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## ***APPENDIX A- QUESTIONNAIRE***

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Joint Venture Plant : \_\_\_\_\_

Year of Establishment : \_\_\_\_\_

Joint Venture Partners : \_\_\_\_\_

### Competitive environment assessment

1. What were the political factors which significantly influenced the company before the joint venture?
2. What were the economical factors which significantly influenced the company before the joint venture?
3. What were the social factors which significantly influenced the company before the joint venture?
4. What were the technological factors which significantly influenced the company before the joint venture?
5. What were the strengths of MAS Holdings before the joint venture?
6. What were the weaknesses of MAS Holdings before the joint venture?
7. What were the opportunities for MAS Holdings before the joint venture?
8. What were the threats for MAS Holdings before the joint venture?
9. What were the market conditions?
10. What were the potential customer characteristics?
11. What were the potential product characteristics?
12. What was the nature of competition/competitive forces?
  - a. Rivalry among competitive firms in the industry?
  - b. Threat of substitutes?
  - c. Threat of new entrants?
  - d. Bargaining power of suppliers?
  - e. Bargaining power of customers?
13. What was the vision of the company?

## Focused technology search

1. State clear set of specifications for the technology being sought through the joint venture

Products	Customers	Value to the customers/ competitiveness	Technology specification							
			Technow are	Humanw are	Orgaw are	Technoware specific inforware	Humanwar e specific inforware	Orgaware specific inforware	Product design inforwar e	Product usage inforwa re

2. State the extent to which abilities to use the technology were available in-house, the gaps that had to be bridged & the resource commitments needed.
3. What was the profile of the JV partner (technological capabilities, experience in technology transfer projects, business strategy, past performance & cross-cultural expertise).
4. What were the core competencies & the competitive advantage expected through the joint venture?



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## Negotiation for Joint Venture

1. What were the motives of MAS for the JV?
2. What were the motives of the JV partner?
3. What were the risks & what was the perception of MAS towards risks?
4. What were the contributions & responsibilities of MAS toward the JV?
5. What were the contributions & responsibilities of the JV partner towards the JV?
6. What were the critical issues MAS highlighted in the negotiation?
7. What were the channels of communication between both parties?
8. What was the schedule of visits agreed upon to each others facilities?
9. What were the steps take to ensure concurrence with government policies & identify possible barriers, likely policy changes & government support available?
10. What were the agreements reached upon payment amounts, procedures & time frames?
11. What were the intellectual property arrangements?



### Preparing joint venture implementation plan

1. What were the changes made to the organizational structure & work design to accommodate the new technologies?
2. What were the changes made in the knowledge management systems & policy regimes to accommodate the new technology?
3. What was the training & education schedule for the work force that matches with the technology components to be transferred?
4. What were the measures formulated to build good relationships between the transfer personnel?
5. What was the implementation plan that formed the basis of a working relationship between the partners?
6. What were the milestones agreed upon?

### Implementation

1. What were the changes made to the products or processes to suit local conditions?
2. To what extent were recruiting skilled personnel not already available within the organization & conducting training programs for existing staff carried out?
3. What was the improved remuneration plan developed to facilitate change management?
4. What were the arrangements formulated with ancillary suppliers of materials, & services?
5. What were the links maintained with government authorities to keep track of policy changes?

## Technology transfer impact assessment

Success factor	Measure	1986	1987	1988	.....	2009
Customer perspective	Turnover On-time performance  Number of customer complaints Number of strategic partnerships New key initiatives undertaken with customer Factory rating Defect rate					
Financial perspective	Total OH Total earnings Working capital Working capital cycle					
Business process perspective	Machine utilization Overall efficiency RM write offs Air freights Number of MOS initiatives Phase on MOS road map Savings through method improvement & innovations					
Learning & growth perspective	First time through Average machine set up time Number of training programs Number of people trained overseas Number of people trained locally Number of innovations Number of expatriates in the company					

1. What were the variances if any from expected outcomes and the reasons for the variances?
2. What were the corrective measures that were implemented to correct adverse variances?
3. What were the new or complementary technologies that were transferred to consolidate the gains made if any?



## ***APPENDIX B- LIST OF INTERVIEWEES***

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Murad Rajudin – CEO of Noyon Lanka

Edwin Sambells – CEO of DOGIEFA

Asanka Wimalaratne – General Manager of Textprint Lanka

Niranjan Wijesekera – CEO of Stretchline

Krishan Weerawansa – Director of Stretchline

Vasu Wijegoonawardena – CEO of Prym Intimates

Sarinda Unamboowe – CEO of Linea Aqua

Dinesh De Silva - Operations Director - Local Manufacturing of MAS Active

Suren Fernando - Financial Director of MAS Intimates

Kanil Wijeyeratne – Director at MAS Intimates

Ranil Vitharana – Director of MAS Research and Innovation


Lelanthi Tennekoon – General Manager Finance & Risk Management of MAS Holdings

Rushika Dias - Manager Corp Fin. & Risk Mgt of MAS Holdings

IG Perera – Manager at Bodyline

Ruwandini Perera - Assistant Manager Finance – Treasury of MAS Active

## APPENDIX C- PHASES OF MOS ROADMAP

	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6
	Pre Requisite  (0 - 4 months)	Stability  (4 - 8 months)	Continuous Flow  (8 - 12 months)	Standardized Work  (12 - 18 months)	Pull System  (18 & Beyond)	Leveled  Production
Key areas or initiatives carried out.	3S	5S & Visual Displays	QCO	Single Unit Flow	Kaizen	Multi Product Lines
	Hoshin Kanri	TPM	Lean Layout	Yamazumi	-Events (3-4)	Fixed Schedules
	VSM & Master Plan	PDCA	Standardized Work Sheets	Min - Max Levels	-AKE (Depends on the )	TAKT Time
	Process Maps	SQDC Board	Andon	Standardized Work	Pull System	Run to Volume
	Lean Matrix	Point Kaizens	Visual Controls		Kanban	
	MOS Team		Team Based Work Groups			

