

LEVEL 7 ASSESSMENT SPECIFICATION

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Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.) Alternative submission method (if applicable): Late submission of the assessment will result in a late penalty mark. Penalties for late submission: Up to one week late, maximum mark of 50%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.		
Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		

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Research Proposal

Research Topic: Level of importance of Factors Affecting Pro-Succession New Leader Ability to Impact Change from peer's angle under different organization performances

Background

Staff turnover is an unavoidable challenge for organizations in every sector, if it is an executive level turnover, it is a great challenge (Zulu, Chetty and Karodia, 2017). Most frequently focused area is on how turnover impacts organizational performance, yet very little research has focused on post-succession leadership. (Bolton, 2017)

Leadership turnover is a topic that is relevant and researched in different fields, such as finance (Engel, Hayes and Wang, 2003), medicine (Jones, 2008; Knight *et al.*, 2011), and education (Baker, Punswick and Belt, 2010). Executive-level turnover increased from 37% in January 2020 compared with that in December 2019, and this turnover is 39.5% higher than that in January 2019 (Challenger Gray & Christmas, 2020). The increase of executive-level turnover created emerging needs for the organization to ensure the new leader will be successful to impact change.

The situation following such a turnover is unique, it creates a context in which the change has different effects than it would when enacted by a tenured leader (Van Buren, M.,E., & Safferstone, 2009; O'Keeffe, 2012). This change refers to all changes both organizational and strategical in order to improve the organizational performance. Organizations in the post-succession state will face challenges to successfully meet the expectations of their stakeholders (Giambatista, Rowe and Riaz, 2005). The factors impacting the change come from internal and external that may be outside the control of the leader (DENIS and DENIS, 1995). However, some of the factors are internal and can be controlled by the action of the leader (Boyne and Dahya, 2002).

Leaders in their first few months on the job are most vulnerable (Watkins, 2013); they frequently lack the institutional knowledge and understanding of the cultural detail of the organization (Van Buren, M.,E., & Safferstone, 2009; O'Keeffe, 2012). They are also frequently lack the internal support from employees and subordinate managers (Heller, 1989), who are the team that should work closely with him to impact change. Furthermore, the new leaders are under pressure to demonstrate an impact on the organization performance (O'Keeffe, 2012).

Definition of Problems

The subordinate employees and managers in an organization react differently to decisions and actions of a new leader than they would toward a tenured leader in their organization (Ballinger and Schoorman, 2007; Ballinger, Schoorman and Lehman, 2009). However, the new leaders need to work with his employees and managers to impact change.

Specifically, the absence of trust is highly impactful on employee commitment to a new leader's change efforts (Mineo, 2014).

Trust is at the core of communication and the ability of a group of people to work together toward a common goal (Rotter, 1967).

New leaders generally enter an organization without this trust, which must be built over time, making their efforts to effect change more challenging. This lack of trust also impacts the leader's level of knowledge due to trust's impact on leader-member exchange and communication (Ballinger, Schoorman and Lehman, 2009).

The combination of a new leader's lack of knowledge and their direct reports' lack of trust creates a unique environment – the post-transition environment – in which a leader is operating while attempting to improve organizational performance through change.

From the book, “who moved my cheese”, it told us that someone's cheese may be moved if there is any change in the organization (Johnson, 2015).

Therefore, if the colleagues feel that there is a high chance or in the right direction to success in the change, they will have higher chance to support the new leader, which may help the new leader to overcome the challenges and resistance ahead. Furthermore, if the new leader can empower the staff, it will improve the performance (Sullivan, 1991).

A list of **factors** is suggested by Bolton, and grouped into three categories, namely, Ability to Influence, Organizational Susceptibility and Methods (Bolton, 2017). The factor of communication is listed under two categories in Bolton's study, that is, the new leader's ability, and the organizational susceptibility. However, if we study the level of importance at individual factor level, the communication factor in different categories can be combined.

These factors are namely:

- New Leader's Ability to Influence

- Leader Power to effect change
- Leader Origin from inside or outside
- Previous Experiences in education, time in industry, previous successes or failures, and variety of professional endeavors
- Communication skill to influence change
- Knowledge from other areas in industry, other experiences, and a diverse background
- Social and Professional Networks in the organization and in the industry
- Social Capital, such as relationship with relevant authorities or government
- Organizational Susceptibility
 - Tenure Top Management Team's support
 - Internal Resistance to change
 - Building Coalitions with people in the organization that have formal or informal influence.
 - Divesting Old Culture/Status Quo and Cultural Conversion
 - Frequency of leadership succession in that organization
 - Subordinates Turnover
 - Perception of the new leader's ability to implement change
- Methods to be used by the New Leader to initiate change
 - New Leader's Strategy and Goals
 - Use of Offsite/Retreat to engage the staff, improve collaboration and gain their full attention on initiating the change
 - External Consultant to contend with initial change, improve communication
 - Establishment of Change Agent/Task force from staff within the organization

Research Objectives

Based on the above factors, the research wants to prioritize the factors for the New Leader for the change based on different **organization performances**. And to help the new leader to make decision in case he/she needs to sacrifice one for the other.

The respondents are asked to make their score under different organization performances. These performances are set in 5 situations:

- Long Term Decline (Declined for more than 2 years)

- Short Term Decline (Declined for less than 2 years)
- Stable (Stable Performance)
- Short Term Growth (Growth for less than 2 years)
- Long Term Growth (Growth for more than 2 years)

Contribution of the Research

In the background above, we have stated a number of related research. Bolton has performed an analysis on the literature to reveal the factors impact the change. (Bolton, 2017) Bolton's research on factors for post-succession leadership that impact the change are based on a system review of the literature. This research is unique in applying machine learning in predicting the level of importance for the new leaders. The contributions of this research are:

- to build up a level of importance model for new leaders
- to provide level of importance information for the new leader under different organization performance
- to build up an expert/machine learning system based on the industry, background of the team members, to provide predictive information on the level of importance the team the new leader is going to work with.

Research Design

The Questionnaire

The questionnaire asked for the level of importance of the 18 factors listed above. The respondents are asked to give the level of importance under 5 different organization performances. The information of the respondents is captured. This information is:

- Job Role – such as Executive Level, Managerial Level in 4 levels
- Departmental Function – such as Backoffice, Marketing and sales in 7 categories
- Years of Experience
- Industry – The classifications of the industry came from the Labour Department, Hong Kong government and the Hong Kong Trade Development Council for Services and Manufacturing, together with the Retail classifications, there are 51 classifications.
- Size of the Organization of respondents

- Gender
- Education Level

Sampling method

The questionnaire will be set up online for easy data collection. Survey Monkey will be used as the survey platform. A paid plan will be used, as the free plan is not able to set up more than 10 survey questions.

Selection of respondents

The Industries mentioned above are based on the Labour Department, Hong Kong Government and the Hong Kong Trade Development Council. Therefore, different industry organizations will be contacted to invite their members to participate the research.

Research time frame

It is expected to take 1 month to contact these industry organizations for pilot study and use another 12 months to collect the feedback after the questionnaire is finalized. The number of feedbacks will be monitored each month and may try additional effort to engage more respondents. After about 6 to 8 months to collect the feedbacks, 6 months will be used to organize the data and prepare the draft of results. Additional feedback may be needed, such as feedbacks from some industries or job roles, in order to make the result more meaningful. A detail research road map is shown in the following section.

Sample size

About 2,000 to 3,000 responses are expected, the more the better. More responses will enable detail breakdown of respondents into different pattern of level of importance of factors.

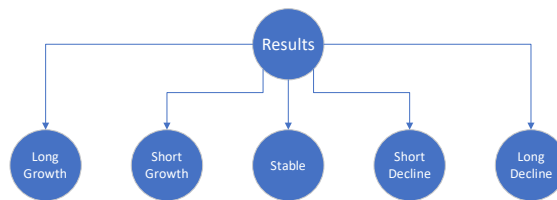
Data collection method

Different industry organizations and business chambers of the industries listed will be contacted, and online survey link will be sent to their members. Sharing with them the research result or a coffee coupon may encourage their members to response. Using the online survey engine will enable the data collection process more effective, such as reducing void questionnaire.

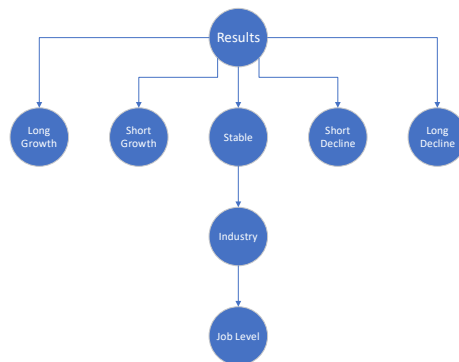
Expected Analysis

This research has captured a number of variables. The survey results will be the level of importance of factors impact the change of post-succession leadership under different organization performances, therefore, the level of importance under different organization performance will be studied. The results

can be analyzed by single level, such as the results under different organization performance. The results can show whether the level of importance of factors is different under different performance. The level of importance of each factor can be analysis by counting the number of respondents select it as top level of importance, second level of importance, etc. The level of importance can also be analyzed by using the level of importance as a score, say, adding up all the level of importance score for a factor and compare with other factors.

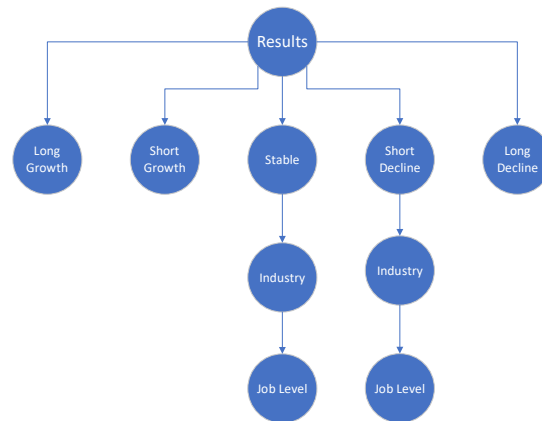


The results can also be analyzed by two or even more levels, such as different industries, different job level, different years of experiences, different education level or even different gender. Example, taking the combination of the organization performance and industry, the analysis will provide a valuable advice for the new leader in that industry to focus on a few factors. Another example is the combination of different performance with gender. The new leader can check the composition of his/her team and use the results of this research as an advice.



Results at different levels may also be compared. Example, the results under different organization performance of same job level in different industry. This kind of analysis may be able to find out results that is amazing and unexpected. This finding can help to find out the difference in the decision of assignment of level of importance under different industry. Whether the decision is different due to the nature of industry may be further analyzed. Further analysis can be done by keeping all other variables

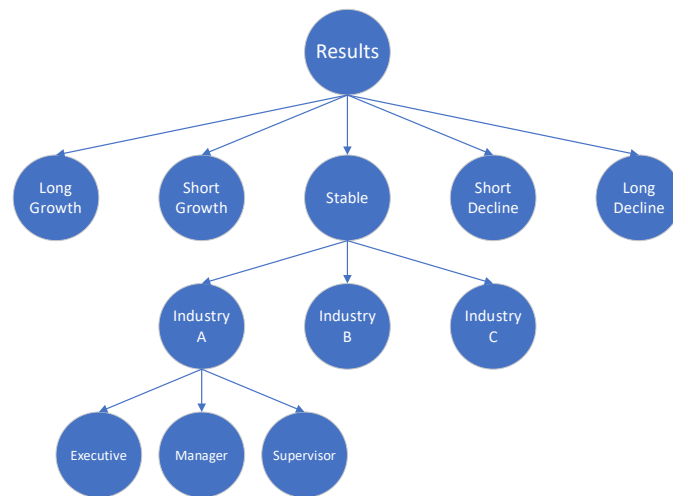
the same, but to study the effect of the years of experience in the same job level or the total years of working.



Descriptive statistics, such as the count of top level of importance of different factors, will be used for the analysis to find out the most popular choice of the top level of importance factor in each category. The percentage of choice for different level of importance can be studied to find out the relative strength of the choice for different factors. The relative strength of the choice can be compared against the number of years in the existing job role to understand the decision of level of importance have significant support based on working experiences.

Other than descriptive statistics, correlation can also be used to understand the number of choices for certain factors depend on other individual variables, such as years of working experience or years of experience in the current job role.

The results can be further used to build a predictive mathematics model, such as decision tree or other algorithms suitable, to give advice for new leaders based on their own variables, such as industry, job level and years of working experience. This model can become an expert system to advise new leaders. To build this expert system, it can be achieved by launching an Internet Portal, so that everyone can used this portal to get advices for the level of importance of factors. An example of the decision tree:



Research Roadmap

Research Roadmap

ID	Task Name	Start	Finish	Duration	8月 2020															
					2	3	4	5	6	7	8	9	10	11	12	13	14	15		
1	Pilot Survey	2020/8/3	2020/8/28	4w																
2	Finalize Questionnaire	2020/8/31	2020/9/25	4w																
3	Formal Survey	2020/9/28	2021/9/10	50w																
4	Results Analysis	2021/9/10	2021/12/23	15w																
5	Conclusion, Report and Deliverables	2021/12/24	2022/6/16	25w																

The above is an example roadmap for this research. It is assumed that the research starts on 3 Aug 2020 and finishes on 16 Jun 2022. The research can be divided into 5 steps.

Pilot Survey (4 weeks)

The draft questionnaire will be used to conduct the pilot survey to see whether any adjustment to the questionnaire will be required, based on the feedback of the survey. Adjustments may be on the questions, format of the questions, increase or decrease the number of the question, rephrase the questions to make them easily understand or to reduce misunderstanding.

Finalize Questionnaire (4 weeks)

Based on the feedback obtained in the pilot survey, the questionnaire will be reviewed to determine whether adjustment is required for the questionnaire. If there is any adjustment required, the work will be done in this step. To ensure more responses, comment from the partner organizations will be sought.

If the organizations are interested in the results, they will better promote the participation. Therefore, additional questions or analysis in a certain angle will be considered.

Formal Survey (50 weeks)

After finalizing the questionnaire, the formal survey will start. Different industry organizations, business chambers will be contacted to seek their help for the survey. Regular contact and motivation for participation will be considered. Sharing the research results, adding questions and analysis angles will be used to engage these partner organizations.

Results Analysis (15 weeks)

Data obtained from the survey will be checked, and cleaning of the data will be carried out. As some of the questions have the option of Others and allow open input, checking the open input will be necessary to see whether reclassification of the answer is needed. Example is the respondent choose “Others”, but in the open input, he/she inputs an existing option. In this case, the answer will be reclassified into the existing option.

Building the mathematical model, say, decision tree or other algorithm, will be carried out. The algorithm used will be based on the pattern of data captured. The Data will be separated into training data and testing data, to see whether the predictive model works fine. Correlation and regression will also be used to find out whether there is any relationship between the years of experience and the choice of factors.

Conclusion, Report and Deliverables (25 weeks)

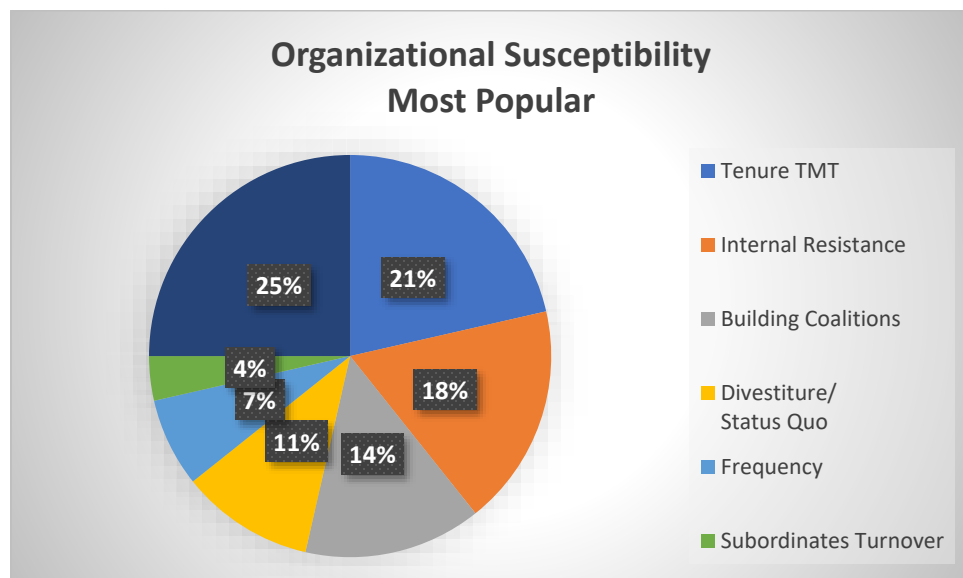
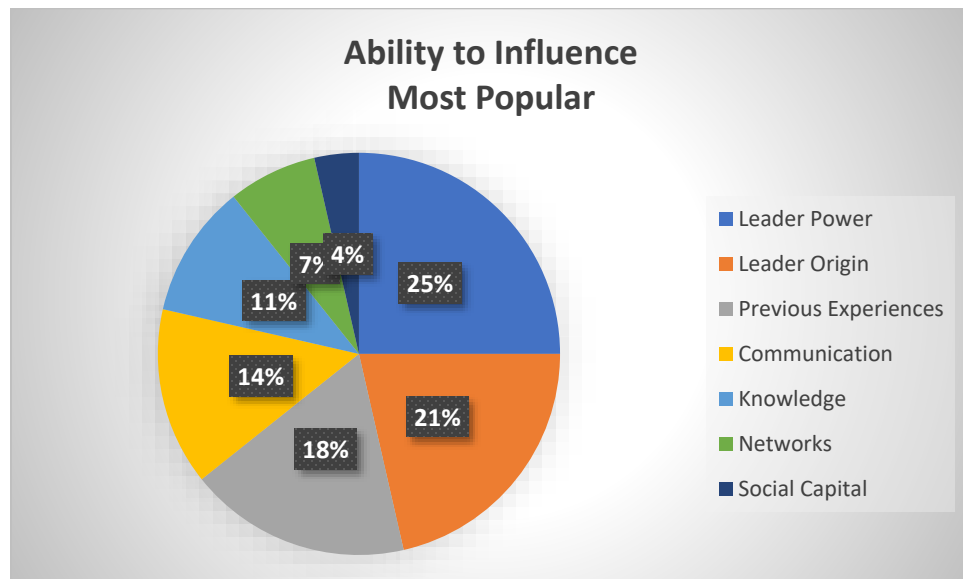
Based on the analysis and the mathematical model in the previous step, conclusion for the research can be drawn. A research report with details of the research, including the research question, research methodology, the finalized questionnaire, and the research findings will be prepared. Recommendation for future research will be made in the report. A test expert system as a web portal may be built to give advices to new leaders. The expert system may use python as the programming language, flask as the web framework, pandas as the data management module, scikit-learn as the machine learning module and JavaScript as front-end user interface programming.

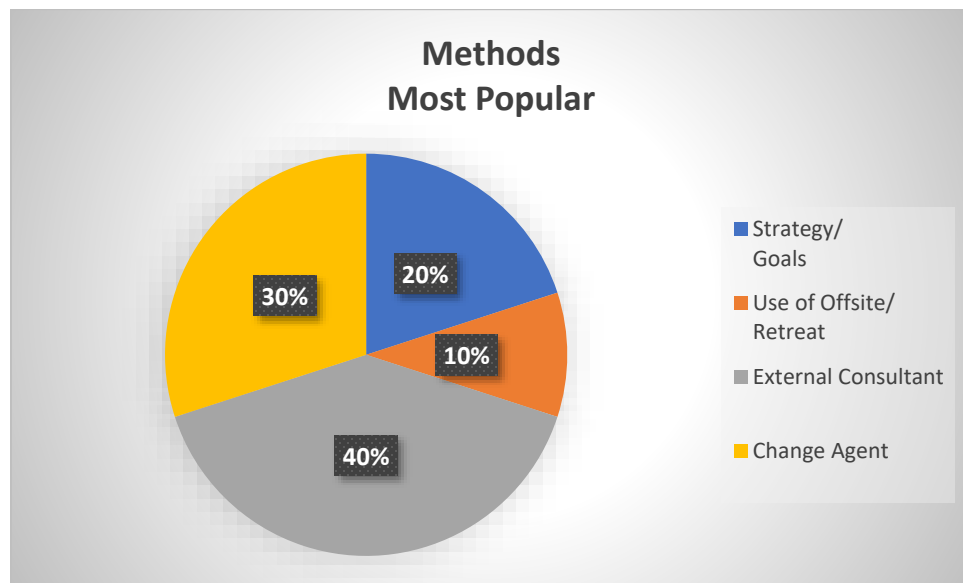
The predictive report based on machine learning for each team member of the new leader is shown in the next section. The sample survey report and the corresponding visualizations are shown below is based on the survey statistics and the popular choice and the score are shown. The popular choice is defined as the highest frequency of the level of importance. Example, one of the factors has assigned level of importance of 5 in 7 out of 10 response, then the popular choice of this factor is considered as 5. The

score is the total of the level of importance for all responses. Example, the sum of all level of importance of factor 1, 2,3 are 80, 60 and 70 respectively, then these factors ranked according to the level of importance are factor 1, factor 3 and factor 2.

Report on the level of Importance of the Factors to Impact the Success of Post-Succession Leader

Date:	1 Aug 2020																		
Organization Performance:	Stable																		
Industry:	Financial Services Industry																		
Total Responses	3000																		
Distribution of Level of Importance																			
ID#	Name	Ability to Influence							Organizational Susceptibility							Methods			
		Leader Power	Leader Origin	Previous Experiences	Communication	Knowledge	Networks	Social Capital	Tenure TMT	Internal Resistance	Building Coalitions	Divestiture/ Status Quo	Frequency	Subordinates Turnover	Perception	Strategy/ Goals	Use of Offsite/ Retreat	External Consultant	Change Agent
	Most Popular Choice	7	6	5	4	3	2	1	6	5	4	3	2	1	7	2	1	4	3
	Score	53	46	40	30	21	18	16	33	29	28	31	27	27	49	20	19	30	21





Expected Results

This research consists of 18 factors, under 5 organization performances, and 8 variables, it will become a large amount of combination. It is not easy to estimate the individual results. However, this research can provide an insight even in a high level, that is, the level of importance of factors under different organization performances. The new leader may have an overall indication of the level of importance under different performance.

Using the detail analysis of the background of the respondents, a predictive model can be built. Unlike the high-level results that provide an overall level of importance of the factor under different organization performance, the predictive model provide prediction for the level of importance of factors under different organization performance based on the background of the individual staff. The new leader can use the background of his team to have prediction of their priorities. A list of estimated priorities can provide a decision support information for the new leader. He may make his decision on the overall priorities, such as the most popular choice of each level of importance or on a total score of each level of importance, and of course, the new leader can make his own decision with other considerations. A sample report in text and the corresponding visualization are shown below.

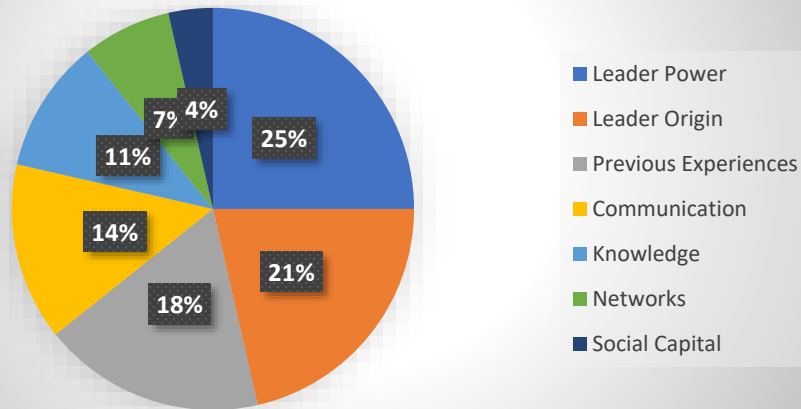
Prediction Report on the level of Importance of the Factors to Impact the Success of Post-Succession Leader

Date: 1 Aug 2020
 Leader: John Doe
 Company: ABC Company Limited
 Organization Performance: Stable
 Industry: Financial Services Industry
 No. of Employees: 201-300

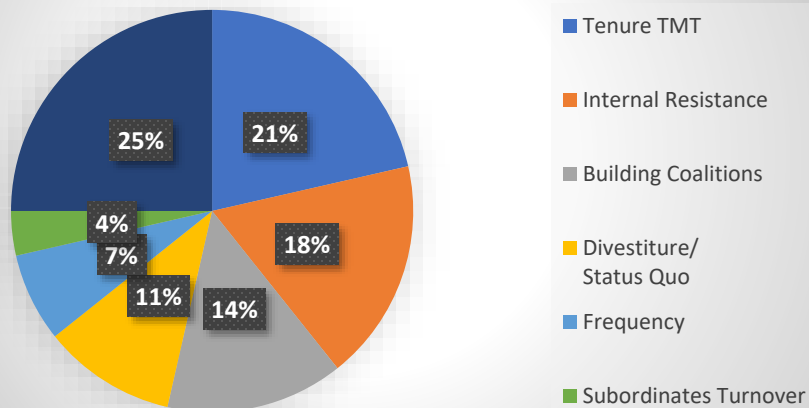
List of predictions

		Ability to Influence							Organizational Susceptibility							Methods			
ID#	Name	Leader Power	Leader Origin	Previous Experiences	Communication	Knowledge	Networks	Social Capital	Tenure TMT	Internal Resistance	Building Coalitions	Divestiture/Status Quo	Frequency	Subordinate s Turnover	Perception	Strategy/Goals	Use of Offsite/Retreat	External Consultant	Change Agent
1	Staff 1	7	6	5	4	3	2	1	6	5	4	3	2	1	7	2	1	4	3
2	Staff 2	6	5	4	3	2	1	7	1	2	3	4	5	6	7	1	4	3	2
3	Staff 3	7	6	5	4	3	2	1	6	5	4	3	2	1	7	4	3	2	1
4	Staff 4	7	4	5	6	1	3	2	4	5	3	1	2	7	6	2	1	4	3
5	Staff 5	5	7	6	1	3	4	2	6	5	4	3	2	1	7	4	3	2	1
6	Staff 6	7	6	5	4	3	2	1	2	1	3	7	6	5	4	2	1	4	3
7	Staff 7	7	6	5	4	3	2	1	6	5	4	3	2	1	7	1	4	3	2
8	Staff 8	7	6	5	4	3	2	1	2	1	3	7	6	5	4	2	1	4	3
	Most Popular Choice	7	6	5	4	3	2	1	6	5	4	3	2	1	7	2	1	4	3
	Score	53	46	40	30	21	18	16	33	29	28	31	27	27	49	20	19	30	21

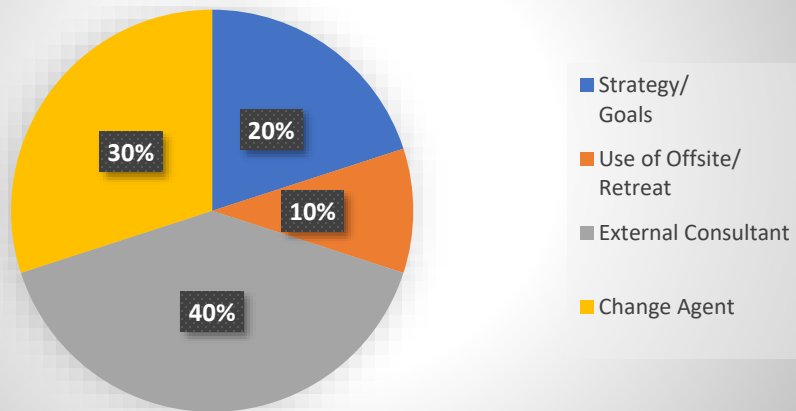
Ability to Influence Most Popular



Organizational Susceptibility Most Popular



Methods Most Popular



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The Questionnaire

Questionnaire:

Post-succession leadership factors affecting new leader ability to impact change

Introduction

This survey is to study the **level of importance** of factors that affect the **post-succession new leader ability** to impact change. These factors are grouped into 3 categories, each category has a separate set of level of importance. That is, each category has its top level of importance. Three categories are:

- Ability to Influence
- Organizational Susceptibility
- Methods

We also want to study the **level of importance** of the factors under **5 different organization performance**. We want to know that whether the level of importance of factors will be different under different organization performance. The organization performances are classified as:

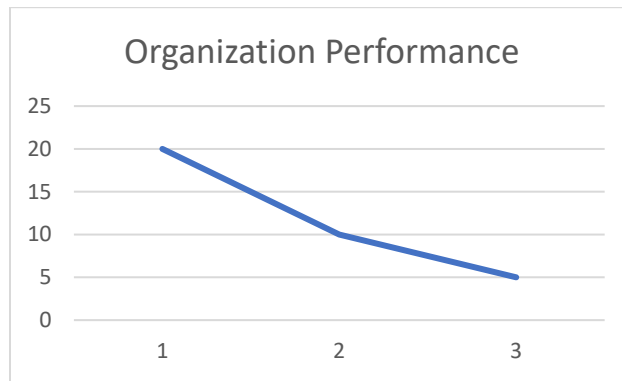
- Long Term Decline (Declined for more than 2 years)
- Short Term Decline (Declined for less than 2 years)
- Stable (Stable Performance)
- Short Term Growth (Growth for less than 2 years)
- Long Term Growth (Growth for more than 2 years)

Assuming your organization has an executive turnover, a new leader is going to take up this role. What do you think about the level of importance of the factors, the new leader should set in order to impact changes under different organization performance?

Question 1

Please rank the following factors in each category according to the importance to impact change.

Organization Performance: **Long Term Decline**



New Leader's Ability to Influence	(7 is the highest level of importance and 1 is the lowest level of importance)
Leader Power to effect change	
Leader Origin from inside or outside	
Previous Experiences in education, time in industry, previous successes or failures, and variety of professional endeavors	
Communication skill to influence change	
Knowledge from other areas in industry, other experiences, and a diverse background	
Social and Professional Networks in the organization and in the industry	
Social Capital, such as relationship with relevant authorities or government	

Organizational Susceptibility	(7 is the highest level of importance and 1 is the lowest level of importance)
Tenure Top Management Team's support	
Internal Resistance to change	
Building Coalitions with people in the organization that have formal or informal influence.	
Divesting Old Culture/Status Quo and Cultural Conversion	
Frequency of leadership succession in that organization	
Subordinates Turnover	
Perception of the new leader's ability to implement change	

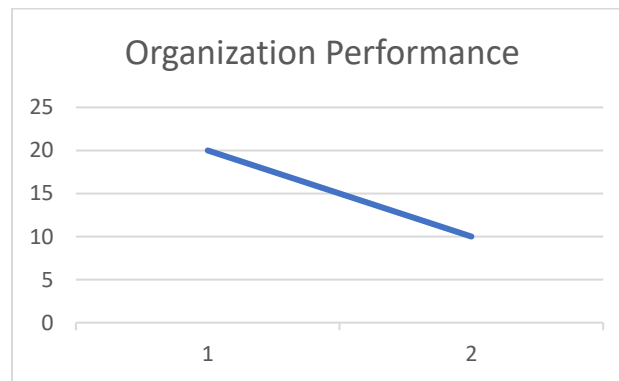
Methods to be used by the New Leader to initiate change	(4 is the highest level of importance and 1 is the lowest level of importance)
New Leader's Strategy and Goals	

Use of Offsite/Retreat to engage the staff, improve collaboration and gain their full attention on initiating the change	
External Consultant to contend with initial change, improve communication	
Establishment of Change Agent/Task force from staff within the organization	

Question 2

Please rank the following factors in each category according to the importance to impact change.

Organization Performance: **Short Term Decline**



New Leader's Ability to Influence	(7 is the highest level of importance and 1 is the lowest level of importance)
Leader Power to effect change	
Leader Origin from inside or outside	
Previous Experiences in education, time in industry, previous successes or failures, and variety of professional endeavors	
Communication skill to influence change	
Knowledge from other areas in industry, other experiences, and a diverse background	
Social and Professional Networks in the organization and in the industry	
Social Capital, such as relationship with relevant authorities or government	

Organizational Susceptibility	(7 is the highest level of importance and 1 is the lowest level of importance)
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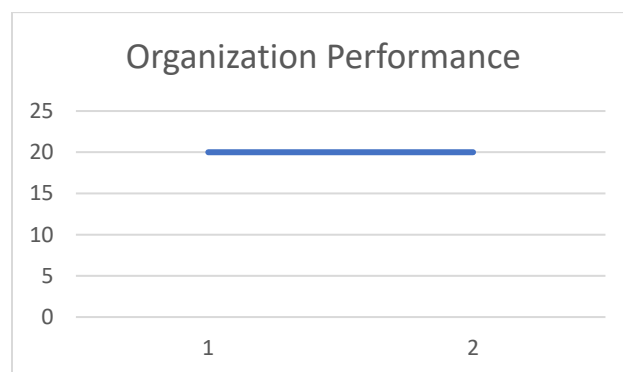
Tenure Top Management Team's support	
Internal Resistance to change	
Building Coalitions with people in the organization that have formal or informal influence.	
Divesting Old Culture/Status Quo and Cultural Conversion	
Frequency of leadership succession in that organization	
Subordinates Turnover	
Perception of the new leader's ability to implement change	

Methods to be used by the New Leader to initiate change	(4 is the highest level of importance and 1 is the lowest level of importance)
New Leader's Strategy and Goals	
Use of Offsite/Retreat to engage the staff, improve collaboration and gain their full attention on initiating the change	
External Consultant to contend with initial change, improve communication	
Establishment of Change Agent/Task force from staff within the organization	

Question 3

Please rank the following factors in each category according to the importance to impact change.

Organization Performance: **Stable**



New Leader's Ability to Influence	(7 is the highest level of importance and 1 is the lowest level of importance)
Leader Power to effect change	
Leader Origin from inside or outside	

Previous Experiences in education, time in industry, previous successes or failures, and variety of professional endeavors	
Communication skill to influence change	
Knowledge from other areas in industry, other experiences, and a diverse background	
Social and Professional Networks in the organization and in the industry	
Social Capital, such as relationship with relevant authorities or government	

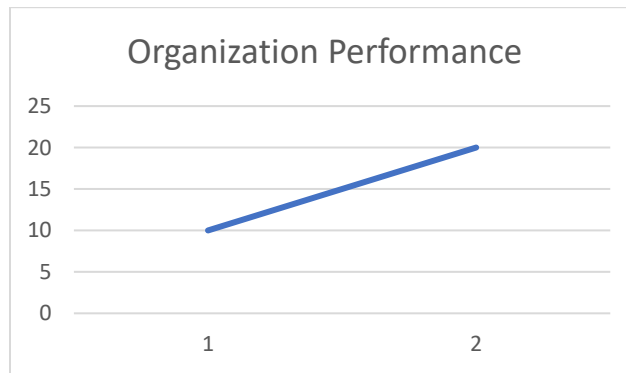
Organizational Susceptibility	(7 is the highest level of importance and 1 is the lowest level of importance)
Tenure Top Management Team's support	
Internal Resistance to change	
Building Coalitions with people in the organization that have formal or informal influence.	
Divesting Old Culture/Status Quo and Cultural Conversion	
Frequency of leadership succession in that organization	
Subordinates Turnover	
Perception of the new leader's ability to implement change	

Methods to be used by the New Leader to initiate change	(4 is the highest level of importance and 1 is the lowest level of importance)
New Leader's Strategy and Goals	
Use of Offsite/Retreat to engage the staff, improve collaboration and gain their full attention on initiating the change	
External Consultant to contend with initial change, improve communication	
Establishment of Change Agent/Task force from staff within the organization	

Question 4

Please rank the following factors in each category according to the importance to impact change.

Organization Performance: **Short Term Growth**



New Leader's Ability to Influence	(7 is the highest level of importance and 1 is the lowest level of importance)
Leader Power to effect change	
Leader Origin from inside or outside	
Previous Experiences in education, time in industry, previous successes or failures, and variety of professional endeavors	
Communication skill to influence change	
Knowledge from other areas in industry, other experiences, and a diverse background	
Social and Professional Networks in the organization and in the industry	
Social Capital, such as relationship with relevant authorities or government	

Organizational Susceptibility	(7 is the highest level of importance and 1 is the lowest level of importance)
Tenure Top Management Team's support	
Internal Resistance to change	
Building Coalitions with people in the organization that have formal or informal influence.	
Divesting Old Culture/Status Quo and Cultural Conversion	
Frequency of leadership succession in that organization	
Subordinates Turnover	
Perception of the new leader s ability to implement change	

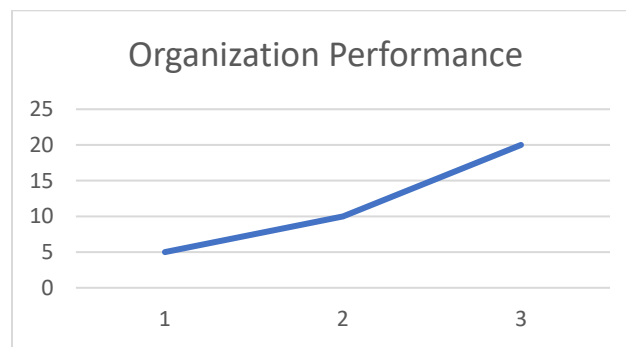
Methods to be used by the New Leader to initiate change	(4 is the highest level of importance and 1 is the lowest level of importance)
New Leader's Strategy and Goals	

Use of Offsite/Retreat to engage the staff, improve collaboration and gain their full attention on initiating the change	
External Consultant to contend with initial change, improve communication	
Establishment of Change Agent/Task force from staff within the organization	

Question 5

Please rank the following factors in each category according to the importance to impact change.

Organization Performance: **Long Term Growth**



New Leader's Ability to Influence	(7 is the highest level of importance and 1 is the lowest level of importance)
Leader Power to effect change	
Leader Origin from inside or outside	
Previous Experiences in education, time in industry, previous successes or failures, and variety of professional endeavors	
Communication skill to influence change	
Knowledge from other areas in industry, other experiences, and a diverse background	
Social and Professional Networks in the organization and in the industry	
Social Capital, such as relationship with relevant authorities or government	

Organizational Susceptibility	(7 is the highest level of importance and 1 is the lowest level of importance)
Tenure Top Management Team's support	

Internal Resistance to change	
Building Coalitions with people in the organization that have formal or informal influence.	
Divesting Old Culture/Status Quo and Cultural Conversion	
Frequency of leadership succession in that organization	
Subordinates Turnover	
Perception of the new leader s ability to implement change	

Methods to be used by the New Leader to initiate change	(4 is the highest level of importance and 1 is the lowest level of importance)
New Leader's Strategy and Goals	
Use of Offsite/Retreat to engage the staff, improve collaboration and gain their full attention on initiating the change	
External Consultant to contend with initial change, improve communication	
Establishment of Change Agent/Task force from staff within the organization	

Tell us about yourself

Question 6

What is your current job level? (Choose ONLY one)

- ☐ Executive Level
- ☐ Managerial Level
- ☐ Supervisor Level
- ☐ Staff Level

Question 7

What is your department function? (Choose ONLY one)

- ☐ Backoffice – Accounting, Finance, Administration and Human Resources
- ☐ Marketing and Sales
- ☐ Business Operation (Customer facing)
- ☐ Logistics and warehouse
- ☐ IT, Networking and Engineering (Internal)
- ☐ Executive Management
- ☐ Others. Please Specify ()

Question 8

How many years are you in this job level? (Count in whole year)

Question 9

How many years are your working experience? (Count in whole year)

Question 10

What is your industry? (Choose ONLY one)

Services

- ☐ Accounting Industry
- ☐ Convention and Exhibition Industry
- ☐ Design Industry
- ☐ Film Entertainment Industry
- ☐ Financial Services Industry
- ☐ Franchising Industry
- ☐ Green Technology and Environmental Services Industry
- ☐ Import and Export Trade Industry
- ☐ Information and Communications Technology Industry
- ☐ Innovation and Technology Industry
- ☐ Licensing Industry
- ☐ Logistics Industry
- ☐ Intellectual Property Services Industry
- ☐ Legal Services Industry
- ☐ Management Consulting Industry
- ☐ Maritime Services Industry
- ☐ Marketing Services Industry
- ☐ Publishing Industry
- ☐ Real Estate and Construction Services Industry
- ☐ Testing and Certification Industry
- ☐ Others ()

Manufacturing

- ☐ Biotechnology, Medical & Healthcare Devices Industry
- ☐ Clothing Industry
- ☐ Footwear Industry
- ☐ Fur Industry

- Cosmetics and Toiletries Industry
- Electronics Industry
- Furniture and Furnishing Industry
- Gifts and Premium Industry
- Houseware Industry
- Jewellery Industry
- Packaging Material Industry
- Printing Industry
- Sporting Goods Industry
- Stationery Industry
- Textiles Industry
- Toy Industry
- Leather Consumer
- Processed Food and Beverages Industry
- Lighting Industry
- Spectacles Industry
- Watches and Clocks Industry
- Wine Industry
- Others ()

Retail

- Food and Beverage/Restaurant
- Individual Retail Shops
- Personal Services/Hair, Facial and Nail beauty/Body and Foot Massage/Photographer
- Convenient Stores
- Shopping Mall
- Online Shops
- Others ()

Question 11

How many employees in your organization?

- Less than 50
- 51 to 100
- 101 to 200
- 201 to 300
- 301 to 400
- 401 to 500
- 501 and more

Question 12

What is your gender? (Choose ONLY one)

- Male
- Female

Question 13

What is your highest education? (Choose ONLY one)

- Doctorate Level
- Master Level
- Bachelor Level
- Post-Secondary Level
- Secondary Level
- Others ()

Thank You for Your Help!