

Jakob Edler

German Pilot Study

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Knowledge Management in German Industry

German Study in the Framework of the OECD Study

commissioned by the
Donors' Association of German Industry for the Advancement of Science
and supported by the
Federal Ministry for Education and Research (BMBF)

carried out by the
Fraunhofer Institute for Systems and
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Karlsruhe

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Name of your firm/organisation:	
Your name:	
Your job/function:	

Explanations

What are the objectives of this study?

Starting point for the study is the reflection that the increasing significance of knowledge for production and innovation presents a challenge to the management of enterprises, publicly funded research and policy-makers. The aim of this study is to find out how widespread targeted knowledge management practices are in industry, and where, if necessary, improvements could be made. This survey is being carried out in parallel in many OECD countries in order to facilitate an international comparison.

What will happen with your data?

Your data will be treated with **strictest confidentiality**, will only be used for the purposes of this study and presented in anonymous or aggregated fashion. A disregard of these principles would not only violate the requirements of scientific rectitude/honesty, but also the ethics of our institute.

What advantages do you have from participating?

- You can check at the end of the questionnaire if you want a summary of the results. This provides you with an exclusive overview of the status of knowledge management in German industry.
- When answering, you will automatically review the problems involved intensively, perhaps even receive new stimuli.
- You will be of great help to science and politics.

Criticisms?

Please note down any questions or remarks you may have on single questions or the questionnaire as a whole directly on the questionnaire.

Definition of Knowledge Management (abbr.: KM)

"Knowledge Management" involves any systematic activity related to the capture and sharing of knowledge by the organisation.

Explanation of the response categories:

In use before 1999 -> Firm or organisation began regularly using this practice before 1999

Used since 1999 -> Firm or organisation has regularly used this practice since 1999

Planned to use in the next 24 months -> Firm or organisation intends to regularly use this practice in the next 24 months

Please complete and return this questionnaire within 10 days to the return address (see cover page) or in the envelope provided.

1. Check in the following tables which knowledge management (KM) measures your firm uses.

NB: For the purposes of this survey, the term **workers** includes your regular workers (employees) as well as managers, executives, partners, directors and persons employed under contract.

	In use before 1999	Used since 1999	Planned to use in next 24 months	Don't know / not applicable
Policies and Strategies				
Your firm or organisation				
A. has a written knowledge management policy or strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. has a values system or culture intended to promote knowledge sharing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. has policies or programmes intended to improve worker retention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. uses partnerships or strategic alliances to acquire knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership				
In your firm or organisation knowledge management practices are:				
A. a responsibility of managers and executives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. a responsibility of non-management workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. a responsibility of the knowledge officer or knowledge management unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. explicit criteria for assessing worker performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Incentives				
Your firm or organisation specifically rewards knowledge sharing with:				
A. monetary incentives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. non-monetary incentives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge capture and acquisition				
Your firm or organisation regularly				
A. captures and uses knowledge obtained from other industry sources such as industrial associations, competitors, clients and suppliers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. captures and uses knowledge obtained from public research institutions including universities, technical colleges, other institutes like Fraunhofer, national research labs etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. dedicates resources to detecting and obtaining external knowledge and communicating it within your firm or organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. encourages workers to participate in project teams with external experts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	In use before 1999	Used since 1999	Planned to use in the next 24 months	Don't know / not applicable
Training and Mentoring				
Your firm or organisation				
A. provides formal training related to knowledge management practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. provides informal training related to knowledge management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. uses formal mentoring practices, including apprenticeships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. encourages experienced workers to transfer their knowledge to new or less experienced workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. encourages workers to continue their education by reimbursing tuition fees for successfully completed work-related courses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. offers off-site training to workers in order to keep skills current	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communications				
In your firm or organisation workers share knowledge or information by:				
A. regularly updating databases of good work practices, lessons learned or listings of experts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. preparing written documentation such as lessons learned, training manuals, good work practices, articles for publication, etc. (organisational memory)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. facilitating collaborative work by project teams that are physically separated ("virtual teams")	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Are there any knowledge management practices that your firm or organisation uses that we have not included in this survey?

- No
 Yes, please specify _____

If you checked **at least** one response in the **In use before 1999** or **Used since 1999** columns, please **continue**.
Otherwise please go to Question 9 and the Questions 15 onwards.

3. Please indicate how important each of the following reasons are for KM practices currently in use in your firm or organisation	Cru- cial	Impor- tant	Some- what impor- tant	Not at all important
A. to improve the competitive advantage of your firm or organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. to help integrate knowledge within your firm or organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. to improve the capture and use of knowledge from sources outside your firm or organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. to improve sharing or transferring knowledge with partners in strategic alliances, joint ventures or consortia	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. to increase efficiency by using knowledge to improve production processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. to protect your firm or organisation from loss of knowledge due to workers' departures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. to train workers to meet strategic objectives of your firm or organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. to increase worker acceptance of innovations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I. to improve worker retention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J. to identify and/or to protect strategic knowledge present in your firm or organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K. to ease collaborative work of projects or teams that are physically separated (i.e. different work sites)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L. to promote sharing or transferring knowledge with clients or customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Using Knowledge Management Practices in your Firm or Organisation Effectively	Very effective	Effective	Some- what effective	Not at all Effective
A. increased our knowledge sharing horizontally (across departments, functions or business units)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. increased our knowledge sharing vertically (up the organisational hierarchy)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. improved worker efficiency or productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. improved skills and knowledge of workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. increased our number of markets (more geographic locations)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. improved client or customer relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. helped us add new products or services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. increased our adaptation of products or services to client requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I. increased flexibility in production and innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J. prevented duplicate research and development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K. improved our corporate or organisational memory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L. increased our ability to capture knowledge from public research institutions, incl. universities and government laboratories	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

M. increased our ability to capture knowledge from other business enterprises, industrial associations, technical literature, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N. improved involvement of workers in the workplace activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Which of the following groups is responsible for the knowledge management practices in use in your firm or organisation?

Check ONE response only.

Human Resources	Information Technology	Knowledge Management Unit	Library / Documentation Centre	Executive Management Team	Others, please specify	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____	<input type="checkbox"/>

6. Do you measure the effectiveness of your firm's or organisation's knowledge management practices?

- No
- Yes

If yes: please specify which instruments/procedures are used:

7. Please indicate which source(s) triggered your firm or organisation to put into effect the knowledge management practices that you currently use (multiple answers possible).

<p>Internal</p> <ul style="list-style-type: none"> <input type="checkbox"/> Management <input type="checkbox"/> Non-management workers <input type="checkbox"/> Union(s) active in the workplace(s) 	<p>External</p> <ul style="list-style-type: none"> <input type="checkbox"/> Firm or organisation with which you have a strategic alliance, JV or consortium <input type="checkbox"/> Competitors <input type="checkbox"/> Suppliers <input type="checkbox"/> Professional, trade or industrial associations or federations <input type="checkbox"/> Universities, technical colleges, public labs., other public research institutions <input type="checkbox"/> Consultants <input type="checkbox"/> Regulatory agencies for environmental, health, safety, financial and other requirements <input type="checkbox"/> Customers or clients <input type="checkbox"/> Others, please specify: _____
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8. Do the knowledge management practices in currently in use in your firm or organisation have dedicated budgets or spending?

Yes No

If yes: In the next 24 months, do you anticipate the knowledge management practices' share of the budget to

increase decrease stay the same don't know

If no: In the next 24 months, do you expect knowledge management practices to have dedicated budgets or spending:

Yes No Don't know

9. The importance of (technological) knowledge in your firm's innovation process

Questions 9-16 concentrate on **technological knowledge**, i.e. knowledge that your firm generates and utilizes above all for the innovation process (for products or processes).

9.1 How significant for the innovation activities in your firm are knowledge sources...	Crucial	Important	Less important	Not at all important
A. within the enterprise (R&D, marketing, production etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. outside the enterprise?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9.2. The significance of *external technological knowledge* in the last years has...

remained constant decreased increased don't know / no comment

9.3 In future the significance of the *external technological knowledge* will presumably

remain the same decrease increase don't know /no comment

9.4 How significant are following reasons for procuring external technological knowledge?	Crucial	Important	Less important	Not at all important
A. internal generation (e.g. by R&D) is too expensive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. no adequate personnel resources in house	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. necessary knowledge is too <i>broad</i> for internal competence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. necessary knowledge is too <i>specialized</i> for internal competence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. rapid adaptation to technological specifics of customers or suppliers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. others: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9.5 Does your firm or organisation use external technological knowledge in core areas of its technology competence?^z

No, nor is this planned No, but planned Occasionally Often Don't know

10. If you are looking for external knowledge, how important are the following sources?	Cru- cial	Impor- tant	Less impor- tant	Not at all important
A. Universities or technical colleges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Colleges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Other public research institutes (e.g. Fraunhofer)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Private research installations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Management consultancies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Enterprises allied/associated with your firm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Other enterprises	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. Specialist literature	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I. Specialist events (fairs, conferences etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J. Database searches (e.g. patents, literature, experts etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K. Internet searches (identification of experts etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L. Others (please give details): _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Which instruments does your firm or organisation use to capture external technological knowledge?	In use before 1999	Used since 1999	Plann ed	Don't know / not applicable
A. takeovers of specialized hi-tech firms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. purchasing licenses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. awarding research contracts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. employment of experts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. R&D cooperation with public research institutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. R&D cooperations with industrial enterprises	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. R&D cooperation with customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. R&D cooperation with suppliers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I. advice from external experts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J. Searches in print and electronic sources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. Procedures to determine the need for and supply of technological knowledge	In use before 1999	Used since 1999	Planned in next 24 months	Don't know / not applicable
Your firm or organisation				
A. has an explicitly formulated innovation strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. has procedures to keep itself informed about the relevant external technological knowledge <i>on offer</i> (e.g. individual workers participate regularly in workshops with external personnel etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If yes, please name the most important: _____				

C. has a unit or management function to manage <i>external technological</i> knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. has procedures (creativity techniques, brain storming etc.) to determine the project-specific <i>need</i> for external technological knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. invests in procedures/activities to determine the long-term <i>need</i> for external technological knowledge If yes, please name the most important: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. The personnel responsible for generating and/or processing technological knowledge in your firm or organisation	Before 1999	Since 1999	Planned in next 24 months	Don't know / not applicable
A. are adequately informed about the relevant knowledge on offer from public research institutions in Germany	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. are adequately informed about the relevant knowledge on offer from public research institutions in the federal state /in the region, in which your firm or organisation has its headquarters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. are adequately informed about the knowledge offered by external private suppliers of technological knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. How important are following reasons as obstacles to the appropriation and use of external technological knowledge?	Crucial	Important	Less important	Not at all important
A. Scientific institutes are not appropriate partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Other industrial firms not willing enough to cooperate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Costs of search too high	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Reservations about becoming dependent on external knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Reservations about giving away own sensitive know-how	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Resistance in search for or implementation of external knowledge from own R&D personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Lack of procedures to discover external knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. We do not have any (great) need	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I. Others: _____				

The questions **15** and **16** refer to **knowledge management practices generally**

15. Did your firm or organisation experience significant resistance to any of the knowledge management practices currently in use?

- No
- Yes If yes: What groups resisted the implementation of knowledge management practices currently in use? (Multiple answers possible).

Officers, workers	Functions, departments
<input type="checkbox"/> Management <input type="checkbox"/> Non-management workers <input type="checkbox"/> Union(s) active in the workplace(s)	<input type="checkbox"/> Information technology (IT), computer group <input type="checkbox"/> Marketing, sales <input type="checkbox"/> Distribution, purchasing, communications (corporate library) <input type="checkbox"/> Research and development <input type="checkbox"/> Engineering <input type="checkbox"/> Administration, accounting, human resources <input type="checkbox"/> Production

16. What would motivate your firm or organisation to implement or increase knowledge manage practices? (Multiple answers possible).

- Information overload problems within your firm or organisation
 Difficulty in capturing workers' undocumented knowledge (know-how)
 Use of knowledge management tools or practices by competitors
 Loss of key personnel and their knowledge
 Loss of market share
 Difficulties in incorporating external knowledge
 Other, please specify: _____

17. Research and innovation activities in your firms

17.1 Does your firm have its own research department?

- Yes No

17.2 Does (did) your firm have contacts to public research institutions/?

- never seldom often

Does your firm intend to seek or intensify contact in the future:

- Yes No

17.3 Did your enterprise introduce (a) new or remarkably improved product(s) to the market in the years 1999 to 2001?

- Yes No

17.4 If yes, is the turnover share with this (these) new or changed product(s) in the year 2001

- less than 10% higher than 10%?

17.5 Did your firm or organisation implement any internal process innovations in the years 1999 to 2001?

- Yes No

18. The <i>technological</i> knowledge in our firm/ organisation is	Very good	Good	Less good	Not good
A. in the areas of the core technologies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. in periphery of our technologies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. How many full-time employees work in your firm or organisation (= man-years)?

<i>in Germany</i>		<i>outside Germany</i>	
<input type="checkbox"/> 0	<input type="checkbox"/> 100-249	<input type="checkbox"/> 0	<input type="checkbox"/> 100-249
<input type="checkbox"/> 1-19	<input type="checkbox"/> 250-499	<input type="checkbox"/> 1-19	<input type="checkbox"/> 250-499
<input type="checkbox"/> 20-49	<input type="checkbox"/> 500-1,999	<input type="checkbox"/> 20-49	<input type="checkbox"/> 500-1,999
<input type="checkbox"/> 50-99	<input type="checkbox"/> 2,000+	<input type="checkbox"/> 50-99	<input type="checkbox"/> 2,000+

How long did you take to complete this questionnaire? _____ minutes

If you want to receive summary results of this survey, please check

yes no

Do you have any comments on the questionnaire? Your opinion is very important to us: please continue on the back of this page if necessary

Please complete and return this questionnaire within 10 days of receipt using the envelope provided.

Your response is very much appreciated.

Thank you for participating!

Annex3: Correspondence Table:

Core Questoinnaire – German add-on questions

OECD – Version (core)	Fraunhofer Version (Germany)
1. Usage of km practices	1. Usage of km practices
2. Any other practices	2. Any other practices
3. Level of importance of km practices	3. Level of importance of km practices
4. Level of effectiveness	4. Level of effectiveness
5. Responsible groups	5. Responsible groups
6. Measurement of effectiveness of km	6. Measurement of effectiveness of km
7. Which sources triggered introduction of km practices	7. Which sources triggered introduction of km practices
8. Dedicated budget	8. Dedicated budget
	9. <i>Meaning of technological knowledge (tk) for innovation process</i>
	9.1 <i>internal vs. external tk sources</i>
	9.2 <i>Meaning of external tk (past)</i>
	9.3 <i>Meaning of external tk (future)</i>
	9.4 <i>Reasons to obtain external tk</i>
	9.5 <i>usage of external tk for core competencies</i>
	10. <i>Importance of external sources for tk</i>
	11. <i>Instruments to acquire external tk</i>
	12. <i>Processes to assess the demand and supply of external tk</i>
	13. <i>Knowledge on internal demand and external supply of tk</i>
	14. <i>Importance of certain impediments to obtain and use external tk</i>
9. Specification of resistance towards km	15. Specification of resistance towards km
10. Reasons to implement or increase km practices	16. Reasons to implement or increase km practices
	17. <i>research and innovation activities</i>
	17.1 <i>existence of R&D department</i>
	17.2 <i>Contacts to public R&D-institutes</i>
	17.3 <i>new product introduced in last three years</i>
	17.4 <i>turnover with new products</i>
	17.5 <i>process innovations in last three years?</i>
	18. <i>Importance of external tk for core competencies and marginal areas</i>
11. Number of domestic/global employees	19. Number of domestic/global employees
12. Time needed	time needed (no number)
13. Summary wanted	summary wanted (no number)