

**APPENDIX F**  
**Cover Letters and Questionnaire (English Version)**

**Questionnaire for the Empirical Research**  
**“Global Strategic Management Competency of Textile Export Businesses in Thailand”**

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**Dear Sir,**

This research is relevant to strategic management to develop business operation and to enhance global exports. The objective of this research is to investigate the global strategic management competency of textiles - exporting businesses in Thailand. The questionnaire is divided into 5 parts.

**Part 1:** Personal information about managing director of textiles - exporting businesses in Thailand

**Part 2:** General information about textiles - exporting businesses in Thailand

**Part 3:** Opinions on global strategic management competency of textiles - exporting businesses in Thailand

**Part 4:** Opinions on firm performance of textile - exporting businesses in Thailand

**Part 5:** Recommendations and suggestions relevant to textiles - exporting businesses in Thailand in the present time

Your answer will be kept as confidentiality and your information will not be shared with any outside party without your permission.

If you want a summary of this research, please indicate your E-mail address or attach your business card with this questionnaire. The summary will be mailed to you as soon as the analysis is completed.

Thank you for your time answering all the questions. I have no doubt that your answer will provide valuable information for academic advancement. If you have any questions with respect to this research, please contact me directly.

Sincerely your,

(Cheewan Thongsodsang)

Ph.D. Management

Sripatum Business School

Sripatum University, Thailand

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**Directions**

This research involves strategic management of textile - exporting businesses in Thailand. The research emphasizes on modern management excellence, ability to competition, and business collaboration which are deemed that the important factors have influenced on business operations. Accordingly, this research aims to develop capability in performances consistent with in current contexts along with enhancing the potential of competition to enter globalization effectively.

Thank you for your time to answer all questions correctly and completely. If you want the summary of this research, please inform requirements indicated as below. For delivering such information to you, if you have any questions involved in the questionnaire of this research, please contact a researcher, Cheewan Thongsodsang, Ph.D. Management at Sripatum Business School, Sripatum University, Thailand 40000. Cell phone: 081-662-7317 or Tel: 043-224-111 Ext. 215 or <http://www.spu.ac.th>

Your answer will be kept as confidentiality and your information will not be shared with any outside party without your permission.

Do you want a summary of the results?       Yes       No

If you want a summary of this research, please indicate your e-mail address or attach your business card with this questionnaire.

(Cheewan Thongsodsang)  
Ph.D. Management  
Sripatum Business School  
Sripatum University, Thailand

Contact Info:

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**Questionnaire for the Empirical Research****“Global Strategic Management Competency of Textile Export Businesses in Thailand”**

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**Part 1 General information of managing director of textile export businesses in Thailand**

## 1. Gender

- Male  Female

## 2. Age

- Less than 30 years  30 – 40 years  
 41 – 50 years  More than 50 years

## 3. Marital status

- Single  Married  
 Divorced/Separated

## 4. Level of education

- Bachelor's degree or less than  Higher than Bachelor's degree

## 5. Work experience

- Less than 5 years  5 – 10 years  
 10 – 15 years  More than 15 years

## 6. Average current revenue a month

- Less than 30,000 Baht  30,000 – 40,000 Baht  
 40,001 – 50,000 Baht  More than 50,000 Baht

## 7. Current position

- Managing director  General manager  
 Proprietor

## **Part 2 General information of textile export businesses in Thailand**

### 1. Business form

- Companies  Partnership  
 Business owners

### 2. Type of business

- Thai  Foreign

### 3. Nature of business

- Distributor  Manufacturer  
 Manufacturer and distributors

### 4. Number of employees

- Fewer than 100 employees  100 – 300 employees  
 301 – 500 employees  More than 500 employees

### 5. Working capital

- Less than 5,000,000 Baht  5,000,000 – 50,000,000 Baht  
 50,000,001 – 100,000,000 Baht  More than 100,000,000 Baht

### 6. Average revenue of business a year

- Less than 50,000,000 Baht  50,000,000 – 150,000,000 Baht  
 150,000,001 – 250,000,000 Baht  More than 250,000,000 Baht

### 7. Period of operation

- Less than 5 years  5 – 10 years  
 11 – 15 years  More than 15 years

### 8. Experience of export to international

- Less than 5 years  5 – 10 years  
 11 – 15 years  More than 15 years

### 9. The main export market

- Asia  Europe  
 America  Other.....

**Part 3 Opinions in Global Strategic Management Competency of Textile -  
Exporting Businesses in Thailand**

Global Strategic Management Competency	Levels of Agreement				
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
<b>Business Collaboration Effectiveness</b>					
1 The firm believes that the collaboration between business and staffs will encourage the potential of the firm as well.	5	4	3	2	1
2 The firm has promoting teamwork to operations efficiently and suitably.	5	4	3	2	1
3 The firm has encouraged budget allocation and resources to be utilized for activities sufficiently and appropriately.	5	4	3	2	1
4 The firm clearly emphasizes on the employee participation as an operational approach.	5	4	3	2	1
5 The firm advocates building good relation to both internal and external firm which bring about learning and responding customers rapidly.	5	4	3	2	1
<b>Modern Management Excellence</b>					
6 The firm has always promoted to learn or exchange knowledge together in order to blend any new knowledge as diversity.	5	4	3	2	1
7 The firm intends to apply technologies to operation and enhance existing products and services to have more potential.	5	4	3	2	1
8 The firm has focused on the communication available to relay information needed to perform and create understanding with clients completely.	5	4	3	2	1

**Part 3 Opinions in Global Strategic Management Competency of Textile –  
Exporting Businesses in Thailand (Continued)**

<b>Global Strategic Management Competency</b>	<b>Levels of Agreement</b>				
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
9 The firm attends to offering new products and services that match the needs and satisfaction of customer always superior competitor.	5	4	3	2	1
<b>Proactive Operational Management</b>					
10 The firm believes that development skills and capability of employees in create the new knowledge will help increase abilities to competition.	5	4	3	2	1
11 The firm has encouraged communicating knowledge between employees and an organization continuously to have expertise on various tasks and meet customer needs infallibly and fast.	5	4	3	2	1
12 The firm has focused on advanced technologies to improve an approach and produce products and services consistent with present work.	5	4	3	2	1
13 The firm believes that continuous development knowledge and procedures will make firm own potential over the rivals.	5	4	3	2	1

**Part 4 Opinions in Firm Performance of Textile - Exporting Businesses in Thailand**

<b>Firm Performance</b>		<b>Levels of Agreement</b>				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
<b>Global Strategic Management Competency</b>		5	4	3	2	1
1	The firm has emphasized on improving and developing the quality of products and services to standards continuously.	5	4	3	2	1
2	The firm intends to bringing new approaches or new technologies to be employed to streamlines in operations and facilitating to serve customers quickly.	5	4	3	2	1
3	The firm is able to allocate resources to investment on developing operations and various activities to be flexible and congruent with situations on competition immediately.	5	4	3	2	1
4	The firm is aware, analyzes the business opportunities, and always seeks for external information to result in planning and developing performances of the firm that must respond to customer needs efficiently.	5	4	3	2	1
5	While everything is changing, the firm must be flexible and adaptable in competition that produces the highest effectiveness.	5	4	3	2	1
<b>Firm Performance</b>						
6	The firm has continuously increased revenue when compared with recent year.	5	4	3	2	1
7	The firm is able to attract older clients and new ones to purchase products and services of the firm.	5	4	3	2	1

**Part 4 Opinions in Firm Performance of Textile Exporting Businesses in Thailand (Continued)**

Firm Performance		Levels of Agreement				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
8	The firm has totally great criteria and is superior to competitors.	5	4	3	2	1
9	The firm has developed productive innovation or services and offered to markets continuously.	5	4	3	2	1
10	The firm has been accepted from customers and markets, and it has potential to produce goods and services qualitatively.	5	4	3	2	1

**Part 5 Recommendations and suggestions relevant to textiles - exporting businesses in Thailand in the present time**

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Thank you