

The Role of COVID-19 on Firms' Absorptive capacity, strategic orientations, and big data capability

Dear Sir/Madam,

Vision 2030 has contributed towards the improvement of business operations driven by customer orientation to improve industrial efficiency and economic prosperity. With that objective, there are many ways businesses are embracing technological capabilities such as Big Data. In this survey, we would like to learn about your company's engagement with such initiatives.

We sincerely appreciate your valuable time for participating in this survey. Please be assured that your responses will remain anonymous and we will only use the aggregate response for our analysis.

Thank you in advance for your kind participation.

Sincerely,
The Research Team
King Abdulaziz University
Jeddah, KSA

Please answer all the questions on scale:	Strongly Disagree (1)	Disagree (2)	Slightly Disagree (3)	Neutral (4)	Slightly Disagree (5)	Disagree (6)	Strongly Disagree (7)
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Absorptive Capacity
In our firm, ideas, concepts, and information are communicated smoothly across departments (AC1)
In our firm there is a quick information flow, e.g., if a business unit obtains important information it communicates this information promptly to all other business units or departments (AC2)
Our employees have the ability to structure and to use collected market knowledge (AC3)
Our employees are used to absorb new market knowledge as well as to prepare it for further purposes and to make it available (AC4)
Our management supports the implementation of marketing strategies based on acquired market knowledge (AC5)
Our firm regularly reconsiders technologies and routines and adapts them accordant to new market knowledge (AC6)
Big Data Capability (BDC)
We are able to identify sources of big data that meet our needs.
We are able to collect big data that meet our needs.
We are able to store large volumes of data.
We are able to process big data with a fast speed.
We adopt state of the art technologies to process big data.
We constantly update our computing equipment to process big data.
We constantly update our IT architecture to process big data.
We constantly update our IT infrastructure to process big data.
We are good at data analytics which is mainly data mining and statistical analysis.
We are good at text analytics that deals with unstructured textual format data.
We are good at web analytics that deals with web sites.
We are good at mobile analytics that deals with mobile computing.
We rely on Big Data to identify new business opportunities.
We rely on Big Data to develop new products.
We rely on Big Data to enhance our innovativeness.
We rely on Big Data to formulate our business strategy
Customer Orientation
Our firm constantly create customer value
Our firm understand customer needs
Our firm constantly achieves customer satisfaction objectives
Our firm ensures after sales services
Our firm constantly monitors our level of commitment to serving customer needs.
Our firm measures customer satisfaction systematically and frequently.
Technological Orientation (TO)
The policy of this firm has been to always consider the most up-to-date production technology available.
We have a long tradition and reputation in our industry of attempting to be first to try out new technologies.
Technological innovation is readily accepted in our program/project management.
Technological innovation based on research results is readily accepted in our firm.
Our new products are always at the state of the art of the technology
Entrepreneurial Orientation (CUSO)
In dealing with competitors, my firm typically initiates actions which competitors then respond to.
Our firm has a strong tendency to be ahead of other competitors in introducing novel products.
In general, the top managers of my firm have a strong proclivity for high-risk projects (with chances of very high returns).
Developmental Culture (DC)
Our firm continuously strives for innovation and change
Our firm continuously strives for Creativity
Our firm continuously provides Flexibility, decentralization
Our firm continuously strives for Expansion, growth, and development

Demographic Profiles:

About Your Company

1: **Approximately how many full time employees you have (size)?**

- 50 or less (1)
- 51 – 500 (2)
- 501 or More (3)

2: **Approximately how many years your company is in business (Age)?**

- 10 or less (1)
- 11- 40 (2)
- 40 or more (3)

3: **Approximate what is your company’s sales revenue (in SR) for the last 12 months (Revenue)?**

- < 50 Million Riyals
- 51 - 250 Million Riyals
- 251 – 500 Million Riyals
- 501 Million Riyals or more

4: **Which of the following describes your company’s industry sector (Sector)?**

- Chemical and pharmaceutical Sector (1)
- Food and beverage (2)
- Construction (3)
- Retail, Trading, Distribution and Logistics (4)
- Service Related Business (5)
- Petroleum and minerals (6)
- Oil and gas (7)
- Transportation and cargo (8)
- Gold and Mining (9)
- Others (Please Specify) _____ (10)

5: **Please indicate your job level below (Position):**

- C-Level Executive (e.g., CEO, CFO, COO, CIO, CPO, etc.) (1)
- President/Vice President (2)
- Director (3)
- Senior Manager (4)
- Manager (5)
- Others (Please Specify) _____ (6)

6: **How do you evaluate the impact of COVID-19 pandemic on your firm’s overall performance (COVID)?**

- Not at all (1)
- Moderate (2)
- Severe (3)

