☐1
      No   ☐2

2-3. The primary basis of your divisional organisation is: (Please tick only one.)

Product or product group divisions	☐1
Regional divisions	☐2
Functional divisions	☐3
Combination of two or all of the above (If two, please specify):	☐4

....
Other (Please specify):   ☐5

`..................................................................`

2-4. Do you have a mechanism for pricing internal transfer of goods and services?

      Yes   ☐1
      No   ☐2

2-5. Can divisional managers reject internal transactions within your company?

      Yes   ☐1
      No   ☐2

3. Evaluation of Divisional Performance

How important is each factor listed below when the corporate headquarters evaluate the performance of divisions or subsidiaries? (Please circle.)

	Not at all important				Very important
3-1. Total sales revenue	1	2	3	4	5
3-2. Divisional contribution	1	2	3	4	5
3-3. Profit margin on sales	1	2	3	4	5
3-4. Return on investment (ROI)	1	2	3	4	5
3-5. Sales growth	1	2	3	4	5
3-6. Profit growth	1	2	3	4	5
3-7. Market share	1	2	3	4	5
3-8. Cash flow	1	2	3	4	5
3-9. Capacity utilisation	1	2	3	4	5
3-10. Labour productivity	1	2	3	4	5

4. Discretionary Authority of Divisional General Managers

Do the divisional general managers have to get approval of corporate headquarters when they take actions listed below? (Please circle.)

	No prior approval is needed	They have to inform HQ later	They have to ask HQ's advice before actions	Prior formal approval is needed
4-1. Recruit new university graduates	1	2	3	4
4-2. Promote middle managers	1	2	3	4
4-3. Change the salary of employees	1	2	3	4
4-4. Make a change in the division inventory standards	1	2	3	4
4-5. Change the division's main supplier	1	2	3	4
4-6. Pass final approval on the design of a new product	1	2	3	4
4-7. Change the list price of a major product line	1	2	3	4
4-8. Change the expenditure on advertising	1	2	3	4
4-9. Cancel an engineering development project	1	2	3	4
4-10. Approach financial institutions for financing division projects	1	2	3	4

5. Responsibility of Corporate Headquarters

Is each factor listed below the responsibility of corporate headquarters? (Please circle.)

	Never	Rarely	Shared with divisions	Nearly always	Always
5-1. Overall financial control	1	2	3	4	5
5-2. Approval of major investment	1	2	3	4	5
5-3. Long-term strategic planning	1	2	3	4	5
5-4. Public relations	1	2	3	4	5
5-5. Relations with financial institutions	1	2	3	4	5
5-6. Legal functions	1	2	3	4	5
5-7. Identifying acquisitions	1	2	3	4	5
5-8. Setting annual budgets	1	2	3	4	5
5-9. R&D decisions	1	2	3	4	5
5-10. Development of new businesses	1	2	3	4	5

6. Revenue Contribution of the Divisions

The cash generated by each division is:

Managed by the individual divisions, except for funds needed to pay dividends, central services, etc.	☐1
Reallocated within the company as a whole by corporate headquarters.	☐2
Other (Please specify):	☐3

....

7. Diversification strategy

7-1. Has your company entered into new businesses within the last five years?

        Yes   ☐1 →Please go to 7-2.
        No   ☐2 →Please go to 8.

7-2. What kind of new business has been the most important for your company in the last five years?
(Please tick only one.)

Vertical integration of materials or parts (i.e. input for your company)	☐1
Vertical integration of products or distribution (i.e. output for your company)	☐2
Technology-related diversification	☐3
Market-related diversification	☐4
Technology and market-related diversification	☐5
Diversification unrelated to current business	☐6
Diversification by using by-products	☐7

8. Competitive strategies of your company

To what extent does each statement listed below correctly describe the characteristics of your company's strategy? (Please circle.)

	Definitely Incorrect				Definitely true
8-1. The company consistently tries to reduce the price of products by lowering cost.	1	2	3	4	5
8-2. The company consistently tries to make distinctive products which cannot be imitated by competitors.	1	2	3	4	5
8-3. The company concentrates resources on a few strategic market segments.	1	2	3	4	5
8-4. The company tries to expand the market to keep its position as a market leader.	1	2	3	4	5
8-5. The company competes head-on with competitors and tries to expand its market share.	1	2	3	4	5
8-6. The company exploits the advantage of being a "follower" and tries to reduce the risks of developing new products and/or markets.	1	2	3	4	5
8-7. The company concentrates resources on the segment which competitors ignore because profits are too small for them.	1	2	3	4	5
8-8. The company selects the market segments in which it has advantages and pursues coexistence with competitors.	1	2	3	4	5

May I quote your company's name as a co-operator in my academic papers?

        Yes   ☐ →your company's name please...
        No   ☐

If you wish to receive the report of this research, please give your name and address or attach your business card.

Your name: ....

Company name:...

Address: ....

THANK YOU FOR YOUR CO-OPERATION
Please return the completed questionnaire in the enclosed pre-paid envelope to:

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