

## QUESTIONNAIRE: PART A: GENERAL QUESTIONS

- 1) Name of the firm?
- 2) Name of the interlocutor?
- 3) Has the firm a specific area of expertise? Which?
  - 3b) Is the firm certified (ISO)?
  - 3c) Does the firm belong to
    - STP
    - NASSCOM
- 4) Does the Firm have one or more products of its own?  
How many?  
In which area(s)?
- 5) Is the firm a subsidiary of a mother company?  
If yes:
  - Name of the mother company?
  - Size of the mother company (employment or turnover in 1996/1997)
  - Country of the mother company?
  - Activity of the mother company?
- 6) How many people work in this company (or the software branch)?  
What is the turnover of the company for the FY 1996/97?  
What is the projected turnover for FY 1997/98?
- 7) Breakdown of the turnover: What is the percentage coming from:
  - Sales of its own product?
  - Marketing of somebody else's product?
  - Work for the mother company (where the mother company is the end user)
  - Customized software projects (project management and development)(including work forwarded by the mother company, but where the final user is a third party)
  - Maintenance (off shore)
  - Other type of software services (training)
  - On site placement (body-shopping)
  - Other
- 8) History of the firm
  - When was the firm founded?
  - How many people founded the firm?
  - How many of them had held senior positions in a software firm prior to founding this firm?
  - How many of them had worked abroad?
  - How many of them had a technical expertise in a specialized domain?
  - Have the firm's founding members contacts assisted in establishing contracts for the new firm?
- 9) How does the firms obtain contracts for software development (as % of contracts secured)
  - through an Off shore development center?

- through answer to RFP with limited participation?
- through answer to a public RFP?
- work forwarded by the mother company?
- Direct contact (when the firm was the only firm contacted)

10b) QUESTIONS FOR FIRMS WHICH OPERATE AN OSDC

- Since when have you been operating this OSDC?
- How many people are committed to this OSDC?
- What is the duration of the contract?
- Is the client a big, small medium firm?  
NB: Big: Fortune 500 Company, or Indian Group. Small: less than 100 employees.
- What is the country of the client?
- How did you secure this OSDC contract?

10c) QUESTIONS FOR FIRM WITH A MAINTENANCE CONTRACT

- Since when has the firm had this maintenance contract?
- How many people are committed in this maintenance contract?
- What is the duration of the contract?
- What is the country of the client?
- Is the client a big, medium or small firm?
- How did you secure this maintenance contract?
- Is the remuneration on a T&M basis or other (specify)

11) What is the type of contracts that you obtain (% of the contracts secured, excluding OSDC)

(Show the time line to make the terminology clear) (T&M, FC, T&M/FC, FC/FC,FC/T&M, other (specify)).

12) How many proposals did the firm send out last year (or quarter)?

How many contracts were secured?

13) When the proposal include a quotation (fixed price project), that is the extent of:

- possible gains
- possible losses

14) Do you have a lawyer in your firm?

Do you request legal advice to review your contracts?

15) Have you experienced in the past projects which were

- abandoned
- substantially modified (i.e.:overrun of more than 50% of the cost).
- How many such cases have occurred?

16) Questions about the last abandoned or modified project:

- Why was the project abandoned /modified?
- At what stage did the modification or the abandon take place (as % of predicted costs)
- Was it abandoned, or what was the extent of the modification?
- What type of contract was it (FC, T&M, etc...)
- How was the contract modified to handle the change?

17) Infrastructures

a) telecommunication

- STP dedicated
- shared
- VSNL
- other (other end)

b) machines

- Mainframes: own?
- client?
- Other machines?

#### QUESTIONNAIRE: PART B: QUESTIONS RELATING TO A SPECIFIC PROJECT

1) Project description

2) The platform: Mainframe, client server or other?

3) The size and the complexity of the project:

- What was the effort needed to complete the project (Man/month)?
- How many software professionals were affected to the project?
- If you use this metric: How many programs were needed?
- How many of them were simple, medium, complex?
- Taking everything into account, how would you rate the complexity of the project (1 to 5)
- For mainframe project: how many LOC?
- For client/server:
  - was the program to be implemented in a enterprise resource planning environment?
  - was on-line transaction processing required?
  - was it a LAN, WAN or internet product?

4) How did you get this contract:

- OSDC
- Work forwarded by your mother company?
- Work for your mother company?
- Limited Request for proposal
- Public request for proposal
- Direct contact

4b) FOR RFP: How did you hear about this RFP?

How many firms were contacted beside your companies?

If it was a limited RFP: how did the firm hear about you?

4c) For Direct contact: How did the firm hear about you?

5) The contract:

5a) What was the compensation package:

(T&M, FC, T&M/FC, FC/FC,FC/T&M, other (specify)).

5b) Was the delivery deadline fixed in the proposal or after the specifications were written?

5c) Was the schedule for deliverables fixed in the proposal or after the specification were written?

5d) What was the frequency of status report?

5e) Was sign-off (approval) of deliverables required?

Was the user acceptance period specified in the contract?

Was there an automatic sign-off clause(reverse sign off)?

5f) Did the contract have

- penalty clauses for delay on the part of the SW firm
- penalty clauses (due by the client) in case of delay in sign-off?
- bonus clauses for early delivery
- other damages clauses, specify

5g) What type of provision for changes did the contract include?

6) The proposal:

- What was the percentage of effort spent to write the proposal?
- What percentage of the costs did that represent?
- Did you use costing tools(FP metrics for example) to estimate the costs?

7) The specification phase:

- What was the effort spent in writing the specification?
- What does this represent in percentage of the costs?
- Where were the specifications written (On site or off shore)?
- Did you use costing tools?
- Did you build a prototype for the client?
- Did you prepare other form of detailed presentation of the future software for the client?
- Did you use MS project for project tracking?
- Would you have used any of these for an internal (external) project?
  - costing tools?
  - prototype or other form of detailed presentation?
  - MS project?
- For an internal (external), what percentage of the total effort and total cost would have been spent writing the specifications? (alternatively: for an internal (external) spec had required XX% less (more) effort and would have been XX% less (more) costly.

7b) Contracting:

- Aside the technical work, what was the effort spent in writing and reviewing the contract?

8) The client?

- Had you worked with this client in the past?
- Was it a big, medium or small firm?
- Did you have a regular contact in the client's firm?
- Was he a junior or senior person?
- Did the client have some experience in outsourcing software?

9) Familiarity of the software firm with the project:

- Did the firm have previous experience in the business area of the product?
- Did the firm have previous experience with the platform?

- Did the firm have previous experience with the language or the tools?
- 10) The needs of the client?
- Were the needs of the clients clear at the beginning of the project? (1 to 5)
  - Was there a detailed document (based on Requirement analysis) underlying the RFP or its request to your firm?
- 11) Business impact for the client
- What was the likely impact of this project on the clients revenue? (1 to 5)
  - How critical for the client was the timely completion of the project? (1 to 5)
- 12) Business impact for the firm:
- What percentage of the revenue for this year did the project represent?
  - Was there a potential for long term relationship with the client if the project went well?
  - How important was it to satisfactorily complete the project for your general reputation as a software firm (1 to 5)?
- 13) How the project worked in practice:
- Did you revise your estimates of effort and costs after the specifications were written?
  - If yes: Relative to the initial proposal, how was the estimate revised after the specifications in terms of:
    - effort
    - cost
  - Relative to the initial proposal, how did the actual figures compared in terms of
    - effort
    - cost

(When there is no estimate in the proposal, compare the estimate at the end of the spec and the actual figures, and check here...)
  - What was the reason (s) for this change (what part was accounted for by):
    - internal difficulties
    - realized that the specifications had to be changed?
    - changes required by the client?
    - client delayed reacting to deliverables?
    - other?
  - Who bore the cost?
    - the client (what part)?
    - the firm (what part)?
  - Was there any delay due to internal difficulties?
  - Did you pay penalties for this delay?
  - Was there any delay due to delay of reaction to deliverables by the client?
  - What was the time lost (% of effort)?
  - What loss did that represent for you (including reallocation)
  - Did you pay a penalty for this delay?

- Did the client request non planned changes at some stage?
- At what Stage?
- Did you incur additional (non planned) costs because of this request? (what %)
- Did the client contest performance or adequacy to its needs?
- How was this dispute solved?
- Did you incur additional (non planned) costs because of this request?
- What was the extent of these costs (as % of total costs)