

WHITE PAPER: THE ENTERPRISE SURVEY

23RD APRIL 2007

**ICT PENETRATION RATES AND ATTITUDES TOWARDS PORTAL BASED E-MANAGEMENT
TECHNOLOGIES WITHIN SMALL AND MEDIUM SIZES ENTERPRISES IN THE NORTH OF
ENGLAND**

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Acknowledgements: The authors wish to thank Stuart Riley of TheResearchEngine.co.uk and the Institute of Entrepreneurship and Enterprise Development at Lancaster for providing the necessary skill and space required to conduct this research.

**Moving Forward:
The Northern Way**



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EXECUTIVE SUMMARY

- Enterprise Survey captures detailed ICT data from **1029** small and medium sized enterprises (SMEs) from the north of England.
- **95%** of SMEs operationalise business using computer technology.
- IP networks widespread among enterprises.
- **76%** of SMEs in North of England access web via broadband technologies.
- **71%** of SMEs report their organisation has a website, most use external sources to develop/design it.
- **33%** of companies provide formal IT training to staff.
 - ⇒ **15%** believe IT training they provide is inadequate, **35%** believe IT training is too expensive to deploy as fully as they would wish.
- **11%** of internet using SMEs now use VoIP technology.
- **28%** of respondents felt that it would be useful to belong to a social network of business professionals.
- **30%** thought it would be useful to have access to leadership and management training online.
- **10%** of computer owning SMEs felt that video conferencing technologies could be deployed in their company to solve business problems.
- **25%** of all respondents felt that enhanced technology could improve communication in their organisations.
- **24%** of all respondents indicated that they needed to share ideas or solve problems with people who are geographically far away.
- **22%** of all respondents felt some meetings should be held face to face but resources were too limited to accomplish this.
 - ⇒ **33%** suggested video conferencing as a solution to the problem of geographic distance.
 - ⇒ **35%** suggested an online electronic whiteboard would be an effective business tool.

OVERALL CONCLUSIONS

- **76%** of SMEs now technologically capable of running e-Collaborative/Management technologies developed by the Lancaster Centre for e-Management and e-Science.
- Research findings suggest that **400,000** (10%) of SMEs nationwide could enhance their businesses via the deployment web based e-Management technologies, delivered via internet portals.

1. INTRODUCTION

This document provides large scale survey findings on ICT penetration rates within Small and Medium Sized Enterprises (SMEs). Importantly also, it also provides quantitative findings on their attitudes towards the applicability e-Management technologies, delivered via portals, to provide solutions to business problems.

The information provided in this paper completes the first phase of a project that focuses on the application of state of the art technologies within SMEs. This first phase is characterised by the development of the Enterprise Survey (see Appendix B for survey form) that provides valuable insights into the current ICT status of SMEs in the north of England. It also provides evidence of the likelihood that SMEs would adopt new e-collaborative, web based Java technologies like electronic whiteboards and video conferencing that would be deployed into their organisations via web portals. Up to date measures of SME ICT penetration rates and managerial attitudes towards new IT based technologies is woefully inadequate in the UK, making ICT policy development difficult. For instance, data collected from the NW region of the UK on enterprise internet connectivity dates back to 2004 (North West Development Agency) and nothing has been published on this important matter since. As we show, the level of high bandwidth internet connectivity for enterprises has changed dramatically during the 2000s. This has arisen due to the rapid growth phase in broadband technology that provides a new platform from which a new wave of enterprise enhancing e-Management technologies can be deployed; moving us a step closer towards virtual enterprise. The Enterprise survey was conducted at Lancaster University Management School for the Centre for e-Management and e-Science and the Northern Leadership Academy and provides up to date estimates of computer penetration, internet and broadband penetration from over 1000 SMEs.

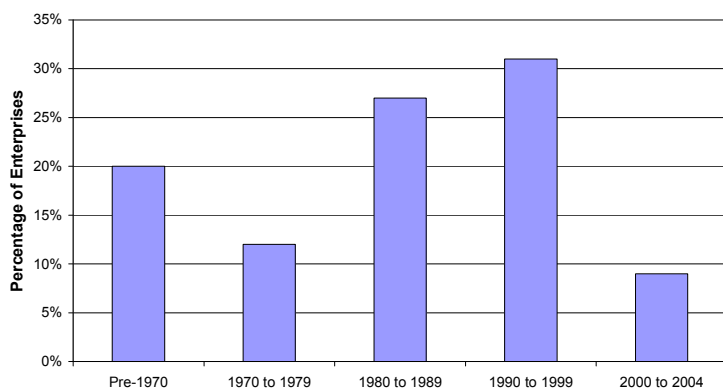
The SME sector is of great importance in the UK economy. According to the Department of Trade and Industry Small Business Service, the SME sector accounts for approximately 60% of UK GDP and 58% of UK employment. Large organisations (full time employees > 250) account for just 0.2% of the 4.3 million companies within the UK. Small companies

(full time employees < 50) account for a further 99% of the 4.3 million listed organisations. The SME sector plays a very important role by supporting the larger business sector via the supply of crutch services in the form of products and services. The ambition, therefore, is to understand the technological needs of the SME sector so that it may be optimised. The closer we can push this sector towards optimality the closer the overall economy should move towards ideal economic capacity, that is, low unemployment and well founded growth brought about by increased competitiveness.

The Enterprise survey was administered during December 2006 and January 2007 and focussed on SMEs from the north of England, specifically the North West, North East and Yorkshire and Humber regions. Companies were selected from the Dunn and Bradstreet database of UK companies (via the 192.com database). Only companies with a listed telephone number were contacted as we chose to interview respondents by telephone. Approximately 9000 SMEs were contacted via telephone by a canvassing team trained to administer the survey at Lancaster University Management School. Canvassers were expected to deliver the survey to the owners, managing directors, company secretaries, IT managers or to people of similar stature of the selected companies. Administrators in smaller companies were also accepted as respondents. The survey received a response rate of approximately 12% to outbound calls. In total, 1029 complete surveys are available for analysis providing a valuable source of information.

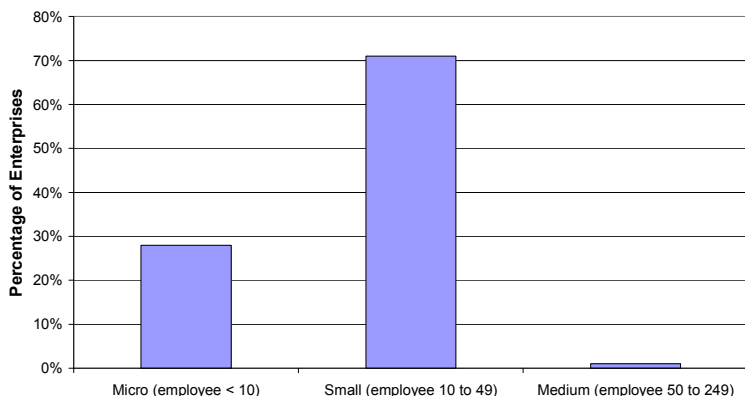
To ensure the results presented in this document reflect SMEs in the north of England, all results generated for this document are produced using weighted data. Confidence Intervals (CIs) are provided at 95% for all survey estimates. For further information on these matters and for other survey related methodological issues please refer to Appendix A.

Figure 1: Enterprise Year of Formation



2. THE NATURE OF SMEs CAPTURED BY THE ENTERPRISE SURVEY

Figure 2: Distribution of Enterprises by Number of Employees

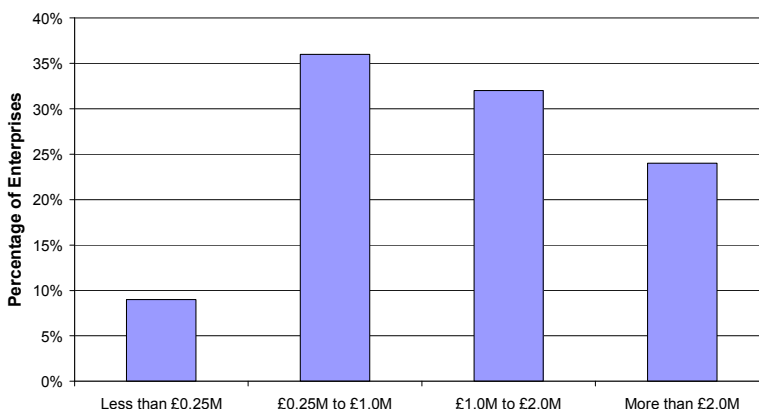


The SMEs that responded to the survey derive from a broad background of industries that comprise of 348 Standard Industrial Codes (SIC). The Dunn and Bradstreet data provides the start year of each enterprise.

As is readily observed in Figure 1, more than 60% of firms were operating prior to 1990 with some 20% formed prior to 1970. In terms of SME size figure 2 shows a broad range of enterprises with less than 250 employees, the standard definition of a SME. Note that there are fewer micro SMEs captured in the survey than would be found in the population at large.

Enterprise size, as measured by annual turnover, was reported by approximately 66% of respondents. Of those firms that reported turnover 8.5% earn less than £250,000 but the median firm turns over between £1,000,000 and £2,000,000 per year as evidenced in Figure 3.

Figure 3: Reported Annual Turnover



3. ICT PENETRATION WITHIN SMEs IN THE NORTH OF ENGLAND

Since this project is designed to assess the potential demand for portal based e-collaborative technology it is important to measure current IT penetration levels within the SME sector. For portal technologies to be deployed successfully within and across organisations it is essential that participating enterprises have the necessary ICT infrastructure in place. In regard to this matter we have assessed the penetration of computers within organisations, the type of network technology installed (e.g. IP versus legacy) and internet connectivity (e.g. broadband versus ISDN or dial-up).

Figure 4: Level of Computing Technology within Enterprises
(CI \pm 3%)

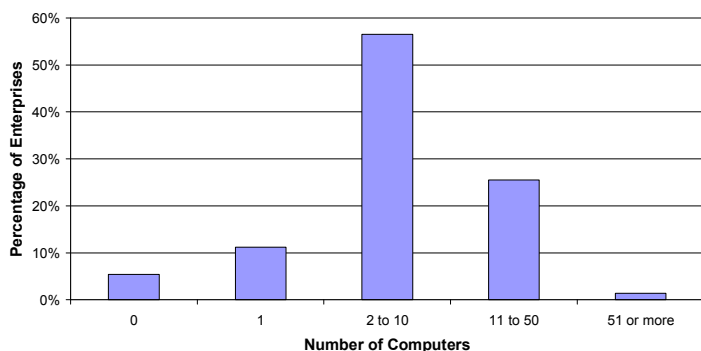


Figure 4 shows how many computers were installed within the SMEs that were surveyed. Approximately 5% of SMEs reported that they did not use a computer to operationalise their business, whereas most enterprises (56%) indicated they operated between 2 and 10 computers.

Of the companies that operated two or more computers only 11% (\pm 3%) indicated that they were not connected by any network. More than 58% (\pm 3%) of companies suggested that they used IP networks (either hardwire or wireless) to transfer data between computers.

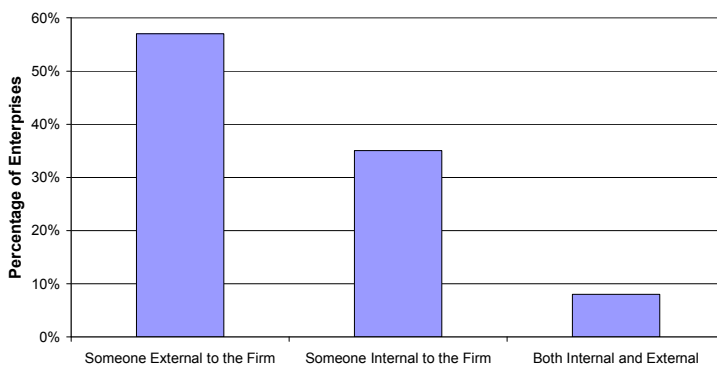
When computer owning firms were asked whether any of their computers were connected to the internet, 95% (\pm 1.4%) suggested that this was the case. Of these internet connected enterprises some 85% (\pm 2.3%) were connected using broadband technologies. This compares to just 6.6% (\pm 1.5%) for dial-up and 6.2% (\pm 1.5%) for ISDN. *We estimate broadband penetration across all SMEs in the north of England to be 76% (\pm 2.7%).* This result does not vary by Northwest and Yorkshire and Humber Regions. The North East

region has higher broadband penetration at 84% (± 7). The results presented in this section are encouraging as they suggest that the broadband and internal network infrastructures are now in place that make possible the application of IP portal based technologies within (*via internal computer networks*) and across (*via broadband net links*) organisations.

4. ICT SKILLS AND PERCEPTIONS TOWARDS ICT TRAINING

Respondents were asked whether their enterprise had its own website and who was responsible to keep it up to date. This information was gathered to provide us with an idea of the level of web development skill within the company that may assist them in moving towards applying portal based e-Management technology in the future. In total, **71%** (± 2.8) of surveyed SMEs reported that their organisation had a website. Figure 5 highlights whether the development of the website is handled within the company, by skill external to the company or a mix of both.

Figure 5: Enterprises with Website, Who Designs/Updates Your Website? (CI ± 3.6)



We find from the survey that most organisations (57%) place the responsibility of the website design/development to external organisations. Interestingly, for those enterprises that indicated someone internal to the firm handles some or all of the design/updating 64% (± 5.3)

suggested that this person also has a non-IT role in the company.

Provision and managerial perception towards IT training to staff was also measured to determine the applicability of IT skills within the enterprise. Of all *computer owning*

enterprises questioned 33% (± 3) provide formal IT training to employees. Of the 314 firms that provide formal training 28% (± 5) use external training resources whereas 39% (± 5.4) handle all ICT training needs internally. The remaining 32% provide training using both external and internal support. Respondents were then questioned on the adequacy of training within their organisations. Although 85% (± 4) of organisations that provide formal training to staff agreed or strongly agreed to the statement that their organisation provides adequate IT training to employees some 35% agreed or strongly agreed to the statement that employee IT training is too expensive to provide as fully as they would wish.

5. PRESENT USE OF INTERNET FOR E-LEARNING AND COMMUNICATION NEEDS

To determine the dexterity of SMEs in regard to internet technologies we asked questions that tuned in on the organisations use of existing internet based resources (e.g. VoIP, organisational use of web forums etc). Modern use of internet can take many forms and to capture all usage attributes of this complex resource is difficult. To reduce this complexity, and to help us understand the application of key use attributes, respondents were asked whether their organisations presently used the internet to make VoIP telephone calls, for

electronic learning, for online community membership or to access web forums.

Figure 6: Which of the Following Does Your Organisation Use the Internet (Internet using SMEs only)? (CI ± 2.6)

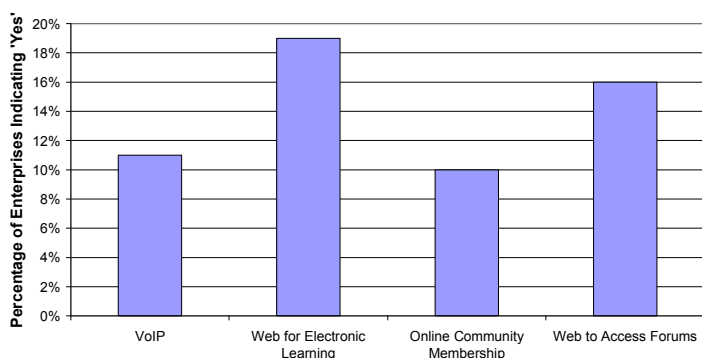


Figure 6 provides the responses to these questions. It is quite clear that many organisations in the north of England now use the internet for advanced purposes, many of which would not be possible without broadband technologies; this is

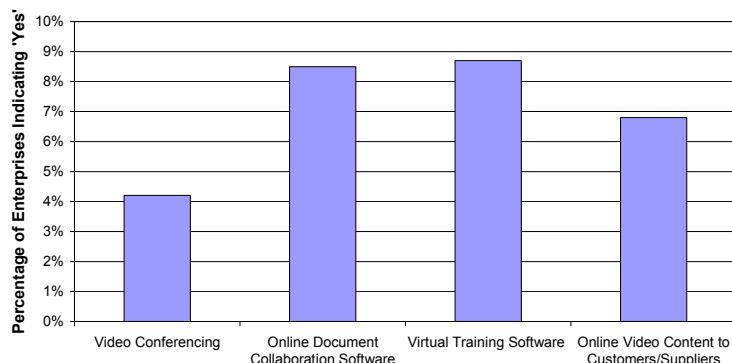
particularly the case for VoIP applications. For VoIP, 11% of SMEs presently use their IP internet connections for this purpose and 19% of respondents report that their organisation uses the web for electronic learning. Interestingly, although only 10% of SMEs surveyed

report organisational online community membership, some 16% use the web to access forums. All of this would suggest that some SMEs are now embracing advanced technologies to enhance their business activities.

This is potentially useful information to organisations wishing to provide portal based technologies that aim to provide services like online social business networking and accessible online leadership and management training. All respondents were asked to rate from 'strongly agree' to 'strongly disagree' the statement that it would be useful to belong to a social network of business professionals. Approximately 28% (± 2.8) 'agreed' or 'strongly agreed' to the statement. When asked to rate whether it would be useful to have access to leadership and management training online, 30% agreed or strongly agreed, suggesting good potential uptake of these materials.

6. PRESENT USE OF E-COLLABORATIVE TECHNOLOGIES AND POTENTIAL FUTURE ADOPTION

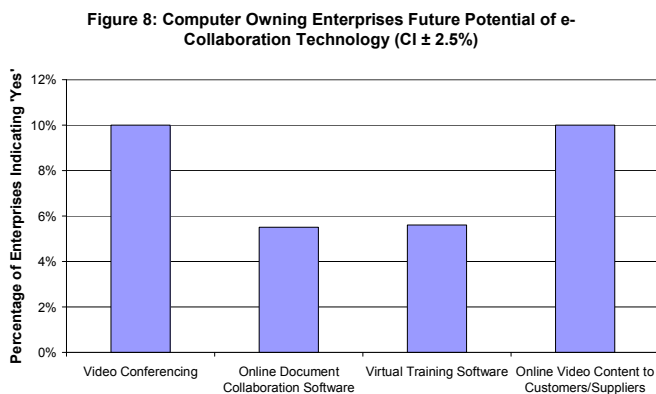
Figure 7: Computer Owning Enterprises Present Use of e-Collaboration Technology (CI $\pm 2.3\%$)



Surveyed respondents of *computer owning* companies were asked whether they presently used video conferencing, online document collaboration software, virtual training software or provide online video content to customers or suppliers. Figure 7 highlights that although the technologies we seek

information on are quite new, they are being applied within the SME sector. To this extent, 4.2% of SMEs presently use video conferencing technology and 8.5% use online document collaboration software. 8.7% using virtual training software and 6.8% provide online video content to customers and/or suppliers.

We then asked those organisations that did not at the time of the survey use these technologies, whether there would be a role for them in their organisation. Figure 8 indicates a strong potential future uptake for these technologies with 10% of SMEs



suggesting video conferencing technologies could be applied to solve business problems. Approximately 10% of the SMEs that were interviewed also indicated that it would be useful to provide online video content to customers and/or suppliers. Both online document collaboration software and virtual training software were found to

have good potential from over 5% of SMEs.

To deepen out knowledge on intra-organisational communication needs of SMEs, respondents were asked whether people in their company worked away from the main office or traveled frequently making them less accessible and whether they needed to communicate with these people. Some 478 (46.5% \pm 3.3) of respondents suggested that this was the case. The most favoured *present* method of communication to these geographically distant people is telephone (98% \pm 1.3), email (38% \pm 4.4) followed by fax (5% \pm 2). To determine the receptiveness of SMEs to new technologies, the respondents were asked to rate the following statement on a five point scale from 'Strongly Agree' to 'Strongly Disagree';

"I believe that communication between myself and these people [i.e. those geographically distant] could be improved using enhanced technologies"

In response to this statement 47.8% (\pm 4.5) either agreed or strongly agreed. This would suggest that approximately 25% of the SMEs that we interviewed understand that

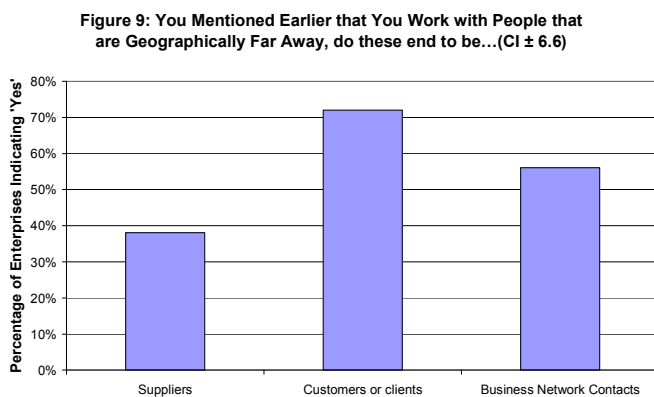
technology could enhance communication within their organisations. To build on this, we asked respondents whether during the course of business they needed to share ideas or solve problems with other people who are geographically far away from them. Of all surveyed respondents 243 indicated this to be the case. Of these 243 respondents 33% (± 5.2) suggested that video conferencing would be a solution to the costs imposed by geographic distance. Importantly also, 35% (± 5.2) suggested that an electronic online whiteboard would also be an effective collaborative business tool.

Approximately 22% (± 5) of respondents felt that some meetings should be held face to face between themselves and co-workers but that insufficient resources were available to do so. Examples of cases where this occurs were drawn from the respondents. Some of the examples given are provided below and highlight a broad heterogeneity of potential e-collaboration applications:

- Keeping in touch with sales people
- Construction: easier to see a construction issue on building site than have it described to you
- Keeping in touch with field engineers
- When the contract managers are out of the office but they are needed to be involved in a meeting
- Business Meetings, international conferences
- Trying to put together a catalogue with colleagues in Glasgow
- Time and geographical constraints
- Discussing quote with a potential customer, every now and then it would be useful to do that face to face

7. INTER-ORGANISATIONAL COMMUNICATION NEEDS

Respondents that described that they worked with people who were geographically far away were asked whether these tended to be suppliers, customers or clients, or business network contacts. Figure 9 shows the outcome to these questions.



It is readily observable that more than 70% of SMEs need to work with people that are geographically far away who are customers and clients. Nearly 40% reported that these people to be suppliers and some 55% business network contacts. This highlights that the inter-organisational need for e-

collaborative technologies will need to account for these varied inter-organisational communication channels.

8. DISCUSSION AND LINKAGES TO PORTAL, E-COLLABORATIVE/MANAGEMENT TOOLS DEVELOPMENT

The Enterprise survey was designed to capture current ICT penetration levels and attitudes towards new portal based e-collaborative technologies from SMEs in the North of England. We find that there is now a case for the application of e-collaborative technologies as e-Management tools. We show, through the application of large scale survey data, that 76% of SMEs are now technologically capable of running the e-collaborative technologies that the Lancaster Centre for e-Management and e-Science has developed, via portal technology. The evidence from the survey suggests that approximately 10% of the SMEs that we spoke to felt that these technologies could play a role in the way that they interact

with their business environment. For intra-organisational e-collaboration we also found that more than 58% of SMEs have IP enabled networks, potentially allowing the use of these technologies within organisational boundaries. Overall, our research suggests that up to 10% all UK SMEs could potentially apply these technologies successfully within their organisations to enhance business activities; yielding a potential demand from approximately 400,000 SMEs nationwide.

We now need to effectuate the next phase of the project, that is, to determine how organisations are likely to apply these technologies in detail. During this next phase we shall apply qualitative methods. Initially software applications will be showcased to some interested business managers and once completed, semi-structure interviews will be conducted to determine how e-Management technologies, delivered by internet portals, could be deployed into their organisations. We shall also assess the critical importance of technological mobility to get a handle on how important this is likely to be to business users. The evolution of future technologies, like WiMaX, are likely to lead to more ubiquitous high speed connections implying that e-Management technologies should evolve with them.

Within the context of what we wish to deliver, we will also need to assess portal design requirements of organisations. The Northern Leadership Academy, a partnership of Lancaster, Leeds and Liverpool Universities, focuses research into how business portals should be developed to meet business users' needs. We hope that in the future that this research will enlighten us on critical business needs, for example connectivity and security, or whether open source web based solutions should be provided for each firm as a unique case.

To conclude, based on the findings presented we can expect the demand for e-collaboration tools, redefined as e-Management tools, to be positive within the SME sector. Given this potential, and once the qualitative product testing phases are complete, we will be seeking further government funds to produce a portal based open source e-

Management toolbox for enterprises in the UK. The time does look to be right as many SMEs now have the necessary technology and skills to begin the process of applying simple web based technology to reduce business costs and increase productivity. Although the business model on how this would be accomplished is far from complete, R&D via the Lancaster Centre for e-Management and e-Science, Lancaster University Management School, Infolab21 and the Northern Leadership Academy brings a cohesive team more than capable of delivering this important objective.

APPENDIX A: STATISTICAL RELIABILITY

For those of you less familiar with statistical methodology, it is important to assess how relevant this data is on number of different levels. Firstly, we need to discuss the level confidence that we have in the estimates that are presented. To assist with this, all statistics are presented with a confidence interval (CI) set at 95%. A confidence interval places a band around the actual estimate. The high and low value of this band suggests that if the survey was conducted randomly on the same underlying population twenty times, only once would any one of the survey estimates product a result that falls outside of the confidence interval that we provide. Therefore the narrower the band the greater the reliability of the survey estimate. The band varies in width according to sample size and variability of the data. All CIs presented here are computed individually to the point estimate that is discussed.

Problems of sample selection and response bias can lead to results that are difficult to extrapolate to larger populations. In this case two types of bias were encountered. Firstly, regional bias arose due to the over collection of surveys from the NE and too few from the NW. Secondly, the survey contained too few small enterprises, defined by the Department of Trade and Industry as those organisations with less than 50 employees. Both imbalances were corrected using a weighting process called rim weighting. All results generated for this document are weighted implying that the results reflect the general picture to be found in the north of England.

APPENDIX B: THE ENTERPRISE SURVEY

The Enterprise IT Survey

Enterprise IT Adoption and Internet Connectivity

First Respondent

Good morning/afternoon. I am calling from Lancaster University. We have been asked, by the Government, to carry out a survey into the use of IT and computers in firms in the North of England. May I speak to someone in charge who could tell me about computing in your company?

SECOND Respondent

Good morning/afternoon. My name is ... and I am calling from Lancaster University Management School on behalf of the Government and the Northern Leadership Academy. May i ask what position do you hold in the company?

FIRST Respondent

As I said, I am calling from Lancaster University, from the Management School on behalf of the Government and the Northern Leadership Academy.

We are conducting a survey into the use of IT and computing in companies in the North of England. The survey takes about 5 minutes to complete. Are you able to help me?

If not able to help now ask for a convenient time to call back and the name of the person to be contacted.

Offer to e-mail a web-address so that the questionnaire can be completed on-line.

Q1 To begin, may I take your name?

Q2 Approximately how many computers does your organisation use?

- We don't use computers*.....
- 1 computer*.....
- 2-5 computers*.....
- 6-10 computers*.....
- 11 to 20 computers*.....
- 21 to 50 computers*.....
- 51 to 100 computers*.....
- More than 100 computers*.....

Q3 Which type of network connects your computers?

- Our computers are not networked*.....
 - IP network*.....
 - Wireless network*.....
 - Older network type*.....
 - Blend of network technologies (e.g. IP and wireless)*.....
 - Other network type*.....
 - Don't know*.....
 - Please specify "other network type"*
-

Q4 Are any of your computers connected to the internet?

- Yes*.....
- No*.....

Q5 **How are they connected to the internet?**

Dial-up modem (e.g. 56k)

ISDN.....

Broadband via telephone line, cable, wireless or satellite.....

Other.....

Please specify other

Q6 **How long has your organisation been connected to the internet?**

less than 1 year.....

1 year.....

2 years.....

3 years.....

4 years.....

5 years.....

6 years to 10 years.....

more than 11 years.....

Q7 **Do you use...**

	<i>Yes</i>	<i>No</i>
Any video conferencing software (for example, Skype, Microsoft NetMeeting, Polycom or Tandberg)?	<input type="checkbox"/>	<input type="checkbox"/>
Any document collaboration software (for example, HyperOffice, BuildOnline, Virtual Office or WebOffice)?	<input type="checkbox"/>	<input type="checkbox"/>
Does your company use virtual training software (for example, online training videos)?	<input type="checkbox"/>	<input type="checkbox"/>
Does your company provide online video content to customers or suppliers?	<input type="checkbox"/>	<input type="checkbox"/>

Q8 **Do you think any of the software applications we mentioned above could be useful in your company?**

	<i>Yes</i>	<i>No</i>	<i>Don't know</i>
Video conferencing?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Document collaboration?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Online training videos?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Online video content to customers or suppliers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q9 Does your organisation have its own website?

Yes.....

No.....

Q10 Who designs/updates your website?

Someone external to the firm.....

Someone internal to the firm.....

Both external and internal.....

Q11 Thinking of the person internal to your company, does this person also have a non-IT role in the company?

Yes.....

No.....

Q12 For which of the following does your organisation use the internet?

Telephone over the internet (for example Voice over IP, Skype)?.....

Do you use the web for electronic-learning?.....

Are you a member of any online community?.....

Do you use the web to access web forums?.....

Q13 Does your organisation provide formal IT training to employees?

Yes.....

No.....

Don't know.....

Q14 Is this training handled externally, internally or both?

External.....

Internal.....

Both.....

Don't know.....

Next I am going to read out a series of statements and ask you whether you agree with them or not. There are other questions like this later in the survey and we will use this scale for all of them.

Q15 There are five possible replies for you to make, they run from "strongly agree", through "agree", "neutral", "disagree" and "strongly disagree" so for each of these statements please tell me your answer...

	<i>SA</i>	<i>A</i>	<i>N</i>	<i>D</i>	<i>SD</i>
My organisation provides adequate IT training to employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee IT training is too expensive to provide as fully as we would wish	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It would be useful to have online video recordings of staff training modules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q16 Do any people in your company work away from the main office, or travel frequently, making them less accessible?
(For example, as sales representatives or home workers?)

Yes.....

No.....

Q17 Do you need to communicate with these people?

Yes.....

No.....

Q18 How do you communicate with these people?
DO NOT READ OUT

Via email..... 01

Via post..... 02

Via video conference..... 03

Through face to face meetings..... 04

Via web forums..... 05

Via online 'live' text communications like Microsoft Messenger..... 06

Via Blackberry..... 07

Via online portal technology..... 08

Via fax..... 09

Via telephone..... 10

Other methods?..... 11

What other methods exactly?

Q19

Here is another scale, as before there are five possible replies for you to make, do you want me to remind you of them?

They run from "strongly agree", "agree", "neutral", "disagree" and "strongly disagree" so for each of these statements tell me your answer

	<i>SA</i>	<i>A</i>	<i>N</i>	<i>D</i>	<i>SD</i>
I believe that communication between myself and these people could be improved using enhanced technologies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q20 During the course of business, do you need to create documents with other people who are geographically far away from you?

Yes.....

No.....

Q21 Tell me, how do you inform each other of new versions of the document?

Q22 During the course of business, do you need to share ideas or solve problems with other people who are geographically far away from you?

Yes.....

No.....

Q23 Do you think that video conferencing tools could help you share ideas or solve problems?

Yes.....

No.....

Don't know.....

Q24 Do you think that an online electronic whiteboard could help you share ideas or solve problems?

Yes.....

No.....

Don't know.....

Q25 Do you feel that some meetings held between you and your co-workers should take place face- to-face but you don't have sufficient resources to accomplish this?

Yes.....

No.....

Q26 Can you please give me a brief example of when you would like to meet face-to-face but you don't have the resource to do so.

Q27 You mentioned earlier that you work with people that are geographically far away from you, do these tend to be...

Suppliers?.....

Customers or clients?.....

Business network contacts?.....

Here are some more scales,as before there are five possible replies for you to make, do you want me to remind you of them? They run from "strongly agree", "agree", "neutral" "disagree" and "strongly disagree" so for each of these statements please tell me your answer

Next I am going to read out a series of statements and ask you whether you agree with them or not. There are other questions like this later in the survey and we will use this scale for all of them.

There are five possible replies for you to make, they run from "strongly agree", through "agree", "neutral" "disagree" and "strongly disagree" so for each of these statements please tell me your answer...

Q28

	<i>SA</i>	<i>A</i>	<i>N</i>	<i>D</i>	<i>SD</i>
It would be useful to belong to a social network of business professionals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It would be useful to have access to leadership and management training online	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I find that computers are easy to use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I find computers useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I find computers enjoyable to use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

To finish off a few questions about you and your company

Q29 What does your business do?

Q30 How many full time employees does the company employ?

- less than 10*.....
- 11 to 20*.....
- 21 to 50*.....
- 51 to 100*.....
- more than 100 but less than 250*.....
- 250 or more*.....

Q31 Which one of these categories does your companies annual turnover fit into? READ OUT CHOICES.

- less than £250,000*.....
- £250,000 to £1,000,000*.....
- £1 to £2,000,000*.....
- More than £2,000,000*.....
- Don't know*.....
- Refused answer*.....

Q32 What is your position within the organisation?

Q33 Would you be interested in working with us to develop new software tools for small and medium sized companies as part of a Government-funded project?

Yes.....

No.....

Q34 May we contact you again sometime when we are doing more research?

Yes.....

No.....

Q35 May I take your e-mail address so that we can send you the relevant material?

Thank you for all your time and help, it is much appreciated.

Thank you for all your time and help, it is much appreciated. We will be sending you a summary of the findings when the survey is complete

Information to be taken after the interview

Q36 Company telephone number (cut and paste from excel!!!)

Q37 Your initials
