



Technology Transfer and Firm's Sustainability Performance

Date: 2025

Centre for Euro-Asian Studies
Henley Business School
University of Reading

* Required

Dear Participant,

We're excited to invite you to join a research project led by the Centre for Euro-Asian Studies at the University of Reading. Our study focuses on the impact of technology and knowledge transfer between businesses on their sustainability performance.

Exploring this topic is fascinating! We aim to understand how sharing technological insights and innovations between companies influences their economic, social, and environmental outcomes—the core aspects of sustainability. The process of transferring technology involves moving valuable know-how from one organisation to another, which can bring about significant benefits and challenges.

Participating in this survey will take about 15 minutes of your time. Please rest assured that your identity and responses will be kept strictly confidential and anonymous. No one will be able to identify you based on the data collected or any resulting publications. We will ask for your email address for administrative purposes, but it will be detached from your survey responses and deleted once the study concludes. Your anonymised data will be securely stored for ten years and may be retained longer if deemed of ongoing public interest, always in an anonymised form.

You are free to withdraw from the survey at any point without any consequences.

Should you have any questions or need further information, please feel free to reach out to our researcher, Maria Richert, at m.richert@pgr.reading.ac.uk.

Thank you so much for considering this opportunity to contribute to our understanding of sustainable business practices. We look forward to your participation!

Warm regards,

Centre for Euro-Asian Studies
University of Reading

Project information

(This section is required by the policy of University of Reading)

I have been informed about the nature of this study and willingly consent to participate in this survey. I agree to the following data collection and processing approaches being used for my data.

All survey responses are recorded via the Microsoft Forms platform and will be temporarily stored on the University of Reading's data servers. Any personal identification information provided will be kept confidential for the duration of the study and then removed. Only anonymised data and any output derived from it will be archived in the University's Data Repository.

I understand that I will not be identifiable in any presentation of this research without my further written consent.

I understand that I may withdraw my data at any time up until the publication of this research within the six-month window after the survey has been completed.

I understand that the anonymised form of the data I have provided will be made available to other researchers through publications and dedicated platforms and by being deposited in a data repository.

I understand that by continuing this survey, I give informed consent for my data to be processed as described above and explained on the Project Information page.

I am over 18 years of age.

1. To continue, please confirm your acknowledgement of the project information and consent *

☐ I confirm the above

Selection criteria reminder

This questionnaire is for individuals over the age of 18 who are currently employed or have experience in mid-level management or higher. It is open to people from any industry and aims to gather reliable responses from those with strong organisational and technological expertise, such as managers.

2. To start the survey, please confirm that you meet all these criteria *

☐ I confirm the above

General Information

Before we start, please answer general questions. This will help to understand your background and group your responses with similar participants.

Please choose the correct option or answer the question.

3. What is your position in the firm? *

4. What industry does your firm belong to? *

- ☐ Energy
- ☐ Materials (e.g., chemicals producers, metals producers, makers of construction materials, etc.)
- ☐ Industrials (e.g., aerospace, industrial machinery, tools, construction, manufactured housing, etc.)
- ☐ Consumer discretionary (e.g., relates to cars, household appliances, luxury goods, etc.)
- ☐ Consumer staples (e.g., relates to food and beverages, hygiene products, etc.)
- ☐ Utilities
- ☐ Real Estate
- ☐ Communication Services
- ☐ Health Care
- ☐ Information Technology
- ☐ Financials
- ☐ Banking
- ☐ Other

5. How long have you been working in this industry / your work experience? *

- ☐ Less than a year
- ☐ From 1 to 5 years
- ☐ From 5 to 10 years
- ☐ More than 10 years

6. Your firm's date of registration *

- ☐ Before 1980
- ☐ 1980-2000
- ☐ 2001-2020
- ☐ 2021-present

7. Where is the headquarters of your firm located (country, city)? *

8. What is the type of firm you are currently employed in? *

- ☐ Public sector organisation (i.e., owned, operated or funded by the government)
- ☐ Private firm without foreign ownership
- ☐ Private firm with foreign ownership
- ☐ Private non-profit organisation
- ☐ Start-up
- ☐ Publicly listed organisation
- ☐ Other

9. What is your firm size? *

- ☐ Small business (less than 50 employees)
- ☐ Medium enterprise (less than 250 employees)
- ☐ Large enterprise (more than 250 employees)
- ☐ Other

10. Does your firm belong to a corporation or a group of companies? *

- ☐ Yes
- ☐ No

11. In which geographical markets does your firm sell goods or services? *

- ☐ Local/regional market
- ☐ National
- ☐ Europe
- ☐ North America
- ☐ Central Asia
- ☐ South and Southeast Asia
- ☐ Australia and New Zealand
- ☐ Global presence
- ☐ Other

12. Does your firm have a state support? *

- ☐ No
- ☐ Yes

13. Has your firm been previously involved in technology transfer with other firms or organisations (e.g., government, universities etc.)?

*Technology Transfer involves sharing technologies and/ or technological knowledge between firms to create new products and services or improve existing ones. This sharing can happen through partnerships, agreements, collaborations, and spin-offs. *

- ☐ Government
- ☐ Universities
- ☐ Firms
- ☐ Was not involved before

14. What type of technology do you usually transfer or receive from the partner company? *

- ☐ Manufacturing processes (i.e., manufacturing techniques, advanced automation methods etc.)
- ☐ Knowledge about new materials or improvements to existing materials
- ☐ Digital/IT
- ☐ AI
- ☐ Internet of Things (IoT)
- ☐ Robotics
- ☐ Biotechnology
- ☐ 3D printing
- ☐ Transportation and logistics
- ☐ Medical devices and healthcare technologies
- ☐ Energy technologies (e.g., renewable energy, energy efficiency etc.)
- ☐ Environmental technologies (e.g., waste management, pollution control etc.)
- ☐ Other

Thank you for answering the general questions.

From now on, the survey is divided into **four** parts. It should take around 5 to 10 minutes to complete the entire survey.

Part 1

In Part 1, the aim is to assess your satisfaction (success) with collaborating with the partner firm during the technology transfer.

15. Please specify the extent to which you agree or disagree with the following statements (where 1 = strongly disagree, 7 = strongly agree). *

	1	2	3	4	5	6	7
The partner firm carries out its responsibilities and commitments with respect to the technology transfer project	☐	☐	☐	☐	☐	☐	☐
My firm carries out its responsibilities and commitments with respect to the technology transfer project	☐	☐	☐	☐	☐	☐	☐
The relationship between your firm and the partner firm has been productive	☐	☐	☐	☐	☐	☐	☐
The time and effort spent in developing and maintaining the relationship with the partner firm have been worthwhile	☐	☐	☐	☐	☐	☐	☐
The relationship between your firm and the partner firm has been satisfactory	☐	☐	☐	☐	☐	☐	☐

Part 2

In Part 2, the aim is to assess the compatibility of your firm and partner company for effective collaboration.

16. Please specify the extent to which you agree or disagree with the following statements (where 1 = strongly disagree, 7 = strongly agree). *

	1	2	3	4	5	6	7
Our firm's goals and objectives are consistent with those of our technology transfer partner company	☐	☐	☐	☐	☐	☐	☐
Our business strategy and philosophy are similar to that of our technology transfer partner company	☐	☐	☐	☐	☐	☐	☐
Our executives have a management style that is similar to that of executives from our technology transfer partner company	☐	☐	☐	☐	☐	☐	☐

Part 3

In Part 3, the aim is to evaluate the level of organisation and planning involved in your technology transfer collaboration with the partner firm.

17. Please specify the extent to which you agree or disagree with the following statements (where 1 = strongly disagree, 7 = strongly agree). *

	1	2	3	4	5	6	7
The technology transfer project has required with the partner a high number of meetings concerning technical aspects	☐	☐	☐	☐	☐	☐	☐
The project has required with the partner a high level of negotiations concerning objectives, conditions, etc.	☐	☐	☐	☐	☐	☐	☐

Part 4

In Part 4, the aim is to assess how technology transfer affected your firm's organisational performance.

18. Please specify the extent to which you agree or disagree with the following statements (where 1 = strongly disagree, 7 = strongly agree).

Based on your experience and technology transfer with the partner firm, to what extent do you agree with the following statement: *

	1	2	3	4	5	6	7
We develop new products/services or improve existing products/services that are regarded as sustainable for society and the environment	☐	☐	☐	☐	☐	☐	☐
Compared to our competitors, we more thoroughly respond to societal and ethical demands	☐	☐	☐	☐	☐	☐	☐
Technology transfer helped improve social performance of our firm (e.g., reduced employee turnover, improved diversity, improved home office practice, improved corporate reputation and brand name, etc.)	☐	☐	☐	☐	☐	☐	☐
Technology transfer helped to improve the economic performance of our firm (e.g., increased earnings before interest and tax (EBIT), return on assets (ROA), etc.)	☐	☐	☐	☐	☐	☐	☐
Technology transfer helped to improve the environmental performance of our firm (e.g., increased recycling, reduced production waste, etc.)	☐	☐	☐	☐	☐	☐	☐

19. In your opinion, what other factors could affect your satisfaction with the technology transfer project when partnering with another firm? *

20. In your opinion, what other organisational factors could affect your firm's sustainability performance?

*Example of organisational factors: leadership style, organisational culture, stakeholder engagement, regulatory compliances and external standards etc. *

Thank you for your time!

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