Project: Social Network Analysis of Innovation Cluster in Creative and Cultural Value Chain: Case of George Town World Heritage Site

Interview Protocol:
Note: This is an interview protocol for semi-structured interviews of Creative and Cultural organisations in George Town, Penang. Research Institutions & Project Partners:

1) University of Greenwich, London, UK
2) Universiti Sains Malaysia, Penang, Malaysia
3) Think City
4) Penang Institute

X100   Date/Timeofinterview: (YYMMDD)_____ AM/PM_____

X200   Name of interviewer: _____

X300   Location of interview: _____

X400   Main language used for the interview: _____

X500   Name of the Organisation: _____

X600   Address: _____

_____

X700   Interview Series Number: _ _ _ _ _ _ **-** _ _ _ **-** _ _ _
Note: Format example: 170415-JHC-05 (YYMMDD-interviewer initial - running no.)
Interview Section Used:

_____ A: Information Sheet provided

_____ B: Consent Form signed; duplicate copy given to Interviewee

_____ C: Interviewee Background and Organisation Information

_____ D: Innovation Data

_____ E: Social Network Data

_____ F: Further Questions

_____ G: Post Interview Notes

Social Network Analysis of Innovation Cluster in Creative and Cultural Value Chain
Introductory Protocol

I am (interviewer name). I am here to conduct an interview with you on a research project commissioned by University of Greenwich, in the UK and Universiti Sains Malaysia. The title of the project is "*Social Network Analysis of Innovation Cluster in Creative and Cultural Value Chain: Case of George Town World Heritage Site.*"

We decide to interview you (or your organisation) today because you/your organisation is involved in the creative and cultural value chain in George Town. In this study, creative and cultural industries are defined as industries that engage in cultural, artistic and economic pursuits that involve creativity and innovation to ensure urban economic sustainability, inclusivity, well-being and good quality of life. In George Town, creative and cultural industries would include traditional livelihoods, businesses, practices and rituals that enhance 'sense of place' yet stimulate economic innovation. This research project focuses on the understanding innovation in organisation. Particularly, we want to know how & where organisation acquires knowledge, funding, and talents to enhance innovation and growth. This study does not aim to evaluate your success, techniques or experiences or whether you have made a right or wrong decision.

We cannot promise this study will directly benefit you or your organisation but the information we get from the study will enhance the understanding of the cultural and creative industries in George Town, which can be of benefit to organisations active in these areas. We will be happy to share the results of this research with all the participants. We will organise a seminar in George Town in late 2018 and shall send you an invitation in due course.

I shall begin with providing you an Information Sheet to read. It contains key information about this research and interview. If you agree to continue taking part, I will give you a Consent Form to sign. This interview will take approximately 1.5 to 2 hours.

Ask: May I begin the interview and audio-record the interview?

Section A: Use Information Sheet: English /Malay /Chinese

Give the interviewee a copy of the Information Sheet.

Ask: Do you want me to read it out for you?

Section B: Use of Consent Form: English /Malay /Chinese

Give the interviewee two copies of the Consent Form.

Collect one signed copy back!

Note:

*** If interviewee does not wish to answer any one question, ask if they would be willing to share the reasons:

_____   _____

_____   _____

*** If interviewee/organisation wishes to discontinue study, ask if they would be willing to share the reasons:

_____   _____

_____   _____

Section C: Interviewee and organisation background

C100   Interviewee background

  C101   May you confirm your name, please? _____

  C102   What is your current position? _____

  C103   How long have you been in this position? _____years

  C104   How long have you been working in this organisation? _____years

  C105   What other roles have you held in the organisation? (if applicable)

  _____

  C106   How do you involve in creative/cultural sector? _____

  C107   How many years of experience do you have in this sector? _____years

  C108   What industry did you work in before joining the creative/cultural sector?
  (This may help us to find links to other industries)

  _____

C200   Organisation background (also collect literature, if available)

  C201   Name of the organization? _____

  C202   Which creative/cultural sector(s) are your organisation involved in? (multiple selection
  is allowed)

  (01)   Advertising and marketing

  (02)   Architechture and interior design

  (03)   Craft (traditional and modern)

  (04)   Design (product, graphic and fashion design)

  (05)   IT, software and computer services

  (06)   Publishing

  (07)   Museum, gallery and library

  (08)   Music and performing and visual arts

  (09)   Film, TV, video, radio and photography

  (10)   Literary arts

  (11)   Cultural/religion centre & association

  (12)   Gastronomy (traditional & modern)

  (13)   Training & education (in creative & cultural knowledge)

  (14)   Other heritage tourism

  (15)   Other (Please specify) _____

C203   Is the organisation's **primary focus** on the creative/cultural sector?

    (1)   Yes   (2)   No

    C204   If the answer for C203 is No, then what is the primary focus?

_____

_____

C205   Describe the type of creative/cultural products/services/activities your organisation offers and their frequency/volume per year. (Depending on the nature of the organisation, respondents will be asked to mention the number of cultural activities they have organised or sponsored. For example, a respondent from a theater group could mention how many plays they performed and the typical run, respondents from a museum or gallery could refer to number of exhibition, a music ensemble could indicate the number of performances for different music programmes. Organisations in heritage/conservation could refer to number of building projects. e.g. For a museum the data can be "Exhibition of the work of Artist X, which ran for 6 months; and Permanent collection runs throughout the year)

_____

_____

_____

C206   The year the organisation was established? _____

C207   Name(s) the founding members and their backgrounds

_____

_____

_____

C208   Name(s) of current director(s) of the organisation (request a copy of the Board of directors list if available)

_____

_____

C209   How many people are employed by the organisation?
C2091 Full time _____   C2092 Part time _____

C210   What is the type of the organisation?

      (1)   Business-private company   _____

      (2)   Academic/educational institution   _____

      (3)   Public sector: Federal Government   _____

      (4)   Public sector: State Government   _____

      (5)   Charity/other civil society organization   _____

      (6)   Other (Please specify): _____

C211: Where is the headquarter of your organisation?

      (1)   Penang

      (2)   Other part of Malaysia, please specify _____

      (3)   Overseas, please specify _____

C212   Size of the organisation (Only operation in Penang):
Note: sales turnover OR equivalent funding if the organisation is non-profit

      (1)   Sales turnover: <RM 300k or (<5 full time employees)

      (2)   Sales turnover: RM 300k – RM 3 million or (5-30 FT employees)

      (3)   Sales turnover: RM 3 – 20 million or (30 – 75 FT employees)

      (4)   Sales turnover: >RM 20 million or (> 75 FT employees)

Section D: Innovation Data
The following questions are regarding creative and cultural related activities of your organisation, particularly if you have multiple business units.

D100 Innovativeness

D101 In general, the top managers of your organisation favor a strong emphasis on:

A   Tried & tested practices, equipment, & products or services, or
             If, Yes,   very strongly   (1)   or not so strongly (2)

B   Innovation, technological leadership, R&D, new ways of doing things, new business model, or
             If, Yes,   not so strongly (4)   or very strongly (5)

C   Equally the same (3)

D102 Please explain why do you think your organisation made such a decision? Give some examples.

_____

_____

D103 In the last three years, your organisation has marketed/conducted:

A   Marketed many new products/services or conducted many new projects, or
             If, Yes,   very strongly   (1)   or not so strongly (2)

B   Marketed very few new products/services or conducted very few new projects, or
             If, Yes,   not so strongly (4)   or very strongly (5)

C   Equally the same (3)

D104 Please explain why do you think your organisation made such a decision? Give some examples.

_____

_____

D105 In the last three years, changes in your products/services/projects:

A   Have been mostly of minor nature, or
             If, Yes,   very strongly   (1)   or not so strongly (2)

B   Usually quite dramatic, or
             If, Yes,   not so strongly (4)   or very strongly (5)

C   Equally the same (3)

D106 Please explain why do you think your organisation made such a decision? Give some examples.

_____

_____

D200   Risk taking

   D201   Your organisation is inclined toward:

      A   Low risk projects/products/businesses with normal & certain return, or
                  If, Yes,   very strongly   (1)   or not so strongly (2)

      B   High risk projects/products with a chance of very high returns
                  If, Yes,   not so strongly (4)   or very strongly (5)

      C   Equally the same (3)

   D202   Please explain why do you think your organisation made such a decision? Give some
           examples.

   _____

   _____

   D203   In your operation, it is best to:

      A   Explore potential opportunities gradually through cautious, incremental
              behaviour, or
                  If, Yes,   very strongly   (1)   or not so strongly (2)

      B   Take bold, wide-ranging actions to achieve the organisation's objectives, or
                  If, Yes,   not so strongly (4)   or very strongly (5)

      C   Equally the same (3)

   D204   Please explain why do you think your organisation made such a decision? Give some
           examples.

   _____

   _____

   D205   When confronted with decision making situations involving uncertainty, your
           organisation…

      A   Typically adopts a cautious "wait and see" posture in order to minimize the
              probability of making costly decisions, or
                  If, Yes,   very strongly   (1)   or not so strongly (2)

      B   Typically adopts a bold, aggressive posture in order to maximize the probability
              of exploiting potential opportunities, or
                  If, Yes,   not so strongly (4)   or very strongly (5)

      C   Equally the same (3)

   D206   Please explain why do you think your organisation made such a decision? Give some
           examples.

   _____

   _____

D300 Pro-activeness

D301 Your organisation typically:

A   Responds to actions your competitors/superior organisation initiate, or
            If, Yes,   very strongly   (1)   or not so strongly (2)

B   Initiates action to which your competitors/superior organisation then respond, or
            If, Yes,   not so strongly (4)   or very strongly (5)

C   Equally the same (3)

D302 Please explain why do you think your organisation made such a decision? Give some examples.

_____

_____

D303 In response to changes in external environments such as market, political, economical, social, cultural factors, your organisation is the first to introduce new products/services/projects, or management techniques:

A   Often, or
            If, Yes,   very strongly   (1)   or not so strongly (2)

B   Seldom, or
            If, Yes,   very strongly   (4)   or not so strongly (5)

C   Equally the same (3)

D304 Please explain why do you think your organisation made such a decision? Give some examples.

_____

_____

D305 In dealing with its competition, your organisation typically:

A   Seeks to avoid competitive clashes, preferring a "live-and-let-live" posture, or
            If, Yes,   very strongly   (1)   or not so strongly (2)

B   Adopts a very competitive, "undo-the-competition" posture, or
            If, Yes,   very strongly   (4)   or not so strongly (5)

C   Equally the same (3)

D306 Please explain why do you think your organisation made such a decision? Give some examples.

_____

_____

Section E: Questions regarding Social Network Data

E100   Funding

    E101   How is the organisation funded? (If possible, estimate the annual sum.)

        E1011 Commercial income   RM_____/year

        E1012 Annual/long-term government grants   RM_____/year

        E1013 Annual/long-term private grants   RM_____/year

        E1014 Project sponsorship   (government)   RM_____/year

        E1015 Project sponsorship   (private)   RM_____/year

        E1016 Other (Please specify) _____

    E102   Who would you ask for financial support if you needed additional funding?
        (1)   Government
        (2)   Bank
        (3)   Shareholders
        (4)   Members
        (5)   Other (please specify) _____

    E103   Name the top 5 sources of funding (name of organisation & give contact person) and please rank them according to importance. *(NOTE: Rank 1 as most important and rank 5 as least important.)*

        E1031 (Rank 1)   _____

        E1032 (Rank 2)   _____

        E1033 (Rank 3)   _____

        E1034 (Rank 4)   _____

        E1035 (Rank 5)   _____

    E104   Does your organisation receive requests for financial support funding?

        If yes, answer questions E105 and E106. Otherwise, go to E200.

    E105   Has your organisation provided funding (grants or loans) to any particular creative sector organisations or groups? If yes, answer following questions.

        E1051   Total annual grants provided, RM_____/year

        E1052   Number of project funded/sponsored _____/year

        E1053   Total project funding RM_____/year

    E106   Name the top 5 funded organisations & contact person/details. Please provide the full list of all grantees

        E1061 (Rank 1)   _____

        E1062 (Rank 2)   _____

        E1063 (Rank 3)   _____

        E1064 (Rank 4)   _____

        E1065 (Rank 5)   _____

E200   Value Chain Actors

We would like to know which organisation(s) you work closely with. They can be your collaborators, suppliers or customers. Collaborators are those you work together but without paying or receiving money from the person/organisation. Suppliers are those who provide you products/services which you have to pay for. Customers are those who pay you for your products/services.

E201 Collaborators

Have you organised any projects (such as performances, exhibitions, festival events etc.) in collaboration with any other group, either with or without any formal partnership agreements?

(1)   YES   (2)   NO (If 'NO', go to E204.)

E202   If yes, please name the top 5 most important collaborators, and number of years of collaboration, and contact person. (If possible request the namecard from interviewee)

	Name of organisation	Number of years	Contact person
E2021 (Rank 1)			
E2022 (Rank 2)			
E2023 (Rank 3)			
E2024 (Rank 4)			
E2025 (Rank 5)			

E203   Please describe the nature of the collaborations. Why have you worked with these particular collaborators? Were you happy with the collaboration? Would you work with them again if the opportunity came up?

	Nature of colloborations	Reason	Satisfaction	Work in future
E2031				
E2032				
E2033				
E2034				
E2035				

Regarding the relationships between customers and suppliers, the respondents is asked to name up to five most important suppliers and five most important customers (organisations or firms but not retail custormers). Suppliers also include suppliers of services such as advertising, interior design, mobile app design, publications etc. (Note: if the organisation's main business focus is not in the creative/cultural sector, ask them to name suppliers & customers relevant to their creative/cultural business.)

E204 Supplier (name of organisation & contact person) *(NOTE: Rank 1 as most important and rank 5 as least important.)*

	Name of organisation	Contact person
E2041 (Rank 1)		
E2042 (Rank 2)		
E2043 (Rank 3)		
E2044 (Rank 4)		
E2045 (Rank 5)		

E205 Why did you choose to work with these suppliers? (Recommendation, reputation, cost?) Are they based in Penang? Any other alternative Penang based supplier?

	Reasons for working	Based in Penang	Contact person
E2051			
E2052			
E2053			
E2054			
E2055			

E206 Customers (name of organisation & contact person) *(NOTE: Rank 1 as most important and rank 5 as least important.)*

	Name of organisation	Contact person
E2061 (Rank 1)		
E2062 (Rank 2)		
E2063 (Rank 3)		
E2064 (Rank 4)		
E2065 (Rank 5)		

E207 Do you have any customers based outside of Penang or Malaysia?

(1) YES (If yes, please give details in E2071) (2) NO

E2071 Detail of customer based outside of Penang or Malaysia.

E300   Sources of knowledge

E301 Receiving Advice

Who has advised your organisation when you needed access to information and knowledge on particular issues (such as on booking artists/venues, marketing & advertising, information on finding new customers). Please nominate up to five main sources of advice and rank them in accordance with importance.   *(NOTE: Rank 1 as most important and rank 5 as least important.)*

	Name of organisation	Contact person
E3011 (Rank 1)		
E3012 (Rank 2)		
E3013 (Rank 3)		
E3014 (Rank 4)		
E3015 (Rank 5)		

E302   Why have your organisation requested advice from these organisations/individuals? (Personal contact, expertise, trust?) Please also describe the kind of advice.

	Nature of advice	Reason of requesting advice
E3021		
E3022		
E3023		
E3024		
E3025		

E303 Providing Advice

If your organisation has provided advice or information to other organisations, please nominate up to five organisations that you have advised. name of organisation, contact person

	Name of organisation	Contact person
E3031 (Rank 1)		
E3032 (Rank 2)		
E3033 (Rank 3)		
E3034 (Rank 4)		
E3035 (Rank 5)		

E304   What kind of advice your organisation has provided (see example as in E303)? Why do you think they solicitate advice from your organisation? (Personal contact, trust, expertise)

	Nature of advice	Their reason for soliciting advice
E3041		
E3042		
E3043		
E3044		
E3045		

E305 Receiving Trainings

Please nominate up-to 5 most important organisations that your organisation received training from. *(NOTE: Rank 1 as most important and rank 5 as least important.)*

E3051 (Rank 1)   _____

E3052 (Rank 2)   _____

E3053 (Rank 3)   _____

E3054 (Rank 4)   _____

E3055 (Rank 5)   _____

E306   Why did you decide to follow their training programme?

Reason to follow training programme

E3061   _____

E3062   _____

E3063   _____

E3064   _____

E3065   _____

E307   How does your organisation collect information about new trends in the sector? (suggest or explain how they learn about possible innovation trends)

(1)   Informal discussion with other industry professionals, participation in cultural/creative industry events in Malaysia and internationally

(2)   Market research such as questionnaires/focus groups

(3)   Employing consultants to advise on new trends

(4)   Internet research (websites, newsletters, social media)

(5)   Other (Please specify) _____

E308   Please, give some examples

_____

E309   Any other sources of knowledge

What are other sources of knowledge your organisation received?

_____

E400　Sources of talents

Please name (up to the top five universities/colleges/training centres & its location) where your organisation sources for key employee with creative skills or cultural/heritage knowledge. *(NOTE: Rank 1 as most important and rank 5 as least important.)*

	Name of university	Location
E4001 (Rank 1)		
E4002 (Rank 2)		
E4003 (Rank 3)		
E4004 (Rank 4)		
E4005 (Rank 5)		

E401　Why are you interested in recruiting from these universities/colleges/training centres? (institutional ranking, experience with past graduates, location)

Reason for recruiting from these universities/colleges/training centres

E4011 _____

E4012 _____

E4013 _____

E4014 _____

E4015 _____

E402　Do you have difficulties in finding talents with creative/cultural skills? What are the key skill gaps?

_____

_____

E500　Other important organisations or persons with great influence on the success of your organisation you have not mentioned above. Give up to 5 (name of organisation & contact person) and explain what their roles are:

	Name	Contact person	Roles
E5001			
E5002			
E5003			
E5004			
E5005			

Section F: Further Questions

F100   Before we conclude this interview, is there anything else you would like to share regarding the subject of this interview?

_____

_____

_____

Thank the interviewee for his/her participation.

Section G: Post Interview Notes:

G100   Comments and/or Observations:

_____

_____

_____

_____

G200   Other Topics Discussed:

_____

_____

_____

_____

G300   Documents Obtained: (e.g. list of directors, organisational chart, catalogues of particular events the organisation has run)

_____

_____

_____

_____

G400   Other Leads Obtained: eg. Suggestions of particular people to contact)

_____

_____

_____