



Kingston University London
Faculty of **Business and Law**



Knowledge Intensive Firms in the UK and Ireland: Influences, Strategies and Skills

Senior Manager Questionnaire

This survey is being carried out by the Centre for Research in Employment, Skills and Society at Kingston Business School. It forms part of an independent study funded by the UK's Economic and Social Research Council and the Irish Research Council for the Humanities and Social Sciences. The purpose of this is to examine government support for the pharmaceutical/biopharma sector in the UK and Ireland and its impact on firm strategies, employment and skills.

Participation in the survey is on a confidential and anonymous basis. The data collected will be analysed in aggregate form only in all subsequent reports and publications. A copy of the complete, anonymous dataset will be offered to the UK Data Archive (a public research agency) in order to meet the requirements of our research sponsors.

The survey should take approximately fifteen minutes to complete. In most cases you will be required to tick the box that corresponds most closely to your opinion on an issue. If you have any questions about the survey, please feel free to contact one of the researchers below:

Dr Enda Hannon, Co-Investigator, e.hannon@kingston.ac.uk; 0208 417 5419

Dr Alessia D'Amato, Research Fellow, a.damato@kingston.ac.uk; 0208 417 5307



A Dublin City University Designated Research Centre



IRCHSS

This research is funded by the Economic and Social Research Council (RES-062-23-1183) and the Irish Research Council for the Humanities and Social Sciences. The financial support of these institutions is gratefully acknowledged.

Section 1: About Your Firm

1a: What is the principal activity of your company in the UK? (tick one box only)

Primary/secondary pharmaceuticals	<input type="checkbox"/>	Biopharmaceuticals	<input type="checkbox"/>
Contract Research/Manufacturing	<input type="checkbox"/>	Diagnostics	<input type="checkbox"/>
Medical devices	<input type="checkbox"/>		
Other (please specify)	<input type="checkbox"/>		

1b: What additional activities does your company undertake in the UK? (tick up to two boxes only)

Primary/secondary pharmaceuticals	<input type="checkbox"/>	Biopharmaceuticals	<input type="checkbox"/>
Contract Research/Manufacturing	<input type="checkbox"/>	Diagnostics	<input type="checkbox"/>
Medical devices	<input type="checkbox"/>		
Other (please specify)	<input type="checkbox"/>		

2: What was your company's total turnover (revenue) in its last financial year?

£0	<input type="checkbox"/>	£1-£1m	<input type="checkbox"/>	£1m-£5m	<input type="checkbox"/>
£5m-£20m	<input type="checkbox"/>	£20m-£50m	<input type="checkbox"/>	£50m-£100m	<input type="checkbox"/>
£100m-£500m	<input type="checkbox"/>	£500m+	<input type="checkbox"/>		

3: Please describe your company's organisational status:

We are an independent entity based in the UK only	<input type="checkbox"/>
We are a branch or subsidiary of a UK-owned company	<input type="checkbox"/>
We are a branch or subsidiary of a foreign-owned company	<input type="checkbox"/>
We are a UK-owned multinational	<input type="checkbox"/>

4: In which UK country/region is your company's main UK office, and where are you located?

	Main UK Office Location	My Location
Northern Ireland	<input type="checkbox"/>	<input type="checkbox"/>
Wales	<input type="checkbox"/>	<input type="checkbox"/>
Scotland	<input type="checkbox"/>	<input type="checkbox"/>
North East	<input type="checkbox"/>	<input type="checkbox"/>
North West	<input type="checkbox"/>	<input type="checkbox"/>
Yorkshire	<input type="checkbox"/>	<input type="checkbox"/>
West Midlands	<input type="checkbox"/>	<input type="checkbox"/>
East Midlands	<input type="checkbox"/>	<input type="checkbox"/>
South West	<input type="checkbox"/>	<input type="checkbox"/>
South East	<input type="checkbox"/>	<input type="checkbox"/>
East of England	<input type="checkbox"/>	<input type="checkbox"/>
London	<input type="checkbox"/>	<input type="checkbox"/>

5: What is your job role?

CEO or Managing Director	<input type="checkbox"/>
Other manager (please specify)	<input type="checkbox"/>

Section 2: About Your Firm's Business Activities and Development

1: What level of organic growth do you forecast for your company over the next 12 months?

>-10%	-6-10%	-1-5%	Zero	1-5%	6-10%	>10%
[]	[]	[]	[]	[]	[]	[]

2: What proportion of development activities at your organisation involves:

a. Changes to existing products or services [] %
b. The introduction of new products or services [] %

3: Please state how many new products or services your firm has introduced in the last two years:

.....
.....

4: R & D expenditure (answer part a or part b):

4a: What proportion of annual turnover (revenue) does your company allocate to R&D?

Zero	1-10%	11-20%	21-30%	31-40%	41-50%	>50%
[]	[]	[]	[]	[]	[]	[]

4b: What proportion of total current expenditure does your company allocate to R&D?

Zero	1-10%	11-20%	21-30%	31-40%	41-50%	>50%
[]	[]	[]	[]	[]	[]	[]

5: To what extent do you expect the proportion of turnover or total current expenditure allocated to R&D to change over the next 12 months?

<50%+	<10-49%	<1-9%	Same	>1-9%	>10-49%	>50%+
[]	[]	[]	[]	[]	[]	[]

Section 3: About Your Firm's Employees

1: How many staff do you currently employ in the UK?

1-9	[]	10-49	[]	50-99	[]
100-499	[]	500 or more	[]		

2: How many staff did you employ 2 years ago in the UK?

1-9	[]	10-49	[]	50-99	[]
100-499	[]	500 or more	[]		

3: How many staff do you have in the UK working in research and development?

(Please insert the number of R&D staff): []

4: During the last two years, has your firm engaged in employee downsizing?

Yes [] No []

If yes, what percentage of the following were downsized during this time:

a. Your permanent workforce: [] % b. Your contract workforce: [] %

Section 4: Industrial Policy in the Pharmaceutical/biopharma sector

As outlined in the Office for Life Sciences Blueprint, a key objective of the UK government is to promote an innovative, high value pharmaceutical/biopharma sector. Various initiatives (e.g. R & D tax credits) have been introduced to support this objective. Please state your level of agreement with the following statements on government policy and initiatives in this regard:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1. The UK government understands the key issues currently facing the British pharmaceutical/biopharma industry	[]	[]	[]	[]	[]
2. The UK government proactively supports the development of the British pharmaceutical/biopharma industry	[]	[]	[]	[]	[]
3. UK government policies and initiatives are helping the British pharmaceutical/biopharma industry become more innovative	[]	[]	[]	[]	[]
4. Recent initiatives introduced by the UK government to assist firms have had a tangible, positive impact on our business	[]	[]	[]	[]	[]

Section 5: Involvement with External Agencies & Programmes

The purpose of this section is to collect information on your company’s involvement with external agencies and programmes as well as your perceptions of the same.

1: Please describe the extent of your company’s contact with the following organisations or agencies:

	No Contact	Occasional	Frequent	Very Frequent
1. Business Link	[]	[]	[]	[]
2. Regional Development Agencies (RDAs)	[]	[]	[]	[]
3. Local enterprise support agencies (e.g. town or county-based organisations)	[]	[]	[]	[]
4. Regional industry networks (e.g. London Biotechnology Network, Bionow or SEHTA)	[]	[]	[]	[]
5. Innovation Advisory Service	[]	[]	[]	[]
6. Technology Strategy Board (TSB)	[]	[]	[]	[]
7. UK Trade & Investment (UKTI)	[]	[]	[]	[]
8. UK universities/colleges/research institutes	[]	[]	[]	[]
9. TSB Knowledge Transfer Networks (e.g. bioProcess UK/Health Tech & Medicines KTN)	[]	[]	[]	[]
10. Other (please specify)	[]	[]	[]	[]

2: For those organisations you have or have had contact with, please assess their effectiveness in enabling your company pursue its goals:

	Not at all Effective	Somewhat Effective	Effective	Very Effective
1. Business Link	[]	[]	[]	[]
2. Regional Development Agencies (RDAs)	[]	[]	[]	[]
3. Local enterprise support agencies (e.g. town or county-based organisations)	[]	[]	[]	[]
4. Regional industry networks (e.g. London Biotechnology Network, Bionow or SEHTA)	[]	[]	[]	[]
5. Innovation Advisory Service	[]	[]	[]	[]
6. Technology Strategy Board (TSB)	[]	[]	[]	[]
7. UK Trade & Investment (UKTI)	[]	[]	[]	[]
8. UK universities/colleges/research institutes	[]	[]	[]	[]
9. TSB Knowledge Transfer Networks (e.g. bioProcess UK/Health Tech & Medicines KTN)	[]	[]	[]	[]
10. Other (please specify)	[]	[]	[]	[]

3: For the following publicly-funded industry support measures/initiatives your company has been involved with, please assess their effectiveness in enabling your company achieve its strategic objectives:

	Not at all Effective	Somewhat Effective	Effective	Very Effective
1. Innovation or strategy advice, business mentoring or coaching (e.g. via Business Link or an RDA)	[]	[]	[]	[]
2. Leadership or management training	[]	[]	[]	[]
3. Loan or equity funding (e.g. provided by or via an RDA)	[]	[]	[]	[]
4. Grant for Business Investment	[]	[]	[]	[]
5. R & D grant funding	[]	[]	[]	[]
6. R & D tax credits	[]	[]	[]	[]
7. Network development/networking events	[]	[]	[]	[]
8. Help with exporting/accessing international markets	[]	[]	[]	[]
9. Small Business Research Initiative	[]	[]	[]	[]
10. Knowledge Transfer Partnerships (KTPs)	[]	[]	[]	[]
11. Other (please specify)	[]	[]	[]	[]

Section 6: Skills & Training

1: What percentage of employees in your company are graduates?

Primary degree [.....] % Master [.....] % PhD [.....] %

2: To what extent are you able to recruit the types of employees that you require from:

	Not at all	To Some Extent	To a Great Extent
The existing skills base in the UK	[]	[]	[]
Overseas	[]	[]	[]

3: Are there any skills that employees currently employed by your firm are lacking? If yes, please tick the box(es) below which identify where skills gaps exist:

Literacy/numeracy skills [] Mathematical skills []
 Scientific/technical skills [] Business skills []
 Soft skills (e.g communication, teamworking) []
 Other (please specify) []

4: Please describe the extent of your company's contact with the following organisations or agencies on skills/training issues:

	No Contact	Occasional	Frequent	Very Frequent
1. Business Link/Train to Gain	[]	[]	[]	[]
2. Regional Development Agencies (RDAs)	[]	[]	[]	[]
3. Learning and Skills Council	[]	[]	[]	[]
4. Sector Skills Councils (e.g. Semta, Cogent)	[]	[]	[]	[]
5. Universities	[]	[]	[]	[]
6. Schools/colleges	[]	[]	[]	[]
7. Other (please specify)	[]	[]	[]	[]

5: For the following government/agency initiatives on skills and training that your company has been involved with, please assess their effectiveness in meeting your company's skills/training needs:

	Not at all Effective	Somewhat Effective	Effective	Very Effective
1. Train to Gain	[]	[]	[]	[]
2. National Vocational Qualifications (NVQs)	[]	[]	[]	[]
3. Apprenticeships	[]	[]	[]	[]
4. Foundation Degrees	[]	[]	[]	[]
5. Semta National Occupational Standards	[]	[]	[]	[]
6. Cogent National Occupational Standards	[]	[]	[]	[]
7. BBSRC or MRC funded CASE studentships	[]	[]	[]	[]
8. New university qualifications or short courses (e.g. MSc in Drug Discovery, Kings College)	[]	[]	[]	[]
9. Other (please specify)	[]	[]	[]	[]

6: Views on Skills & Training Policy and Support

Please state your level of agreement with the following statements:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1. The UK government understands the skills needs of the pharmaceutical/biopharma industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Our business can draw on effective advice and support on skills and training from government agencies/programmes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Recent government and public agency initiatives to improve skills and training provision have had a positive tangible impact in our organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. British schools and colleges provide people with the qualifications and skills we require	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. British universities provide graduates with the qualifications and skills we require	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 7: Human Resource Management, Knowledge-sharing & Innovation Practices

Please rate the extent to which you agree with the following statements:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1. Most higher level positions in this company are filled by internal promotions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. It is common for employees in this company to step back from day-to-day activities in order to undertake training and development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The performance of individual employees here is formally appraised at least once a year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. When assigning tasks managers in this company consider the potential for employees to develop their skills and abilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Employees in this company have a lot of input in deciding what tasks or parts of tasks to do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Employees in this company have a lot of input in deciding how to go about doing their jobs (e.g. the methods to use etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Employees in this company frequently exchange information and learn from one another	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Employees in this company are rewarded for new ideas or innovations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9: Please state how many days of formal training (both in-house and external) employees in your company receive on average each year:

[.....] (days per year)

10: What proportion of your employees:

- a. Exchange information with and learn from their fellow employees on a regular basis [.....] %
- b. Search out new work methods, techniques or instruments on a regular basis [.....] %
- c. Generate original solutions for problems on a regular basis [.....] %
- d. Evaluate the utility of original ideas on a regular basis [.....] %
- e. Introduce innovative ideas into the work organisation in a systematic way on a regular basis [.....] %

Additional Comments

If there are any comments you would like to make on any of the issues covered in the survey (e.g. government policy and support for the industry or skills/training issues), please write these in the space below:

And Finally....

Would you like a summary of the findings when the research is published?

If so, please give your email address:

Thank you very much for taking part in this survey.
Please return your completed questionnaire in the prepaid envelope provided as soon as possible.
Otherwise please post it to:

Dr Enda Hannon
Kingston Business School
Kingston Hill
Kingston upon Thames
Surrey
KT2 7LB