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## Apêndice

# mit founders study

## 2003

We invite you to participate in the 2003 survey of MIT founders to expand our knowledge of entrepreneurship and enterprise creation. MIT graduates, students, and faculty have founded thousands of companies, and this new survey will contribute valuable insights into the entrepreneurial process and its sources of inspiration and support. We hope that our findings will create a deeper understanding of the factors encouraging discovery, innovation, and economic development and, by so doing, help encourage current and future generations of entrepreneurs by informing the institutions supporting them.

You may access this survey online by visiting our website at [web.mit.edu/surveys/founders](http://web.mit.edu/surveys/founders). If you have questions, contact us by email at [founders-study@mit.edu](mailto:founders-study@mit.edu) or by phone 617-253-3648.

We ask you to help by completing this survey even if you participated in our 1995 survey. We expect that the process will take less than 30 minutes. Please rest assured that our findings will be reported only in the aggregate and that the particular data you provide will be kept strictly confidential. We will be pleased to share our results with you before the end of the calendar year. We look forward to receiving your response by Friday, August 1st.

Your name: \_\_\_\_\_

What is your affiliation with MIT?

☐ Alumnus/a Course(s) \_\_\_\_\_ Degree(s) \_\_\_\_\_ Year(s) \_\_\_\_\_

Faculty

Staff

## Companies you have founded

How many companies have you founded or co-founded over the course of your lifetime? \_\_\_\_\_

Please list them here, starting with the most recent:

Company	City	State	Country	Year Founded	Operating Status*	If Closed, Year	Public or Private

☐ Check here if more than five. Feel free to attach a separate page listing those companies.

\*Under "Operating Status", please choose from the following three options: • in operation • acquired by another firm • out of operation

If you have founded more than one company, we are interested in learning about the one that you think is the most significant. Pick one, drawing from the criteria listed below, and use that as the focus of this survey.

Company Selected: \_\_\_\_\_

Headquarters' Location: City/State or Country \_\_\_\_\_

Reason Selected (Mark only one)

☐ First

☐ Most Recent

☐ Largest

☐ Most Successful

☐ Most Important Technology

☐ Other \_\_\_\_\_

Please answer the questions that follow for the company you have selected:

3. Please tell us your position with the company when it was founded and your current position, if you are still active.

List of Positions	At Company Founding	Current Role
President/CEO	<input type="checkbox"/>	<input type="checkbox"/>
Chairman (if not also CEO)	<input type="checkbox"/>	<input type="checkbox"/>
Chief Operating Officer	<input type="checkbox"/>	<input type="checkbox"/>
Chief Scientist/Chief Technology Officer/Chief of R&D	<input type="checkbox"/>	<input type="checkbox"/>
Chief Finance Officer	<input type="checkbox"/>	<input type="checkbox"/>
Chief Information Officer	<input type="checkbox"/>	<input type="checkbox"/>
Vice President	<input type="checkbox"/>	<input type="checkbox"/>
Outside Director	<input type="checkbox"/>	<input type="checkbox"/>
Consultant or Advisor	<input type="checkbox"/>	<input type="checkbox"/>
Other employee (specify) _____	<input type="checkbox"/>	<input type="checkbox"/>
Not Active	<input type="checkbox"/>	<input type="checkbox"/>

4. If you are no longer still active in this company, are you currently (check as many as apply):

- ☐ Working in another company that you have founded
- ☐ Employed elsewhere
- ☐ Starting a new company
- ☐ Retired
- ☐ Consulting
- ☐ Other

company profile

Which industry would you categorize your company?  
(Please mark one primary industry sector and as many secondary sectors as apply.)

Manufacturing	Primary	Secondary	Services	Primary	Secondary
Aerospace			Architecture		
Automotive, Biotech, Medical Devices			Energy, Electric Utilities		
Chemicals, Materials			Telecommunications		
Consumer Products			Finance		
Electronics, Computers, Telecommunications Devices			Management & Finance Consulting		
Food Processing			Publishing, Schools		
Other Manufacturing			Software		
			Law, Accounting, Miscellaneous Business Services		
			Other		

For the most recent fiscal year available, what were:

- Total Company Revenues \$ \_\_\_\_\_ Fiscal Year \_\_\_\_\_
- Total Company Employment \_\_\_\_\_ Fiscal Year \_\_\_\_\_

7. What percentage of annual revenues is invested in R&D? \_\_\_\_\_% In Marketing? \_\_\_\_\_%

8. Where does your company generate its revenues? Please provide an approximate percentage by region (the total should be 100%).

For US Companies	% of Total	If Headquartered Outside U.S.	% of Total
US		Your Headquarters' Country	
Non U.S.		The U.S.	
		Rest of the World	

If available, what percentage of US sales is in your headquarters' state? \_\_\_\_\_%

9. Is your company located in Cambridge or Greater Boston (the area on or within the Route 495 belt)?  
☐ Yes ☐ No **If NO skip to question 11.**

10. What is your company's activity, including branches as well as headquarters, in Cambridge or Greater Boston?

	Cambridge	Greater Boston
What percentage of total company employment is in:		
What percentage of total company revenues originates in:		

company information

11. How many people founded the company? \_\_\_\_\_

Please list all your co-founders and mark their affiliation, if any, with MIT, and the role(s) they served in the company's founding.

Founder Name	Alum	Student	Faculty/Staff	Non MIT	Technology	Finance	Marketing	Other
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

12. Where did you meet the other founders? (Mark as many as apply)

While at MIT:

- ☐ In Class/Course
- ☐ Doing research/lab (Specify) \_\_\_\_\_
- ☐ In your residence/living group (Specify) \_\_\_\_\_
- ☐ In connection with the MIT \$50K Entrepreneurship Competition
- ☐ In connection with other extra-curricular activities (Specify) \_\_\_\_\_
- ☐ Networking
- ☐ Socially
- ☐ Other (Specify) \_\_\_\_\_

Before coming to or after leaving MIT:

- ☐ At another university (Specify) \_\_\_\_\_
- ☐ In connection with the MIT Enterprise Forum
- ☐ In connection with MIT Alumni Activities Association (Specify) \_\_\_\_\_
- ☐ Through MIT contacts
- ☐ Working in business
- ☐ Working in government
- ☐ Family connections
- ☐ Networking
- ☐ Socially
- ☐ Other (Specify) \_\_\_\_\_

What was the source of the idea for the product or service leading to the founding of the company? (Please answer even if the idea came from one of your co-founders and not from you.) Mark one primary source and as many secondary sources as apply.

		Primary	Secondary
MIT	Doing outside-funded research		
	Undergraduate Research Opportunity Program		
	Other research		
	In class		
	Graduate thesis		
	Informal discussion with students or faculty		
	Visiting scientists, engineers, or entrepreneurs		
	Working with an outside company		
	Professional literature		
	Other		
At Another University	Doing outside-funded research		
	In class		
	Informal discussion with students or faculty		
	Other research		
	Visiting scientists, engineers, or entrepreneurs		
	Working with an outside company		
	Professional literature		
	Other		
Other Sources	Please Name the University Here:		
	Working in the industry		
	Working in the military or government		
	Research conference		
	Discussions with social/professional acquaintance(s)		
	Other		

14. Was intellectual property (patented or copyrighted material) a critical factor in the company formation?

- ☐ Yes
- ☐ No

15. Were you an inventor or author of the intellectual property? ☐ Yes ☐ No

16. If yes, is the patent or other intellectual property owned by you or one of the founding team? ☐ Yes ☐ No

If not, did you license (or get an assignment of) its use from any of these?

- ☐ From MIT ☐ From another company  
☐ From another university ☐ From a government lab  
(Specify) \_\_\_\_\_ ☐ From an individual inventor

17. Prior to starting the company, did you receive financial help to demonstrate feasibility and/or develop a prototype? ☐ Yes ☐ No

If so, how much was this? \$ \_\_\_\_\_

Did this help come from any of the following sources (check as many as are appropriate):

- ☐ From a university (Specify) \_\_\_\_\_ ☐ State government programs  
☐ Federal defense research (DARPA/DOD) ☐ Business community initiatives  
☐ Other federal research grant (NSF/NIH/DoE) ☐ Friends, family  
☐ SBIR ☐ Angel investors  
☐ Other \_\_\_\_\_

## Early Funding

18. How much capital did you raise to get your company off the ground? \$ \_\_\_\_\_

19. Roughly what percentage came from each of the following sources during the start-up phase (roughly defined as within the first year)

Funding Source	% (do not exceed 100% total)
Founders' personal savings	
Founders' credit card or borrowing	
Founders' families or friends	
Venture capital	
Company cash flow	
Commercial bank(s)	

Funding Source (continued)	% (do not exceed 100% total)
Angel investor(s)	
* University	
Government: federal	
Government: state	
Customers	
Suppliers	

\* Name of University \_\_\_\_\_

## Role of MIT

Which of these factors in your connection with MIT, if any, played a role in the founding of your company?

Check all that were relevant.

- ☐ Fellow students ☐ Specific offices, groups, or activities  
☐ Faculty or staff ☐ Entrepreneurship Center ☐ \$50K Entrepreneurship Competition  
☐ Anyone in particular? \_\_\_\_\_ ☐ Enterprise Forum ☐ Technology Licensing Office  
☐ Research work ☐ Venture Mentoring Service ☐ Alumni Regional Club  
☐ Contact with entrepreneurial network ☐ Other \_\_\_\_\_

## The entrepreneurial environment

21. Was MIT's entrepreneurial environment a factor in your choice to attend MIT or to work at MIT? ☐ Yes ☐ No

22. Did the reputational benefit of your association with MIT help you to acquire funding? ☐ Yes ☐ No

Did it enhance your credibility with clients and suppliers? ☐ Yes ☐ No

23. Does your company currently have or anticipate having an ongoing connection with MIT? ☐ Yes ☐ No

(Check all that apply)

- ☐ Recruiting new employees ☐ Specific offices, groups, or activities  
☐ Licensing technology ☐ Entrepreneurship Center ☐ \$50K Entrepreneurship Competition  
☐ Funding research ☐ Enterprise Forum ☐ Technology Licensing Office  
☐ Joint research with MIT faculty and/or staff ☐ Venture Mentoring Service ☐ Alumni Regional Club  
☐ Faculty Advisors or Directors ☐ Other \_\_\_\_\_

## Key location and success factors

24. Did you start your company where you were living at the time? ☐ Yes ☐ No

If yes, were you living there because (check all that apply):

- ☐ You grew up there  
☐ You had attended a school or university there  
☐ You were employed there  
☐ Other (please specify) \_\_\_\_\_

25. What factors influenced the location of your company?

	Decisive	Important	Less Important	Not Important
Access to venture capital and other funding				
State and local government assistance programs				
Access to MIT				
Proximity to key research facilities or key researcher				
Access to other major universities				
Access to skilled professional workers (engineers, managers)				
Access to skilled (blue-collar) labor				
Access to unskilled labor				
Proximity to major markets				
Favorable regulatory environment				
Favorable tax climate				
Low business costs				
Quality of life				
Good network of suppliers				
Network of contacts				
Low-cost land and rental space				
Available land for building				
Ample and reasonably priced housing				
Proximity to where I lived				
Other factors				

Questions 26-28 if you are not currently active with the company

When you plan for an expansion, what factors will help determine where it occurs?

	Decisive	Important	Less Important	Not Important
Access to venture capital and other funding				
State and local government assistance programs				
Access to MIT				
Proximity to key research facilities or key researcher				
Access to other major universities				
Access to skilled professional workers (engineers, managers)				
Access to skilled (blue-collar) labor				
Access to unskilled labor				
Proximity to major markets				
Favorable regulatory environment				
Favorable tax climate				
Low business costs				
Quality of life				
Network of suppliers				
Network of contacts				
Low-cost land and rental space				
Available land for building				
Ample and reasonably priced housing				
Proximity to company headquarters or other existing company operations				
Other factors				

27. Do you plan a major expansion in the next two years? ☐ Yes ☐ No

28. What factors are critical in giving your company a continuing competitive edge?

	Most Important	Important	Less Important	Not Important
Access to capital				
Government support programs				
Innovation/new technology				
Niche product				
Time-to-Market				
Superior performance				
Market image/brand recognition				
Dominant market position				
Customer service/responsiveness				
Employee enthusiasm/creativity				
Management expertise				
Competitive cost structure				
Offshore outsourcing				
Other (please specify) _____				

## Comments

share your stories and your thoughts about your entrepreneurial experiences, your connections with MIT (past and current), lessons learned: any comments of your choosing. Feel free to attach additional pages.

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## appreciation and an invitation

We are grateful for your participation in the MIT Founders Survey 2003. We hope to share our preliminary findings before the end of the year.

We invite your continued involvement in our ongoing research on entrepreneurial activity. We hope that you will be willing to participate in follow-on studies related to additional companies you have founded or on specific aspects of the entrepreneurial enterprise. Please let us know if you are so willing.

☐ Yes, I am willing to be contacted for follow-on studies

☐ Email Address (if available): \_\_\_\_\_

## confidentiality and release of information

Your privacy is our highest priority. The information you have provided will be reported only in the aggregate. From time to time, we are asked by MIT administrative offices and the news media for the names of MIT-associated founders, their companies, and the industries and technologies with which they are associated. We would like your permission to release that information when so requested. Please check below **ONLY** if we do not have your permission.

☐ Do not release my name or the name of my company to MIT offices.

☐ Do not release my name or the name of my company to the news media.

Please return the survey in the enclosed envelope pre-addressed to the MIT Founders Survey 2003, 77 Massachusetts Avenue, Cambridge MA 02139.

You may also fax it to 617-258-8690. Let us know if you would prefer to complete the survey through a telephone interview or if you have any questions by calling the MIT Founders Project at 617-253-3648.

# *We thank you for your participation!*



# Tsinghua University – MIT Survey



**Massachusetts  
Institute of  
Technology**

Dear \_insert name here\_,

This research survey carried out jointly by Tsinghua University and MIT in the U.S. seeks to better understand what people do with an education from a research university and the process of entrepreneurship. The survey takes approximately 30 minutes to complete.

should know that:

1. participation is voluntary
2. confidentiality and/or anonymity are assured
3. please fill out the survey based on your own situation
  - For all Tsinghua alumni, please fill out the "Tsinghua Alumni Biographical Survey"
  - For Tsinghua alumni, who own enterprise, please fill out "Tsinghua Founders Survey"
4. To answer questions with "☐, " please mark the answer with an "x".
5. To answer questions with "\_\_\_" please fill in the English letter for the corresponding answer.
5. For numbers needed in the survey, please use Arabic numbers.
7. If you would like to fill in the survey online, please go to <http://tsinghua.org.cn> or <http://mit.edu/tsinghuasurvey>.

We thank you very much for your cooperation. We are also very grateful to Charles Zhang, founder and CEO of Sohu.com, for making this survey possible.

## Tsinghua Alumni Biographical Survey:

Gender: M F (circle one) Year of Birth: \_\_\_\_\_

Size of Birth Place: ☐ Metropolis ☐ Medium City ☐ Small city ☐ Village

Before attending college, in which city did you primarily live in? \_\_\_\_\_ (Please clearly indicated the province)

Married? ☐ Yes ☐ No Number of Children: \_\_\_\_ Ages: Oldest) \_\_\_\_; Youngest) \_\_\_\_

1. Communist party member? ☐ Yes ☐ No If yes, which year did you join? \_\_\_\_\_

2. Please list the universities you attended, educational degrees, and the subject(s):

Degree	Year of Graduation	University	Department	Major
Bachelor's				
Master's				
PhD				

regard to your academic performance, your rank in the class were: a) top 10% b) top 10-25% c) top 25-50% d) r

When you were an undergraduate or a graduate student, your highest position in a student organization: \_\_\_\_\_ (Please indicate the name of the school, department, and/or class)

Do you have patents? ☐ Yes ☐ No If yes, how many? \_\_\_\_ How many are foreign patents? \_\_\_\_

Describe your family's economic status within the Chinese society when you were in college? \_\_\_\_\_  
1) Upper 10% 2) Upper 10-25% 3) Upper 25-50% 4) Lower 50-25% 5) Lower 25%

Your father's highest degree is \_\_\_\_? Your mother's highest degree is \_\_\_\_?  
1) Masters degree or higher 2) Undergraduate 3) High School 4) Middle School 5) Primary or lower

Please list the job characteristics of your parents when you were in the last year of your high school:

Father: \_\_\_\_ Mother: \_\_\_\_

a) Business administrator b) Government official c) Researcher or educator  
Occupation: d1) Factory worker d2) Farmer d3) Military service d4) other

8. Please indicate whether the following groups of people have experiences in founding firms in the past.

Your Parents	Your Close Relatives	Former/Current Neighbors	Former Colleagues/Classmates
<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

9. How many companies have you founded (not including State-Owned Enterprises (SOEs))? \_\_\_\_ Of those, how many were successful? \_\_\_\_

10. How many companies have you privatized or bought? \_\_\_\_

11. Do you have plans to found new companies in the future? ☐ No ☐ Yes, in the next 1-2 years ☐ Yes, in the next 3-5 years ☐ Yes, at some point.

12. If you have not founded a company please indicate the reason why not \_\_\_\_ (write the #)

1) Never considered it 2) Don't view it as a worthwhile activity. 3) Thought about it, but did not start the project

12a. If you chose #3, Please rank all that apply: give value 1 to the most important factor; 2 to the second most important factor and so on) Please leave blank any item that does not apply.

a) \_\_\_\_ Funding is too difficult to find; b) \_\_\_\_ Cofounders are too difficult to find; c) \_\_\_\_ I couldn't find a good enough idea; d) \_\_\_\_ It is too easy for someone to copy the idea; e) \_\_\_\_ It is too risky; f) \_\_\_\_ Opposition from family members; g) \_\_\_\_ My work unit did not allow me to leave; h) \_\_\_\_ Government policy was not encouraging at the moment

13. Please indicate your previous job responsibilities: 1 = Have held, 0 = Have not held.

General Management	Tech. Management	R&D	Sales/ Marketing	Finance/ Accounting	Advisory Board/ Board of Directors	Banks	Government

14. How much do you think the Chinese economy will grow in the next 5 years? \_\_\_\_% average growth rate per year

14a. Please describe the main jobs you have held since graduation, starting with the first job. If possible, attach a resume.

Job	A (first job after graduation)	B	C (most recent)
Type of organization: a) Business b) Government c) Academia d) Non-profit			
If in business, indicate the industry.			
Number of years in this position			
Did you leave this organization voluntarily or involuntarily?			
Ending yearly salary **			

\*\* Including bonuses. Unit: 10,000 RMB . a) 0-2 b) 2-5 c) 5-10 d) 10-20 e) 20-50 f) more than 50

If you worked in the government, what was the highest position you held. \_\_\_\_ (Please indicate the level: province/ministry, district/department, or country/bureau)

**If you do not have overseas experience, please skip to the last section on Page 4. If you have overseas experience, please continue to finish this section.**

15. If you had overseas experience please describe it below:

Government-funded study abroad	Self-funded study abroad	Visiting scholar	Business trip
<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

If you studied abroad, in which year did you start? \_\_\_\_ How many years total? \_\_\_\_

If you went abroad as a visiting scholar or on a business trip, how many trips did you make? \_\_\_\_

16. Have you taken the TOEFL? ☐ Yes ☐ No If yes, what was your highest score? \_\_\_\_ (Perfect score at the time: \_\_\_\_)

Have you taken the GRE? ☐ Yes ☐ No If yes, what was your highest score (as %)? Logic: \_\_\_\_% Language: \_\_\_\_%

17. Do you have overseas working experience? ☐ No ☐ Yes, full-time ☐ Yes, part-time If yes, how many years? \_\_\_\_

If no, please skip to question "27". If yes, please continue answering the following questions.

18. Please mark all the organizations in which you had overseas work experiences, including internships.



Investment Bank	Venture Capital	Consulting Firm	Startups	Large Corporate Lab	University Lab
<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

18b. While overseas, the main city you worked in was \_\_\_\_\_ (Indicate country, province/state, city)

19. If you worked for a startup overseas, which category is most applicable to your experience in the startup: \_\_\_\_\_

a) Cofounder; b) Early employee; c) Joined after 1 year of its founding; d) Joined after 2 years of its founding

20. How would you categorize the overseas startup firm's performance? \_\_\_\_\_

a) Too early to tell; b) VC funding and was quite successful at IPO (or acquired at a good price); c) No VC funding and not successful; d) No VC funding but very successful; e) VC funding but no IPO yet; f) VC funding but failed at IPO (or acquired at a low price)

21. Please mark all the job functions you held when you worked overseas.

General Management	Tech. Management	R&D	Sales/ Marketing	Finance/ Accounting	Advisory Board/ Board of Directors
<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

22. Were your jobs overseas related to the Greater China Region? ☐ Yes, very related ☐ Yes, somewhat related ☐ No

23. In your most recent overseas job, to what degree did your position maximize your potential? Please choose a number between 1 and 10. \_\_\_\_\_ (1=not at all; 10=maximum)

Please choose a number between 1 and 10 to evaluate how much Chinese people working abroad have been discriminated against? \_\_\_\_\_ (1= not at all; 10 = all the time)

While overseas, were you active in community activities or social gatherings? \_\_\_\_\_

a) Rarely participated; b) Participate sometimes; c) Participate often; d) Participate frequently

If you selected b/c/d, please indicate the type of activity. \_\_\_\_\_

1) Primarily hosted by Chinese; 2) Primarily hosted by non-Chinese; 3) Mostly hosted by Chinese; 4) Mostly hosted by non-Chinese; 5) 50-50 hosted by Chinese and non-Chinese

While abroad, did you publish academic papers in international academic journals? ☐ Yes ☐ No

If "Yes", how many were in the top 10 journals in your field? \_\_\_\_\_

27. If you are willing, would you be able to found your own company overseas? ☐ No; ☐ Yes, with great difficulty; ☐ Yes, with some difficulty; ☐ Yes, with no difficulty

28. Which of the following items best describes your situation while abroad? \_\_\_\_\_

a) single; b) spouse was in China; c) spouse was overseas, but did not study abroad; d) spouse studied abroad but did not have full-time job; e) spouse had a full-time job abroad

29. Please choose a number from 1 to 10 to evaluate your foreign language capability. 1 = have difficulty; 10 = fluent

A) Speaking \_\_\_\_\_; B) Listening \_\_\_\_\_; C) Writing \_\_\_\_\_

30. While overseas, how was your communication with China:

30a. How many times did you return to China in the past 2 years? \_\_\_\_\_ If you have already returned, describe the last 2 years abroad.

30b. In the past year, how many phone calls did you make to your parents or close relatives? \_\_\_\_\_ If you have already returned, describe the last year abroad.

30c. How many contacts did you make with the following people in China in the past year: If you have already returned, describe the last year abroad.

1) Government official \_\_\_\_\_; 2) Scholar/ Academic Institution \_\_\_\_\_; 3) Business (company) \_\_\_\_\_;

31. Intent to return to China: a) already returned (Indicate year \_\_\_\_); b) plan to return in 1-2 years; c) plan to return in 3-5 years; d) have not made plans to return
32. If you have already returned to China, which of the following best describes your situation:  
☐ Returned with a group of friends; ☐ Returned alone by invitation; ☐ Returned alone without being invited
33. If you have returned to China, did you bring any technology back with you? ☐ Yes ☐ No  
 If "Yes", which following item best describes the technology? \_\_\_\_  
 a) State of the art in the world; b) Did not exist in China but had existed abroad for sometime; c) Mature technology abroad but new to China; d) China had similar but this technology was more advanced; e) Mature in China but this technology was more advanced; e) Not an advanced technology but fits China's situation
34. If you have already returned to China, did you bring any new business models? ☐ Yes; ☐ No
35. Select a number from 1 to 10 to indicate your satisfaction with your abroad academic degree: \_\_\_\_  
 (1=not satisfied, 10=most satisfied)

**If you have founded a new company or bought or managed a previously state-owned enterprise, please continue to the "Tsinghua Founders Survey." Otherwise, please skip to the last page.**

### **Tsinghua Founders Survey**

Please list your companies here, starting with the most recent one that you founded (Company A)

Company	Number of cofounders	Company address (City)	Number of employees	How company was founded & year *
(latest firm)				
(first firm)				

w company was founded: a) founded b) bought c) privatized

Company	Publicly traded?	In operation?	If closed/acquired, which year?	Industry **
(latest firm)	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No		
(first firm)	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Industry: a) Internet; b) Aerospace; c) Drugs; d) Biotech; e) Medical Devices; f) Chemicals; g) Materials; h) Consumer Products; i) Electronics, Computers, Telecommunications Devices; j) Machinery; k) Other Manufacturing; l) Architecture; m) Energy; n) Electric Utilities; o) Telecommunications; p) Finance; q) Management & Finance Consulting; r) Publishing, Schools; s) Software; t) Law, Accounting, Miscellaneous Business Services

### **Please answer the remaining following questions about your first company (Company A)**

2. Were the products and services to be provided by your new business available on the market 3 years ago?  
☐ No ☐ Yes, but only a few ☐ Yes, but not too many ☐ Yes, almost everywhere
3. Percentage of sales in various regions:  
 If your company is in China, \_\_\_\_ % in province, \_\_\_\_ % in other provinces, \_\_\_\_ % international  
 If your company is overseas, \_\_\_\_ % in country, \_\_\_\_ % in China, \_\_\_\_ % other countries
4. Please describe the characteristics of Company A in the last 2 years (If the company closed or has been purchased, please answer for the last 2 years of operation)

	Number of employees	Profit/ Revenues (%)	R&D spending/ Revenues (%)	Marketing spending/ Revenues (Unit: 10,000 RMB)	% of profit reinvested
Last year*					
Two years ago**					

- If the company closed or has been purchased, answer for the last year.



\*\* If the company closed or has been purchased, answer for the two years before.

5. Please evaluate how important each of the following factors in creating your business on a scale of 1-5. (1=most important, 2=of second importance, etc)  
 a) \_\_\_ Speed/Time to market; b) \_\_\_ Intellectual Property protection; c) \_\_\_ Partnerships with other firms;  
 d) \_\_\_ Sponsorship from the government; e) \_\_\_ Access to a large amount of capital; f) \_\_\_ Other;
6. Was intellectual property (patented or copyrighted material) a critical factor in the company formation? ☐ Yes ☐ No  
 a) If "Yes", how many patents does your firm have? \_\_\_ How many were granted outside of China? \_\_\_  
 b) If "Yes", were you an inventor or author of the intellectual property? ☐ Yes ☐ No
7. Please indicate the source of the idea for the product or service leading to the founding of the company? Please select the most important source. (Please answer even if the idea came from one of your co-founders and not from you.)  
 7a. If the primary source of the idea was at Tsinghua please indicate one:  
☐ Research, conference, or Grad Thesis ☐ In class ☐ Informal discussion with students/faculty/campus visitors  
☐ Working with an outside company ☐ Professional literature  
 7b. If the primary source of the idea was at another university, please indicate one:  
☐ Research, conference, or Grad Thesis ☐ In class ☐ Informal discussion with students/faculty/campus visitors  
☐ Working with an outside company ☐ Professional literature  
 7c. If the primary source of the idea was from other sources, please indicate one: ☐ working in the industry ☐ working in the military /government ☐ Discussions with social/professional acquaintances.

Does your company have stock options? ☐ Yes ☐ No, no plan to start ☐ No, but plan to start in the next 2-3 years

What is the founding capital of your company? \_\_\_\_\_ (Unit: 10,000 RMB)

Entrepreneurship is difficult; besides a new and innovative product, mobilizing social relationships is also needed to get a company off the ground. The following questions pertain to social relationships.

Indicate major funding sources by type, amount, and involvement in management.

Source of funding	Government	Tsinghua Alumni	Cofounder	Chinese Bank	Other company	Relative
Amount*						
On Board of Directors						

\*( Unit: 10,000 RMB) a) 0; b) 1-10; c) 10-50; d) 50-100; e) 100-500; f) over 500

- 10b. Company's revenues last year: \_\_\_ a) none; b) 1-10; c) 10-50; d) 50-100; e) 400-500; f) over 500 (10,000 RMB)
11. Did your company ask for angel investor funding? ☐ Yes ☐ No  
 If yes, how many did you contact? \_\_\_ How many of them invested? \_\_\_ Total investment: \_\_\_ (10,000 RMB)  
 On board of directors? ☐ Yes ☐ No
12. Did your company ask for venture capital (VC) funding? ☐ Yes ☐ No  
 If yes, how many did you contact? \_\_\_ How many of them invested? \_\_\_ Total investment: \_\_\_ (10,000 RMB)  
 On board of directors? ☐ Yes ☐ No  
 If no, because:  
 a. Did not need additional financing? ☐ Yes ☐ No  
 b. Funding not available? ☐ Yes ☐ No  
 c. Not aware of their existence? ☐ Yes ☐ No

13. Did your company form the following? (can pick more than one) ☐ Advisory Board ☐ Board of Directors

14. Please tell us more about your 4 most important co-founders, if any. \*Roles include R&D, Sales & Marketing, Finance, Purchasing, Manufacture, and General management.

Co-founder	Role in the startup *	Previous job role *	Age at founding	Previously founded another company?
A				<input type="checkbox"/> Yes <input type="checkbox"/> No
B				<input type="checkbox"/> Yes <input type="checkbox"/> No
C				<input type="checkbox"/> Yes <input type="checkbox"/> No
D				<input type="checkbox"/> Yes <input type="checkbox"/> No
E Yourself				<input type="checkbox"/> Yes <input type="checkbox"/> No

15. This question is related to team building among cofounders and is important for us to understand entrepreneurship. Please fill out the information seriously, thanks! Please indicate the relationship between the listed cofounders with a check mark. We only focus on the most important 5 cofounders (A-E). You are still (E) if there are less than 5 cofounders.

	E-A	E-B	E-C	E-D	A-B	A-C	A-D	B-C	B-D	C-D
Relative										
Classmate										
Alumni										
Previous Colleague										
Born in same city										

How many of the cofounders had industry experience in the same industry as your start-up? \_\_\_\_\_

Is your company's market/technology related to your previous work experience? ☐ No; ☐ A little; ☐ Moderate; ☐ A lot

Select a number from 1 to 10 to indicate the relationship with the following people during the first year of your business venture? (1=no relationship; 10=very strong relationship)

a) First Customers \_\_\_\_\_ b) Government regulators \_\_\_\_\_ c) Banks \_\_\_\_\_ d) First suppliers \_\_\_\_\_

In the past year, if you could obtain additional funding, how much would your company need to achieve optimal efficiency? \_\_\_\_\_ (Unit: 10,000 RMB)

20. If your company was founded after 2004, please only fill in the columns for 2004, 2005 and 2006.

Time	Year1 _____	Year 2	Year 3	2004	2005	2006*
Revenues (10,000 RMB) (0 if the firm did not have revenues)						
Alliance formed for product development?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

\* If the company has closed, provide data for the last year the firm was open.

21. Please put a check mark to indicate the relationship with the following categories of people involved in your business:

	School Friend	Fellow Alumni in the same industry	Social circle	Co-Worker	Family Member
Investors					
Initial Employees					
Government regulators in charge of your industry					

**Thank you very much for your assistance in completing this survey. If you have any questions or suggestions for this survey, please email [tsinghua.survey@gmail.com](mailto:tsinghua.survey@gmail.com). If you would like a copy of the survey results of this research, please leave an e-mail or postal address. E-mail: \_\_\_\_\_ Postal: \_\_\_\_\_**

**If the stamped, addressed envelope for returning the questionnaire has been misplaced, please return to:**  
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北京市海淀区清华科技园创新大厦, 清华大学校友总会 李志华; 邮政编码: 100084



Estimado(a) Antigo(a) Aluno(a) da PUC-RIO,  
Sou estudante do Mestrado em Metrologia, Qualidade e Inovação da PUC-RIO e estou realizando uma pesquisa acadêmica para minha tese de mestrado relacionada ao Impacto Empreendedor dos ex-alunos da PUC Rio. Esta mesma pesquisa foi aplicada, com sucesso no MIT (USA) e é inédita no Brasil.

Segue o questionário (parece longo, mais é rápido e bem direto). Se puder, responda nos próximos dias:

- Agradeço antecipadamente a sua participação e me coloco à disposição pelo e-mail [leorct@gmail.com](mailto:leorct@gmail.com)

Atenciosamente,  
Celso Leonardo Barbosa  
Mestrando MQI - PUC-Rio

### Ficha de Afiliação

**A AaA - Associação dos Antigos Alunos da PUC-Rio** é uma sociedade civil sem fins lucrativos que representa os ex-alunos da Pontifícia Universidade Católica do Rio de Janeiro. Seu principal objetivo é estreitar as relações entre eles e a Universidade propiciando atividades de relacionamento, eventos e "networking" que permitem desenvolver e fortalecer uma rede de intercambio de informações e de conhecimentos. A AaA atua em estreita colaboração com a alta direção da Universidade mantendo os princípios e valores que inspiram a Universidade e, ao mesmo tempo, permitem desenvolver a excelência das suas atividades academicas no ensino, na pesquisa e na extensão.

#### **Anuidades**

- Categoria Júnior - R\$60,00
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Aniversário(Dia/Mês):	<div style="display: inline-block; border: 1px solid #ccc; padding: 2px;">Dia <span style="font-size: 0.8em;">▼</span></div> <div style="display: inline-block; border: 1px solid #ccc; padding: 2px; margin-left: 5px;">Mes <span style="font-size: 0.8em;">▼</span></div>
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Bairro:	<input type="text"/>
CEP:	<input type="text"/> <span style="margin-left: 10px;">Esqueceu? <a href="#">Consulte aqui</a></span>
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Ano/Periodo de Conclusão:	<input type="text"/> <div style="display: inline-block; border: 1px solid #ccc; padding: 2px; margin-left: 5px;"> -- <span style="font-size: 0.8em;">▼</span> </div>