

e-Business Adviser Handbook

Version 2 – November 2002

A handbook for business advisers assisting small and medium sized enterprise entering or improving e-Business.

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Annex – 2 – Checklists for e-Business Advisors

ANNEX 2. CHECKLISTS FOR e-BUSINESS

ANNEX 2.1. e-READY CHECKLIST

The e-Ready Checklist – for use by advisors of SMEs

Is a company ready to embark on e-business? This checklist evaluates readiness in seven dimensions:

- Factor 1 - Customer and Supplier Demand
- Factor 2 - e-Mail Usage
- Factor 3 - Web Site Usage
- Factor 4 - Internal IT Systems Capacity
- Factor 5 - Internal IT Systems Status
- Factor 6 - Internal IT Support
- Factor 7 - Competitor e-Business Status

The checklist helps identify company strengths as well as any hurdles to be overcome. Rate the company on each of the measures in the checklist by selecting the statements that most accurately apply. Score each factor, then do the Theme and Summary totals, then check the scoring guide for advisory comments.

Theme A – Basic Readiness

Factor 1. Customer and Supplier Demand

Your customers or suppliers -	Circle Score
a. Never ask for electronic communication	1
b. Ask for simple electronic communication	2
c. Ask for Internet access to your information	3
d. Ask for data exchange via Internet and/or EDI	4

Factor 2. e-Mail Usage

Your e-mail system -	Circle Score
a. Is non-existent	1
b. Exists but does not include all internal staff	2
c. Is used internally plus connects some external users	3
d. Includes all internal and external users	4

Factor 3. Web Site Usage

Your web site -	Circle Score
a. Is non-existent	1
b. Has only brochure style pages	2
c. Has limited interactive functions	3
d. Allows customers and/or suppliers to make orders and/or complete transactions online	4

Sum of factors 1-3
above

Theme A – Basic Readiness Score

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Theme B – IT Readiness

Factor 4. Internal IT Systems Capacity

Your internal IT systems -	Circle Score
a. Fulfil basic business functions for selected users	1
b. Fulfil basic business functions for most staff	2
c. Provide integrated information across all business functions to managers	3
d. Provide integrated information functions to most staff	4

Factor 5. Internal IT Systems Status

Your main IT systems -	Circle Score
a. Are off-the-shelf from a supplier	1
b. Are modified packages from a supplier	2
c. Are developed in-house but are more than 3 years old	3
d. Are developed in-house but are less than 3 years old	4

Factor 6. Internal IT Support

Your internal IT support -	Circle Score
a. Is non existent or depends on users	1
b. Is established but not represented in management meetings	2
c. Is established and represented at management meetings	3
d. Is established and represented at board level	4

Sum of factors 4-6
above

Theme B – IT Readiness Score

Theme C – Competitor e-Business Status

Factor 7. Competitor e-Business Status

Your key competitors -	Circle Score
a. Do not have a web site	1
b. Have a simple brochure site	2
c. Communicate electronically with customers and suppliers	3
d. Allow electronic transactions with customers or suppliers	4

Score from factor 7
above

Theme C – Competitor e-Business Status Score

Sum of Theme Scores A-
C above

(i.e. all of factors 1-7)

Overall e-Business Readiness Score

E-Readiness Score Guide

Interpreting Your Score

Theme A - Basic Readiness (Sum of Factors 1-3)

Score - 1-4

Your company does not seem ready to embark on e-business and you should examine customer demand and your own use of e-mail and web facilities.

Score - 5-8

Your company seems to have some of the basic requirements to begin investigating e-business but you should identify remaining weak spots.

Score - 9-12

Your company seems to possess the basic readiness to embark one-business but any weak spots should not be overlooked.

Theme B - IT Readiness (Sum of Factors 4-6)

Score - 1-4

Your company does not seem to have the necessary strength of IT support and you should examine weak spots carefully.

Score - 5-8

Your company shows some of the necessary IT support requirements but you should work on remaining weak spots.

Score - 9-12

Your company seems to have good IT support but any weak spots should not be overlooked.

Theme C - Competitor e-Business Status (Factor 7)

Score - 1

Your competitors do not seem to offer e-Business competition at present. This may change and you should plan for new competition.

Score - 2

Your competitors are already present on the web and are therefore well placed to implement more advanced e-Business functions. You should be prepared.

Score - 3

Your competitors seem to be engaging the supply chain at some level and may have significant advantage if you are not already doing so or preparing to.

Score - 4

Your competitors are at an advanced stage of e-Business implementation. If you are not yet providing a similar level of e-Business facilities for your customers you should pay serious attention to the e-Business decision process.

Overall e-Business Readiness Score (Sum of Factors 1-7; Sum of Themes A-C)

Score - 1-9

Your readiness for e-Business seems quite low and you should carefully investigate demand, competition and your own weak spots.

Score - 10-20

Your company seems quite ready for e-Business but you should consider weak spots carefully and seek e-Business advice to support your detailed planning.

Score - 21-28

Your company seems well prepared for e-Business and you should be in a good position to implement or improve your e-Business activities. Any identified weak spots should be a primary focus in planning and your local business advisor may be able to support strategy development to address these.

ANNEX 2.2. e-SUITABLE CHECKLIST

The e-Suitable Checklist – for use by advisors of SMEs.

Does a company situation mark it as suitable for entry to e-business?
This checklist will evaluate suitability along 12 dimensions:

- | | |
|---------------------------|-------------------------|
| 01- Absolute Growth | 02- Relative Growth |
| 03- Competition | 04- Staff Distribution |
| 05- Customer Distribution | 06- Customer IT Ability |
| 07- Expansion Plans | 08- Product Support |
| 09- Product Sales | 10- Product Channels |
| 11- Supplier IT Ability | 12- Supplier Channels |

The checklist will help to identify strengths and any weaknesses requiring attention. Rate the company on each of the measures (factors) in the checklist by selecting the statements that most accurately apply. Score each factor, then do the Theme and Summary totals, then check the scoring guide for advisory comments.

Theme A - Growth

Factor 1. Absolute Growth

Your company -	Circle Score
a. Operates in a shrinking market	1
b. Has no growth	2
c. Is growing slowly	3
d. Is growing steadily or rapidly	4

Factor 2. Relative Growth

Your company growth -	Circle Score
a. Is below average compared to your competitors	1
b. Is average compared to your competitors	2
c. Is slightly above average compared to your competitors	3
d. Is well above average compared to your competitors	4

Factor 3. Competition

Your trade or industry or sector -	Circle Score
a. Is hard for new competitors to enter	1
b. Is easy for competitors to enter but has high entry costs	2
c. Is easy for competitors to enter and has low entry costs	3
d. Is already subject to intense competition	4

Sum of factors 1-3
above

Theme A – Growth Score

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Theme B – Geography

Factor 4. Staff Distribution

Your staff work -	Circle Score
a. In one location	1
b. Mainly in one location but with some remote staff	2
c. In several locations	3
d. In one or more locations plus teleworking	4

Factor 5. Customer Distribution

Your customers -	Circle Score
a. Are close to your location	1
b. Are within your region	2
c. Are within your country	3
d. Are in more than one country	4

Factor 6. Customer IT Ability

Your customers -	Circle Score
a. Mainly do not access Internet	1
b. Include some who access Internet	2
c. Include many who access Internet	3
d. Are mainly Internet and IT able	4

Factor 7. Expansion Plans

Your company -	Circle Score
a. Does not plan to expand its geographical market	1
b. Plans to expand its geographical market in your own country	2
c. Plans to expand its geographical market in other countries	3
d. Already operates in more than one country	4

Theme B – Geography Score

Sum of factors 4-7
above

Theme C – Sales and Support

Factor 8. Product Support

Your product support involves -	Circle Score
a. Not much telephone contact before or after sales	1
b. Some telephone contact before but not after sales	2
c. Some telephone contact before and after sales	3
d. A lot of telephone contact before and/or after sales	4

Factor 9. Product Sales

Your products or services are sold -	Circle Score
a. As completely customised solutions requiring dedicated effort by customers	1
b. As partly customised solutions requiring high levels of customer effort in installation	2
c. As partly customised solutions requiring low levels of customer effort in installation	3
d. As of-the-shelf solutions requiring no significant customer effort in installation	4

Factor 10. Product Channels

Generation of business is -	Circle Score
a. Mainly engaged via your main location	1
b. Mainly engaged via field sales staff	2
c. Engaged via direct sales staff plus some indirect channels (e.g. resellers)	3
d. Dependent on significant indirect sales channels (e.g. resellers)	4

Sum of factors 8-10
above

Theme C – Sales and Support Score

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Theme D – Supply Chain

Factor 11. Supplier IT Ability

Your suppliers are -	Circle Score
a. Companies with poor IT ability	1
b. Companies with some IT ability	2
c. Companies with very good IT ability	3
d. Companies already working in electronic supply chains	4

Factor 12. Supplier Channels

Your company -	Circle Score
a. Uses many suppliers but has no stable pattern	1
b. Uses many suppliers and has a stable pattern	2
c. Uses few suppliers and has a stable pattern	3
d. Uses few suppliers and uses this to leverage purchasing power and/or improve control	4

Sum of factors 11-12
above

Theme D – Supply Chain Score

Sum of Theme Scores A-D
above

(i.e. all of factors 1-12)

Overall E-Business Suitability Score

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E-Suitable Score Guide

Interpreting Your Score

Theme A - Growth (Sum of Factors 1-3)

Score - 3-6

In a stable market with low growth, e-Business may not be a suitable option because the likelihood of benefit is quite low. However, if your own growth does not match competition and/or there is new competition, you may be able to use e-Business methods to improve your position. A business advisor can identify whether any e-Business options will pay dividends.

Score - 7-9

Your position seems to be about average for operators in your market and you should be careful in your analysis of e-Business suitability. An advisor can help identify whether e-Business methods could really address any weak spots.

Score - 10-12

You appear to be in a strong position to exploit e-Business methods to improve market position. Business advice should precede any commitment to e-Business solutions to ensure they match your specific needs.

Theme B - Geography (Sum of Factors 4-7)

Score - 4-6

Your company seems to be localised in its operation and so e-Business may not be entirely suitable. Weak spots should be discussed with an advisor to identify any opportunities where e-Business could improve performance.

Score - 7-12

Your company shows some distributed features and should be able to capitalise on e-Business if your customers are also e-Business ready. If they are not ready, you could still benefit from e-Business methods to improve operations within the company and with suppliers. Careful consideration of weak spots plus business advice may help you identify the range of opportunities.

Score - 13-16

Your company seems to have a number of distributed operational features and should be able to gain significantly from e-Business solutions for sales so long as your customer base is ready. If they are not yet ready you can still exploit the benefits within the company in preparation for customer readiness.

Theme C - Sales and Support (Sum of Factors 8-10)

Score - 3-5

The opportunities for customer and sales support seem quite low for your company. e-Business may not be suitable for this aspect of business but your advisor may help identify ways to gain any possible benefits.

Score - 6-9

Your answers suggest there is opportunity for pre-sales, post-sales and/or distribution support using e-Business methods to improve performance and reduce costs. Careful analysis of weak spots will help to further improve your suitability for e-Business entry.

Score - 10-12

Your company seems to be in a strong position to exploit e-Business methods for sales and distribution. Analysis of your support operations will help identify the best e-Business methods for your company.

Theme D - Supply Chain (Sum of Factors 11-12)

Score - 1-5

If you use suppliers who are not ready for e-Business methods, or your suppliers are numerous and changing, then the full benefit of e-Business methods may be hard to secure. Careful consideration of these features of your business may reveal suitable e-Business opportunities, but support should be sought from a business advisor before making decisions.

Score - 6-8

You seem to be in a good position to identify stable suppliers who are IT able and who could join you in business-to-business co-operation. e-Business methods can also support changing supply sources but you should analyse the costs and benefits of frequent changes to ensure the overall impact is desirable and within your operational capability.

Summary Scores - Overall e-Business Suitability (Sum of Factors 1-12)

Score - 12-24

e-Business implementation may not be immediately suitable for your company, but some e-Business applications may help retain customers and/or improve business communication in your company or with suppliers. A business advisor may be able to show how this can be achieved.

Score - 25-36

e-Business implementation can clearly provide you with improved competitiveness and/or added revenue from your market. In addition to acquiring sales, you could use e-Business methods to integrate both customer and supplier systems to simplify business processes and increase staff productivity. A business advisor can assist you in selecting a suitable approach for your company.

Score - 37-48

Your answers indicate that your company is highly suited for entry to e-Business and exploitation of its benefits. As well as accessing new markets you could strengthen both your customer and supplier relationships. e-Business methods could significantly reduce operating costs and provide the information control needed to increase staff capability while also increasing their productivity.

ANNEX 2.3. e-BUSINESS APPRAISAL CHECKLIST

The following checklist can be used by business advisors within an interview situation. Addressing each question in turn ensures coverage of a range of issues that must be understood before an advisor can appraise a business and begin to work in supporting that business.

1. The Industry/Firm Value Chain

To get a better understanding of your firm and its position in the industry, we'd like to briefly review the major activities in the value chain

- 1.1. In this industry, what would you say are the main components of the value chain? That is, what activities are necessary to move from the initial production to goods or services offered by firm to their consumption by the end consumer? Which of these activities does your firm do, and in which areas do you rely on external suppliers and partners?

- 1.2. Briefly describe your firm's primary physical marketing channels, both in terms of the distribution of products and the retail activities (we will cover the web and e-commerce later). Which does your firm own, and which are owned by others?

- 1.3. What are your reasons or your current location strategy?

- 1.4. Do you use external partners such as resellers:
Could you briefly describe these relationships?
Are they exclusive representing your firm, or do they sell other firms' products?
How are they selected trained and supported?

2. Customer Processes

- 2.1. What are the key areas in which your firm interacts directly with customers?
Advertising, sales, product delivery, billing/account management, after-sales service?
Are these performed by different units within your company? Outsource?

- 2.2. What sorts of information do you gather about your customers and their interactions with the company?
Who they are, what they buy, what problems/complaints they have, etc.?
How is it collected and stored?
How is it used:
- To sell additional products and services?
- For customer retention?
- To re-engineer business processes?

- 2.3. Which tools and technologies are used in the customer-activities (call centers, telephone, sales representatives, internet, fax, e-mail, etc.)?

- 2.4. To which people/departments is this information transferred? Who gets the information that is gathered in customer-processes?

- 2.5. Can you recall any recent examples of your firm using information from customer interactions with the firm or the purpose of improving business processes? If so, please describe:
- How was the need for improvement first recognised?
 - Who was behind the change, and which parts of the company were involved?
 - What changes were made?
 - What were the outcomes of the change? Was there an evaluation to see if desired improvements were realised?
 - What was the overall effect on customers? On the way customers interact with your company? On the way your company responds to customers?
 - Any lessons that you think we might draw from this experience?

3. Use of the Web/E-Commerce

We'd like to turn now to the way your company uses the Internet and the Web.

- 3.1. In addition to your Web presence, does your company have proprietary network connections to other firms? If so, to whom and for what purpose?
- Suppliers?
 - Other external firms in the value chain (if any) such as distributors, retail outlets?
 - Customers?

- 3.2. What kind of connections? Are these
- _ Private networks
 - _ Extranets

- 3.3. What can be done over these connections?
- _ e-Mail
 - _ Looking up information in databases
 - _ Making transactions/collecting data
 - _ Making payments
 - _ Other

- 3.4. When were you first connected to the Internet?

- 3.5. When did your company first establish a Web presence?
- At whose initiative was it developed?
 - What was the top management support like?
 - What was the goal of the web site when it began?
 - How is it different today?
 - Who sets the company's Web strategy today?

- 3.6. What is the basic business model behind your Web site? How do you expect it to contribute to the bottom line? To create competitive advantage?
How does this relate to your traditional business model?
- Are you offering the same products/services as in your off-line business, or specialised, Web-only products/services?

- Did your e-commerce application create any channel conflicts with:
- Who has the responsibility for your company's Web site ?
 - Who determines the e-commerce strategy?
 - Technical maintenance?
 - Content updating?
 - How many people are involved?
 - What is the annual cost?
 - How is it financed?

- 3.7. Are experiences of customer contact personnel used in Web design/improvement?

- 3.8. Which metrics/sources of information are used to anticipate customer requirements on Web site design?

- 3.9. Who are the target markets for the Web site?
- Your employees? If so, how is it used internally? By whom and for what purpose? Is it an Intranet?
 - Corporate staff, field service, field sales, others?

- 3.10. Are the different parts of your company involved in the Web offerings? If so, in what way?

External business constituents like suppliers, distributors?

- Who uses it?
- Where are they located?
- What services, capabilities are offered and used?
- How do you reach them?
- How do they find you?
- What do you learn about them?
- Are these closed/proprietary or open connections?

End customers?

- Who uses it? What types of customers?
- Where are they located? - What services, capabilities are offered and used?
- How do you reach them?
- How do they find you?
- What do you learn about them?

- If not answered above, find out more about how the Web site is promoted
- to internal constituents
 - to external company constituents
 - to existing customers
 - to potential new customers

3.11. How much do you think you spend advertising your site on:
traditional media

other Web sites

3.12. How does the Web site relate to your company's physical distribution and retail channels?

Competition or co-operation? Why?

- If competition: For what purpose, what do you gain? What do you lose?

- If co-operation, where does the synergy come from? What forms of co-operation?
Probe for:

- Cross promotions
- In marketing and advertising
- Coupons
- Kiosks in store
- Can products be bought and returned across channels?
- Joint and value added services, or specialised services on Web vs. standard ones on-line

Is there any sort of community/local/regional focus?

Any services geared to mobile customers? Any services that are aware of or in some way use the location of the customer to differentiate offerings?

Do you offer sites in different languages?

Alliances with

- Other Web-based firms
- Other intermediaries – e.g. Financial, evaluators, content providers
- Suppliers of goods that are sold at own physical outlets
- Other alliances

3.13. How is the information collected from the Web used? Who receives it? What are you learning?

3.14. In what areas do you foresee improvements to the your company's Web site?

- Security
- Service quality
- Other

3.15. Is the Web site connected in any way to other company computer networks and databases? If so, which ones and for what purpose?

- Connection with Enterprise Resource Planning
- Ties to legacy systems
- Links to call centers
- Support for e-mail or phone fallback/customer support

4. Outcomes from Web/E-Commerce Use:
What are the outcomes from your company's e-commerce effort? We're interested both in measurable results as well as impacts on the structure and business processes of your company.

4.1. What types of outcomes from your web site do you measure?

- Visits to site
- Who visits and where visitors come from?
- Sales generated by site

Do you use this information?
How has this changed since you began?

Are you able to distinguish those sales that originated from the web from other sales?

Other (e.g. number of other sites linking to your site, advertising revenue)

4.2. What are the overall sales-related outcomes?

Think of:

- Sales volume in all channels, relative proportion of sales via different channels.
- Overall revenue vs. be ore e-commerce?
- Any cannibalisation effects?
- New growth in existing channels?

- 4.3. What are the effects on the types of products or services that your company offers? (Changes in scope and focus)
- _ Offer different products or services than before
 - _ More customised versions of previous products and services
 - _ More varieties, deeper selection
 - _ Better quality of service

- 4.4. What are the effects on your customer base?
Do you attract more or different customers than with previous retail outlets?
- Have more customers?
 - From different locations?
 - From different income, demographic groups?

- Do your customers interact differently with you now?
- E.g. purchase amounts, frequency?
 - More loyal, greater retention?
 - Expect more? Communicate demands, complaints more?

Are the online customers different from the offline ones?

- 4.5. What changes have occurred in your on-line organisation
Restructuring? In what way?



Re-engineering processes:

- new production, distribution, and customer relationship management Processes?
 - in on-line organisation caused by e-commerce?
- Changes in physical assets
- Increase, decrease in warehousing, and inventory?
- Changes in location of facilities, personnel?
- Changes in personnel?
- E.g. more or fewer sales people, other job functions?
- Adding new functional areas, more IT people, more call centre staff?
- Overall?

How many employees now vs. before?

Productivity changes?

- Efficiency of various business processes?
- Product development
- Order fulfilment
- Dealing with after-sales service requests

- 4.6. Problems caused by e-commerce:
Employee resistance, morale problems, new training needs?

Problems/conflicts with external constituents:

- Suppliers?
- Distributors?
- Resellers?
- Customers?
- How did you handle these problems?

- 4.7. Was there a change in your company's business model?

- _ Changes in sources of revenue
- _ Changes in strategy
- _ Expanding into new markets (geographic)?
- _ New products and services
- _ New partners for supply, distribution, and retail
- _ Focus on new types of customers

Is the value chain different now?

4.8. To what extent did you anticipate the types of impacts you've mentioned?

5. Future Issues

5.1. How would your e-commerce strategy change if more customers had:
Broadband access – e.g. cable modems, DSL

Mobile access

ANNEX 2.4. ASSESSMENT OF SME – ICT NEEDS AND POSSIBILITIES CHECKLIST

Purpose of the form:

This checklist can form the basis for gaining an overall picture of the state of ICT in an SME during a first meeting with a BA. It is intended as a preliminary or starting point for an investigation of needs and business issues. Once all the answers are filled, the BA should be able to either decide that he holds the knowledge to give the appropriate advice to the SME's or that he needs to use a more detailed checklist.

Business: _____ **Interviewer:** _____ **Date:** __/__/__

Area	Aspect	Example	Level (Low / Medium/ High)	Comments
Status	ICT in place	<input type="checkbox"/> Hardware <input type="checkbox"/> Software		
	ICT Use/Used for	<input type="checkbox"/> Production <input type="checkbox"/> HR		
Future Plans	Plans for their Business	<input type="checkbox"/> Business strategy		
	How ICT might contribute	<input type="checkbox"/> Improve supply chain		
ICT Potential	Market Research	<input type="checkbox"/> e-Marketing		
	Monitoring of Competitors	<input type="checkbox"/> Websites		
	Internal interactions	<input type="checkbox"/> Dept communication		
	Interactions with Customers	<input type="checkbox"/> e-CRM		
	Interactions with Suppliers	<input type="checkbox"/> Integration of supply chain		
	Interactions with Partners	<input type="checkbox"/> Stock management		
	Other			
ICT Needs	Short Term	<input type="checkbox"/> Priorities		
	Medium/ Long Term	<input type="checkbox"/> Investment		
	Future ICT Development needs.	<input type="checkbox"/> E-Procurement		
	Specific ICT & Web Development options:	<input type="checkbox"/> Network requirement		

Recommended Next Step: _____

ANNEX 2.5. INFORMATION & COMMUNICATION TECHNOLOGIES AUDIT FORM

Company Name: _____

Form Completed By: _____

Date: ___/___/___

INTRODUCTION

This ICT Audit checklist is designed to assist a Business Advisor in evaluating the status of Information and Communications Technology in an enterprise.

The Business Advisor should use the checklist in the initial or second meeting with the client company. The questions are structured to gather general information on the ICT status of the Business. The questions do not depend on the presence of an IT specialist in the company and can be answered by the non-technical owner/manager.

This completed checklist can be used in a number of ways, such as:

Capturing the ICT position – The completed checklist provides the ICT status of a company at a point in time. This can be revisited at a later date to identify improvements made.

Identification of e-Business Opportunities – The checklist can be used as the basis of a structured discussion on the e-business potential of a company.

Business Comparison – Direct comparison of the answers provided can be easily achieved. A spreadsheet can be constructed to compare the status of a number of companies together.

This ICT Audit checklist is least effective when it is simply left with the company for completion. If this is the case there is less potential to fully explore the response offered and to identify new opportunities. This checklist is best completed by the Business Advisor in an interview with the Senior Manager. In completing the checklist the Advisor can tease out the responses with the manager to help to identify possible areas of strength/weakness and to identify opportunities for improvement and any potential threats facing the business.

If the Senior Manager does not know the answer to any of these questions, (that in itself is instructive for the Business Advisor), then the form can be left with them for completion after the interview. This will allow the company an opportunity to check the accuracy of all responses given.

The ICT Audit checklist can also be modified to suit the specific situation in a region or be updated when new technologies become available in that region e.g. ADSL, Wireless etc.

SECTION 1 - BUSINESS PROFILE

1. How old is the Business?

Less than 5 _ 6-10 years _ 11-15 years _
16-20 years _ 21 to 30 years _ more than 30 _

2. How many employees does your company have?

1-9 _ 10-49 _ 50-99 _
more than 100 _

3. What is the status of the business?

Sole trader _ Partnership _ Limited Liability _
Co-Operative _ Association _ Other_____

4. What sector does the business operate in?

Manufacturing

Electronics _____
Metal Products/Engineering _____
Food _____
Construction _____
Other _____

Services

Retail _____
Wholesale _____
Financial/Business _____
Accommodation Provider _____
Transport & Communications _____
Education _____
Health _____
Entertainment _____
Other _____

SECTION 2 - HARDWARE INVENTORY

5. Which of the following pieces of equipment are used by your company?

- | | | |
|----------------------------|---|-------------------|
| Computers/PCs/workstations | — | |
| <u>With:</u> CD-ROM Drives | — | |
| DVD Drive | — | |
| Modem | — | |
| Printer | — | |
| Scanner | — | |
| Laptop/Palmtop/Notebook | — | |
| Mobile Phones | — | - WAP enabled ? _ |
| Pagers | — | |
| Voicemail | — | |

6. If Computers are not used, why?

- | | |
|---|---|
| There is no need for Computers/PC's | — |
| Computers/PC's are too expensive | — |
| Software is too expensive | — |
| Technology is too complicated | — |
| You cannot get any impartial, unbiased advice | — |
| No access to training | — |
| Not sure of what Computer/PC to purchase | — |
| Don't know | — |
| Other | — |

7. Are the Computers/PC's networked or linked together ?

- | | |
|---------------------------------------|---|
| Not networked | — |
| Networked within the company | — |
| Networked between local sites | — |
| Networked between National sites | — |
| Networked between International Sites | — |
| Don't know | — |

8. If networked, how?

- | | |
|---|---|
| Using leased lines | — |
| Using modems and ordinary telephone lines | — |
| Using modems and ISDN lines | — |
| Using microwave link | — |
| Using cable modem and network | — |
| Other | — |

Don't know

–

SECTION 3 - SYSTEMS

E-MAIL

9. A) To what extent does your company use internal or external e-mail?

Not used	–	Used extensively	–
Used occasionally	–	Don't know	–
Used quite often	–		

B) How many employees have their own company e-mail address? _____

10. For which of the following reasons does your company use e-mail?

(Tick all that apply)

For communication within the company	–
For communication between local sites (within 20 miles)	–
For communication between national sites	–
For communication between international sites	–
For communication with suppliers	–
For communication with customers	–
For communication with others (e.g. local/central government)	–
Specify what others? _____	
Don't know	–

11. Why did your company introduce e-mail?

To increase efficiency	–
In response to supplier requirements	–
In response to customer requirements	–
In response to government requirements	–
Other (specify) _____	
Don't know	–

INTERNET

12. Do employees in your company have access to the Internet, other than for e-mail use? IF YES: How?

- No access —
- Access from all company computers —
- Access from separate shared computers —
- Other (specify) _____ —
- Don't know —

13. If 'No Internet Access', are there any particular reasons for this?

14. How is your company's link to the Internet provided?

- Direct from the computer/PC via modem and telephone line —
- Direct from the computer/PC via modem and ISDN line —
- Direct from the computer/PC via cable modem and network —
- Via the company network —
- Other (specify) _____ —
- Don't know —

15. What Tasks or Services is the Internet used for at present?

- e-Mail —
- Accessing Information —
- Advertising/Marketing —
- Entertainment —
- Purchasing Goods/Services —
- Making sales on-line —
- Other (specify) _____ —
- Don't know —

16. Does your company have a site on the Internet/World Wide Web (a Web Site)?

Yes **No** (if no go to Q19)

If Yes – What is the address – http://_____

17. Why does your company have a Web site?

- a. Advertising
- b. Marketing
- c. Making sales on-line
- d. Information distribution
- e. Keeping pace with Competitors
- f. Business to Customer Communication
- g. Business to Business Communication
- h. Other (specify) _____
- i. Don't know

18. If you ticked box 'c' to indicate that your company makes on-line sales, then what percentage of Total Annual sales are made in this way?

- 1-10%
- 11-20%
- 21-30%
- 31-40%
- >40%
- Don't Know

19. If your company does not have a website, why not?

- Not Relevant to the business
- Not relevant to customers
- No Budget available
- No time or interest in the Internet
- We are still developing our site

20. Does your Company have an IT Security Policy?

- Yes No

21. If Yes, are there any of the following in place?

- Anti-virus software on all Computers
- Anti-virus Software on some Computers
- Firewall
- Other _____

22. Does your company use an Intranet ? (i.e. a private, secure company network running on the Internet protocol)?

Yes _ No _

23. For what services does your company use its Intranet?

Document transfer	—
Company information dissemination	—
Electronic mail	—
Access to Web sites	—
Other (specify) _____	—
Don't know	—

SECTION 4 - SOFTWARE INVENTORY

24. What Operating System do you use most?

Windows 3.1	–	Windows 95	–	Windows 98	–
Windows 2000	–	Windows XP	–	MAC	–
Other	–	If other please specify _____			

25. Do you use mostly standard and off the shelf programs

Yes – No –

If Yes do you use?..

Word – Excel – PowerPoint – Access –

If other please specify _____

26. Do you use bespoke (specially written for your sector/ business) programs?

Yes – No –

Please Specify _____

SECTION 5 - COMMUNICATIONS INVENTORY

27. How many telephone lines do you have?

Total Number _____

28. Do you have a Fax Machine?

Yes _ No _

29. Do you have a Telephone System (PABX)?

Yes _ No _

30. Do you have Voicemail?

Yes _ No _

31. Do you use other Call Management Services?

Call Forward _ Call Waiting _ Conference Calling _
Caller Line Display _ Other _____

SECTION 6 - OPERATIONS

31. What do you see as the Obstacles to E-Commerce in your company?

- Security
- Staff Knowledge/More training needed
- Too expensive to use
- Not suitable for the business
- Market Base not ready
- Poor Telecommunications Infrastructure
- Finding Reliable Information and Advice
- None

32. Approximately what percentage of your employees work from home at least one day a month, using remote access to your computer system? (e-working)

- None
- 1% - 10%
- 11% - 20%
- 21% - 30%
- 31% - 40%
- More than 40%
- Don't know

33. Does your company have any plans to introduce any of the technology we've discussed within the next 12 months?

- Yes No Don't know

34. What are you planning to introduce?

- Computers/PCs/workstations
- With: CD-ROM Drives
- DVD Drive
- Modem
- Printer
- Scanner

- Laptop/Palmtop/Notebook
- Mobile Phones WAP enabled?
- Pagers
- Voicemail
- E-Mail System
- Website
- Intranet

35. Which of the following would you like to know more about?

- E-Commerce —
- E-Business —
- The Information Society —
- WAP – Wireless Application Protocol —
- LAN – Local Area Network —
- Internet —
- Online Services —
- ISP —
- M-Commerce —
- Impact of ICT on Companies —
- System Options - Hardware / Software —
- Web-Site Design / Internet Marketing —
- Security - Virus Detection / Firewalls / Backup / Insurance —
- E-Commerce / EDI / Extranets / On-line Banking —
- E-mail / E-Work / Staff training —
- CAD / CAM / CIM - Workflow Info Systems —
- Bespoke Applications - Stock Control / Finances / etc —
- Other, Please specify: _____