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Introduction

We are conducting this survey to help assess various aspects of joint venture projects funded by the Advanced Technology Program. Your responses will provide valuable information about the experiences of joint venture partners and give us insight into the functioning of these research alliances. We urge you to complete this survey so that we might better understand the factors that contribute to outcomes of joint ventures.

Our records show that your company has been a participant in the following ATP Joint Venture project:

Project Title: **test**
Project Performance Period: **1/1/2003 - 12/31/2003**

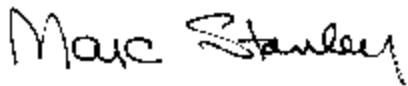
The following companies and organizations were involved in the project (or subsequently acquired the interest in the project):

Project Partners: **1. wes20**
2. Westat1
3. Westat2
4. Westat3
5. Westat4

The questions on this survey refer to this particular joint venture. Be assured that all data you provide is confidential, and will be used for study purposes only.

Thank you for supporting our efforts by taking the time to complete the survey. Your feedback is very important to us and will help shape the future of the Advanced Technology Program.

Sincerely,



Marc Stanley
Acting Director, Advanced Technology Program

[OMB NO.: 0693-0040 Expires 03/31/2006 - This survey is authorized under the Paperwork Reduction Act. Your response is voluntary and all data collected will be considered confidential. Public reportings for this collection of information are estimated to average 30 minutes per response, including the time reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this estimate or any other aspects of this collection of information, including suggestions for reducing the length of this questionnaire, to the National Institute of Standards and Technology, 100 Bureau Drive, Stop 3220, Gaithersburg, MD, 20899 -3220 and the Office of Management and Budget Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.]

Overview

This page provides information about:

- [What kinds of questions you'll be asked](#)
- [How to navigate through the survey](#)
- [When are your answers saved](#)
- [How to clear your answers](#)
- [The three ways to leave the survey: Exit, Timeout, and Submit](#)
- [How to print the survey and/or your responses](#)
- [Where you can get help if you have additional questions](#)

What kinds of questions will you be asked?

There are seven sections to the survey:

- I. Joint Venture Motivation and Formation
- II. JV Project Characteristics
- III. JV Structure and Governance
- IV. JV Personnel & Company History
- V. Outcomes of the Joint Venture
- VI. JV Partner Company Profile
- VII. Company Characteristics

How to navigate through the survey?

Each page of the survey has two buttons that allow you move forward and backward through the pages of the survey. They are the "Previous Page" and "Next Page" buttons. On most pages, these buttons appear at both the top and the bottom of the page. You can change your responses as often as you like, and you can re-visit sections of the survey as often as you like.

When are your answers saved?

Your answers are saved each time you move to a new page, go back to an earlier page, or exit the survey by clicking on "Save & Exit". If you click on the X in your browser window to exit the survey, your responses on the current page will not be saved. If you need to leave the survey before you have completed it, always click on the "Save & Exit" button that appears on each page of the survey.

How to clear your answers?

Each question has a question number printed in blue to accompany it. You can click on the question number to clear your answer.

The three ways to leave the survey: Exit, Timeout, and Submit**Exit**

You do not have to complete the survey in one sitting. If you wish to exit the survey to return at a later time, all you have to do is click on the "Save & Exit" button and all your responses will be saved. Your survey, however, will not be considered complete until you click on "Submit Survey" (see Submit section below).

Timeout

After 25 minutes of inactivity (that is, you haven't interacted with the survey in 25 minutes), you will be given a "timeout" warning. After you get this warning, you'll have 5 minutes to resume activity or you will be timed out. If you are timed out, new or changed responses to the questions on your current page will not be saved.

Submit

After you have navigated through the end of the survey, you will be taken to a Finish page. If you have left any questions blank, you will be notified of this and you will be given the opportunity to go back and fill in missing answers. If you are satisfied that you are done with the survey, you will be instructed to click on the "Submit Survey" button, and this will complete your participation. Once you have clicked on this button, your survey is considered complete and you will not be able to access the survey online again.

How to print the survey and/or your responses?

To print the entire survey, including any answers you might have already entered, click on the "Print Survey" button which appears at the bottom of most pages of the survey.

Where you can get help if you have additional questions?

If you have any questions, please call the study manager Dr. Jennifer O'Brien toll-free at 1-888-240-6667 or email her at JVSurvey@westat.com.

I. Joint Venture Motivation and Formation

Q1. Below are several reasons why a company might choose to participate in an R&D joint venture. Please tell us how important each reason was in your company's decision to partner with other companies in an R&D JV.

	Not important	Somewhat important	Very important	Extremely important
Q1a. To pool resources with other firms in order to reduce the cost of R&D or achieve a greater scale of effort	<input type="checkbox"/> (Q1a. = 1)	<input type="checkbox"/> (Q1a. = 2)	<input type="checkbox"/> (Q1a. = 3)	<input type="checkbox"/> (Q1a. = 4)
Q1b. To benefit from complementary R&D expertise and capabilities of different firms	<input type="checkbox"/> (Q1b. = 1)	<input type="checkbox"/> (Q1b. = 2)	<input type="checkbox"/> (Q1b. = 3)	<input type="checkbox"/> (Q1b. = 4)
Q1c. To gain knowledge and learn from other firms	<input type="checkbox"/> (Q1c. = 1)	<input type="checkbox"/> (Q1c. = 2)	<input type="checkbox"/> (Q1c. = 3)	<input type="checkbox"/> (Q1c. = 4)
Q1d. To address a technological problem that is common to your industry	<input type="checkbox"/> (Q1d. = 1)	<input type="checkbox"/> (Q1d. = 2)	<input type="checkbox"/> (Q1d. = 3)	<input type="checkbox"/> (Q1d. = 4)
Q1e. To access commercialization capabilities of other firms	<input type="checkbox"/> (Q1e. = 1)	<input type="checkbox"/> (Q1e. = 2)	<input type="checkbox"/> (Q1e. = 3)	<input type="checkbox"/> (Q1e. = 4)

Q2. To what extent was your company actively involved in developing the original JV project proposal? To a...

- (Q2. = 4) Large extent
- (Q2. = 3) Moderate extent
- (Q2. = 2) Small extent
- (Q2. = 1) Not at all

Q3. How likely is it that the JV would have formed without resources from ATP?

- (Q3. = 4) Very likely
- (Q3. = 3) Somewhat likely
- (Q3. = 2) Not too likely
- (Q3. = 1) Not at all likely

To what extent would you say your JV project:	Not at all	Small extent	Moderate extent	Large extent	Not Applicable
Q4a. Represented a new R&D direction for your company	(Q4a. = 1)	(Q4a. = 2)	(Q4a. = 3)	(Q4a. = 4)	(Q4a. = 99)
Q4b. Represented a new R&D direction for your industry or technology field	(Q4b. = 1)	(Q4b. = 2)	(Q4b. = 3)	(Q4b. = 4)	(Q4b. = 99)

Consider the relationship between this JV project and previous or subsequent R&D projects at your company.

To what extent would you say your JV project:	Not at all	Small extent	Moderate extent	Large extent	Not Applicable
Q5a. Built on previous R&D work at your company	(Q5a. = 1)	(Q5a. = 2)	(Q5a. = 3)	(Q5a. = 4)	(Q5a. = 99)
Q5b. Enhanced the value of previous R&D work by your company	(Q5b. = 1)	(Q5b. = 2)	(Q5b. = 3)	(Q5b. = 4)	(Q5b. = 99)
Q5c. Stimulated new ideas for products, processes, or future research at your company	(Q5c. = 1)	(Q5c. = 2)	(Q5c. = 3)	(Q5c. = 4)	(Q5c. = 99)

Q6. Prior to this JV project, how much experience with R&D collaborations across companies did your team members have? Would you say.....

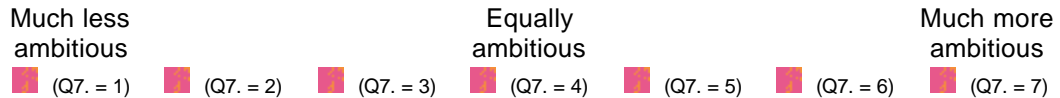
- (Q6. = 4) A great deal of experience
- (Q6. = 3) Moderate amount of experience
- (Q6. = 2) Very little experience
- (Q6. = 1) No experience at all

II. JV Project Characteristics

We'd like you to think about the ambitiousness of the JV project overall and the degree of difficulty of your company's part in the JV.

Overall Project

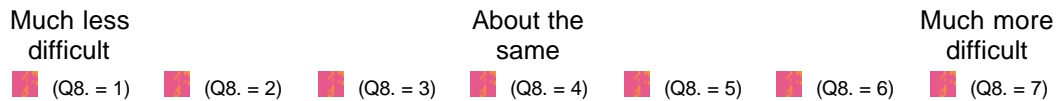
Q7. Relative to other R&D initiatives in your industry, how ambitious would you say were the goals identified for the JV project overall?



Your Company's Part in the Project

We would like you to compare your JV project to typical R&D projects at your company.

Q8. Consider the technical difficulty of your company's part in this JV project. How does this project compare to a typical R&D project at your company?



Q9. Consider technical risk. At the start of the project, what would you say was the approximate probability, from 0% to 100%, that your company could fully achieve the technical goals defined for your part of the JV project?

(Q9.) % probability

Q10. What is the approximate probability, from 0% to 100%, that a typical R&D project at your company could fully achieve its technical goals?

(Q10.) % probability

Q11. Consider the expected impact of the JV project on your company. Approximately how many years after the start of your JV project could you expect results to first have an impact on company revenues or costs?

(Q11.) years

Q12. Approximately how many years after the start of a typical R&D project could you expect results to first have an impact on company revenues or costs?

(Q12.) years

Now we would like to ask some questions about the exchange of technical knowledge among the JV partners.

Some knowledge can be written down and easily transferred, while other knowledge is hard to define and not easily communicated. This other kind of knowledge is thought of as "know how" that must be acquired through experience and interaction.

Q13. To what extent was exchange of technical "know-how" among JV partners critical to achieving research success in your JV?

- (Q13. = 4) Large extent
- (Q13. = 3) Moderate extent
- (Q13. = 2) Small extent
- (Q13. = 1) Not at all → **Please continue with Q15**

Q14. How successful were you in exchanging technical "know-how" with your JV partners to meet the objectives of the project?

- (Q14. = 5) Very successful
- (Q14. = 4) Successful
- (Q14. = 3) Neither successful nor unsuccessful
- (Q14. = 2) Unsuccessful
- (Q14. = 1) Very unsuccessful

Q15. To what extent was work on the JV project highly interdependent (i.e., demand a high degree of coordination among the JV partners)? To a...

- (Q15. = 4) Large extent
- (Q15. = 3) Moderate extent
- (Q15. = 2) Small extent
- (Q15. = 1) Not at all → **Please continue with Q17**

Q16. How successful were you in achieving coordination with your JV partners to meet the objectives of the project?

- (Q16. = 5) Very successful
- (Q16. = 4) Successful
- (Q16. = 3) Neither successful nor unsuccessful
- (Q16. = 2) Unsuccessful
- (Q16. = 1) Very unsuccessful

Q17. Next we'd like to know about your JV project's links with universities and other research organizations.

	Not at all	Small extent	Moderate extent	Large extent
Q17a. To what extent was your JV project based on university research?	<input type="checkbox"/> (Q17a. = 1)	<input type="checkbox"/> (Q17a. = 2)	<input type="checkbox"/> (Q17a. = 3)	<input type="checkbox"/> (Q17a. = 4)
Q17b. To what extent did your JV project depend on technology licensed from universities?	<input type="checkbox"/> (Q17b. = 1)	<input type="checkbox"/> (Q17b. = 2)	<input type="checkbox"/> (Q17b. = 3)	<input type="checkbox"/> (Q17b. = 4)





















Q18. How much interaction did your JV team have with researchers based at universities or other research organizations during the course of the JV project? (Include interactions with JV members as well as others outside the JV.)

- (Q18. = 4) A great deal of interaction
- (Q18. = 3) Moderate amount of interaction
- (Q18. = 2) Very little interaction
- (Q18. = 1) No interaction at all

III. JV Structure and Governance

- Q19. Which of the following best characterizes the structure of your JV?
- (Q19. = 1) One project leader; other partners have supporting roles
 - (Q19. = 2) Some partners are principal participants; other partners have supporting roles
 - (Q19. = 3) All partners have equally important roles; there are no supporting roles
- Q20. In terms of the *formal* agreement among JV partners, to what extent did some JV partners have more power than other partners in areas such as decision-making and rights over JV output? To a...
- (Q20. = 4) Large extent
 - (Q20. = 3) Moderate extent
 - (Q20. = 2) Small extent
 - (Q20. = 1) Not at all
- Q21. In terms of the *informal* relations among JV partners, to what extent did some JV partners have more power than other partners? To a...
- (Q21. = 4) Large extent
 - (Q21. = 3) Moderate extent
 - (Q21. = 2) Small extent
 - (Q21. = 1) Not at all

Q22. Consider the formal JV agreement and other governance procedures developed by your ATP joint venture.

How satisfied were you with the JV agreement and governance procedures with regard to:	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
Q22a. Protection of intellectual property or proprietary information contributed by JV partners	 (Q22a. = 1)	 (Q22a. = 2)	 (Q22a. = 3)	 (Q22a. = 4)	 (Q22a. = 5)
Q22b. Ownership of new intellectual property developed by the JV	 (Q22b. = 1)	 (Q22b. = 2)	 (Q22b. = 3)	 (Q22b. = 4)	 (Q22b. = 5)
Q22c. Resolution of disputes or disagreements among JV partners	 (Q22c. = 1)	 (Q22c. = 2)	 (Q22c. = 3)	 (Q22c. = 4)	 (Q22c. = 5)
Q22d. Verification of work task performance among JV partners	 (Q22d. = 1)	 (Q22d. = 2)	 (Q22d. = 3)	 (Q22d. = 4)	 (Q22d. = 5)

IV. JV Personnel & Company History

Q23. Over the course of the project, on average how many full-time equivalent technical staff per year *from your company* worked on the project?

(Q23.) Number of full-time staff per year

Q24. Over the course of the project, *on average* how many project review meetings were held per year where all partners in the JV were represented?

(Q24.) Number of project review meetings per year

Q25. During the project, *on average* about how many days per year did staff from your company meet with staff from your JV partners to carry out joint work on project tasks?

(Q25.) Number of days per year

Q26. *On average*, about how many people from your company were involved in these meetings to carry out joint work?

(Q26.) Number of people

Q27. Over the course of the project, *on average*, how frequently did individuals from your company communicate by telephone, email, or video-conference with staff from your JV partners?

(Q27. = 5) Several times a week

(Q27. = 4) Weekly

(Q27. = 3) Biweekly

(Q27. = 2) Monthly

(Q27. = 1) Quarterly

Q28. Throughout the joint venture project, did any key personnel at your company stop working on this project due to either internal transfer or leaving your company?

(Q28. = 1) Yes

(Q28. = 2) No

Q29. Throughout the joint venture project, did any key personnel at your *JV partners* stop working on this project due to either internal transfer or leaving their company?

(Q29. = 1) Yes

(Q29. = 2) No

Q30. Did any of the following significant changes occur at your company during the course of the JV project? (Check all that apply.)

- (Q30Top = 1) Change in company top management
- (Q30Dir = 1) Change in strategic direction of the company
- (Q30Own = 1) Change in company ownership
- (Q30Merge = 1) Merger and/or acquisition activity
- (Q30Down = 1) Business difficulty and/or downsizing
- (Q30None = 1) None of the above
- (Q30Other = 1) Other, please specify:

 (Q30Os)

V. Outcomes of the Joint Venture

Consider the technical goals for the JV project overall.

Q31. At the end of the project, would you say the JV had achieved:

- (Q31. = 1) Few, if any, of its technical goals
- (Q31. = 2) Some of its technical goals
- (Q31. = 3) Most of its technical goals
- (Q31. = 4) All of its technical goals
- (Q31. = 5) Beyond its technical goals

In answering the next question, please consider your company's technical goals for the project.

Q32. At the end of the project, would you say *your company* had achieved:

- (Q32. = 1) Few, if any, of its technical goals
- (Q32. = 2) Some of its technical goals
- (Q32. = 3) Most of its technical goals
- (Q32. = 4) All of its technical goals
- (Q32. = 5) Beyond its technical goals

The following questions ask about new revenues and cost savings to your company that resulted from the JV project.

Product Revenues

Q33. What are your company's cumulative revenues *to date* from new or greatly improved products resulting from your JV project?

- \$ (Q33.)
- (Q33.Radio = 1) Thousand
 - (Q33.Radio = 2) Million
 - (Q33.Radio = 3) Billion
 - (Q33.Radio = -7) No revenues to date

Q34. *Over the next five years, what are your company's expected revenues from new or greatly improved products resulting from the JV project?*

- \$ (Q34.) (Q34.Radio = 1) Thousand
 (Q34.Radio = 2) Million
 (Q34.Radio = 3) Billion
 (Q34.Radio = -7) No revenues expected within the next five years
 (Q34.Radio = -8) No revenues to date, and none expected → **Please continue with Q37**

Q35. What is the typical gross profit margin on sales in your line of business?

(Q35.) percent

Q36. What is the approximate gross profit margin on sales from your company's products resulting from the JV?

(Q36.) percent

Cost Savings

Q37. What are your company's cumulative cost savings *to date* from process improvements resulting from your JV project?

- \$ (Q37.) (Q37.Radio = 1) Thousand
 (Q37.Radio = 2) Million
 (Q37.Radio = 3) Billion
 (Q37.Radio = -7) No cost savings to date

Q38. *Over the next five years, what are your company's expected cost savings from process improvements resulting from the JV project?*

- \$ (Q38.) (Q38.Radio = 1) Thousand
 (Q38.Radio = 2) Million
 (Q38.Radio = 3) Billion
 (Q38.Radio = -7) No cost savings expected within the next five years

Licensing Revenues

Q39. What are your company's cumulative revenues *to date* from licensing of technology developed from the JV project?

- \$ (Q39.) (Q39.Radio = 1) Thousand
 (Q39.Radio = 2) Million
 (Q39.Radio = 3) Billion
 (Q39.Radio = -7) No licensing revenues to date

Q40. *Over the next five years*, what are your company's expected revenues from licensing of technology developed from the JV project?

- \$ (Q40.) (Q40.Radio = 1) Thousand
 (Q40.Radio = 2) Million
 (Q40.Radio = 3) Billion
 (Q40.Radio = -7) No licensing revenues expected within the next five years

Now we'd like to ask about additional money, aside from the original cost-share, that your company may have spent on activities related to the JV project. For example, your company may have spent money on additional R&D or commercialization.

Q41. Aside from the original cost-share, how much additional money has your company spent *to date* on JV project related activities?

- \$ (Q41.) (Q41.Radio = 1) Thousand
 (Q41.Radio = 2) Million
 (Q41.Radio = 3) Billion
 (Q41.Radio = -7) No additional expenditure to date

Q42. *Over the next five years*, how much additional money do you expect your company will spend on JV project related activities?

- \$ (Q42.) (Q42.Radio = 1) Thousand
 (Q42.Radio = 2) Million
 (Q42.Radio = 3) Billion
 (Q42.Radio = -7) No additional expenditure expected within the next five years

We would like to know about intellectual property developed from the JV project.

Q43. At your company, how many patent applications and granted patents resulted from the JV project?

Please provide your best estimate if you don't know the exact number. Enter 0 in both boxes if your company had no patent applications from the JV project.

Number of patent applications: (Q43a.)

Number of granted patents: (Q43b.)

Now consider the JV as a whole. Think of all patents resulting from the JV, including patents from your company or any other partner in the JV.

Q44. Please describe patents resulting from the JV project that are recognized as extremely valuable in your industry or technology field.

Patent Assignee (Name of Company)	Title of Patent (or Keywords)	Names of Inventors (Last Name, First Initial)
Click here to add a new patent entry.		

If there are no patents recognized as extremely valuable in your industry or field, please indicate "None" by checking the following box:

(Q44. = 0) None

Q45. Often less measurable benefits, such as skill acquisition or capability development, can come from participation in an R&D joint venture. How valuable are intangible benefits from this JV project for your company?

- (Q45. = 4) Extremely valuable
- (Q45. = 3) Very valuable
- (Q45. = 2) Somewhat valuable
- (Q45. = 1) Not valuable

Q46. Overall, in terms of delivering value to your company, would you consider this JV project to be:

- (Q46. = 5) Very successful
- (Q46. = 4) Successful
- (Q46. = 3) Neither successful nor unsuccessful
- (Q46. = 2) Unsuccessful
- (Q46. = 1) Very unsuccessful

Q47. How important were the following aspects of ATP support for your JV project?

	Not important	Somewhat important	Very important	Extremely important
Q47a. ATP funding ensured stability of company funding and commitment to the project	<input type="checkbox"/> (Q47a. = 1)	<input type="checkbox"/> (Q47a. = 2)	<input type="checkbox"/> (Q47a. = 3)	<input type="checkbox"/> (Q47a. = 4)
Q47b. ATP involvement helped foster trust and cooperation among JV partners	<input type="checkbox"/> (Q47b. = 1)	<input type="checkbox"/> (Q47b. = 2)	<input type="checkbox"/> (Q47b. = 3)	<input type="checkbox"/> (Q47b. = 4)

VI. JV Partner Company Profile

The list of companies presented below were involved in your JV project (or subsequently acquired the interest in the project). Please select the two companies from this list that were most important to your company's interest in the JV project.

- Westat2**_(JV1 = wes2)
- Westat3**_(JV2 = wes3)
- Westat4**_(JV3 = wes4)

The next set of questions concern your company's experience with the two companies you have selected above. You will go through the next set of questions twice, once for the first company you have selected, and then again for the second company you have selected.

VI. JV Partner Company Profile

This page asks questions about your company's experience with wes3.

Company Relationship

Q48.1 Which of the following best characterizes **wes3**'s relationship with your company?

- (Q48.1 = 1) Supplier (partner company provides inputs to your company's products/technologies)
- (Q48.1 = 2) Customer (partner company purchases your company's products/technologies)
- (Q48.1 = 3) "Complementor" (partner company's products/technologies are used together with your company's products/technologies)
- (Q48.1 = 4) Competitor (partner company serves the same product market as your company) → **Please continue to Q50.1**
- (Q48.1 = 5) None of the above

Q49.1 How likely is it that **wes3** *will become* a direct competitor to your company?

- (Q49.1 = 4) Very likely →
 - (Q49.1 = 3) Somewhat likely →
 - (Q49.1 = 2) Not too likely →
 - (Q49.1 = 1) Not at all likely →
- Please continue with Q52.1**

Q50.1 How would you characterize the *degree* of product market competition with **wes3** at the start of the JV project?

- (Q50.1 = 4) Very competitive
- (Q50.1 = 3) Somewhat competitive
- (Q50.1 = 2) Not too competitive
- (Q50.1 = 1) Not at all competitive

Q51.1 How would you characterize the *change* in degree of competition with **wes3** since the start of the JV project?

- (Q51.1 = 5) Much more competitive
- (Q51.1 = 4) Somewhat more competitive
- (Q51.1 = 3) About the same
- (Q51.1 = 2) Somewhat less competitive
- (Q51.1 = 1) Much less competitive

Trust

Q52.1 To what extent did you trust **wes3** to show good will and treat your company fairly? To a...

- (Q52.1 = 4) Large extent
- (Q52.1 = 3) Moderate extent
- (Q52.1 = 2) Small extent
- (Q52.1 = 1) Not at all

Q53.1 To what extent did you think **wes3** would take unfair advantage of your company if it had the chance (e.g., if you did not have proper legal protections in place)? To a...

- (Q53.1 = 4) Large extent
- (Q53.1 = 3) Moderate extent
- (Q53.1 = 2) Small extent
- (Q53.1 = 1) Not at all

Knowledge Sharing

Q54.1 To what extent did you think **wes3** shared whatever relevant knowledge it possessed to help the JV achieve its objectives? To a...

- (Q54.1 = 4) Large extent
- (Q54.1 = 3) Moderate extent
- (Q54.1 = 2) Small extent
- (Q54.1 = 1) Not at all

Q55.1 To what extent did you think **wes3** shared proprietary/confidential knowledge in order to help the JV achieve its objectives? To a...

- (Q55.1 = 4) Large extent
- (Q55.1 = 3) Moderate extent
- (Q55.1 = 2) Small extent
- (Q55.1 = 1) Not at all

Previous Experience

Q56.1 Prior to the start of your JV project, to what extent did key members of your project team have previous experience working with key members from **wes3**'s JV team? To a...

- (Q56.1 = 4) Large extent
- (Q56.1 = 3) Moderate extent
- (Q56.1 = 2) Small extent
- (Q56.1 = 1) Not at all

VI. JV Partner Company Profile

This page asks questions about your company's experience with wes4.

Company Relationship

Q48.2 Which of the following best characterizes **wes4**'s relationship with your company?

- (Q48.2 = 1) Supplier (partner company provides inputs to your company's products/technologies)
- (Q48.2 = 2) Customer (partner company purchases your company's products/technologies)
- (Q48.2 = 3) "Complementor" (partner company's products/technologies are used together with your company's products/technologies)
- (Q48.2 = 4) Competitor (partner company serves the same product market as your company) → **Please continue to Q50.2**
- (Q48.2 = 5) None of the above

Q49.2 How likely is it that **wes4** *will become* a direct competitor to your company?

- (Q49.2 = 4) Very likely →
 - (Q49.2 = 3) Somewhat likely →
 - (Q49.2 = 2) Not too likely →
 - (Q49.2 = 1) Not at all likely →
- Please continue with Q52.2**

Q50.2 How would you characterize the *degree* of product market competition with **wes4** at the start of the JV project?

- (Q50.2 = 4) Very competitive
- (Q50.2 = 3) Somewhat competitive
- (Q50.2 = 2) Not too competitive
- (Q50.2 = 1) Not at all competitive

Q51.2 How would you characterize the *change* in degree of competition with **wes4** since the start of the JV project?

- (Q51.2 = 5) Much more competitive
- (Q51.2 = 4) Somewhat more competitive
- (Q51.2 = 3) About the same
- (Q51.2 = 2) Somewhat less competitive
- (Q51.2 = 1) Much less competitive

Trust

Q52.2 To what extent did you trust **wes4** to show good will and treat your company fairly? To a...

- (Q52.2 = 4) Large extent
- (Q52.2 = 3) Moderate extent
- (Q52.2 = 2) Small extent
- (Q52.2 = 1) Not at all

Q53.2 To what extent did you think **wes4** would take unfair advantage of your company if it had the chance (e.g., if you did not have proper legal protections in place)? To a...

- (Q53.2 = 4) Large extent
- (Q53.2 = 3) Moderate extent
- (Q53.2 = 2) Small extent
- (Q53.2 = 1) Not at all

Knowledge Sharing

Q54.2 To what extent did you think **wes4** shared whatever relevant knowledge it possessed to help the JV achieve its objectives? To a...

- (Q54.2 = 4) Large extent
- (Q54.2 = 3) Moderate extent
- (Q54.2 = 2) Small extent
- (Q54.2 = 1) Not at all

Q55.2 To what extent did you think **wes4** shared proprietary/confidential knowledge in order to help the JV achieve its objectives? To a...

- (Q55.2 = 4) Large extent
- (Q55.2 = 3) Moderate extent
- (Q55.2 = 2) Small extent
- (Q55.2 = 1) Not at all

Previous Experience

Q56.2 Prior to the start of your JV project, to what extent did key members of your project team have previous experience working with key members from **wes4**'s JV team? To a...

- (Q56.2 = 4) Large extent
- (Q56.2 = 3) Moderate extent
- (Q56.2 = 2) Small extent
- (Q56.2 = 1) Not at all

VII. Company Characteristics

Q57. Does your company have more than one business location?

(Q57. = 1) Yes

(Q57. = 2) No

Q58. How many employees work in R&D at your specific location today?

(Q58.) Number of R&D employees

Q59. What is the annual budget, from all funding sources, for R&D at your specific location in the current year?

\$ (Q59.) (Q59.Radio = 1) Thousand

(Q59.Radio = 2) Million

(Q59.Radio = 3) Billion

(Q59.Radio = -7) No funds allocated to R&D in the current year

Finally, please answer a few questions about yourself:

Q60. To what extent were you personally involved in this JV project?

(Q60. = 4) Large extent

(Q60. = 3) Moderate extent

(Q60. = 2) Small extent

(Q60. = 1) Not at all

Q61. How many other people did you consult to obtain the information we have asked for in this survey?

(Q61.) Number of people

Q62. Did you consult any company records to answer any of the questions on this survey?

(Q62. = 1) Yes

(Q62. = 2) No