

WRIGHT STATE UNIVERSITY SUPPLIER SURVEY*

I. General Information

1. The person most familiar with strategic planning and supplier-customer relationships in your firm should fill out this questionnaire.

Title of person completing the survey: _____

2. The identity of the respondents and individual company responses will be kept *strictly confidential*.
2. Please return the completed questionnaire by April 15, 2001 or shortly thereafter.
3. Please fold the completed questionnaire on the dotted line, tape the ends, and mail. No postage is necessary.
4. If you have questions, please contact:

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In appreciation for your participation, we would be delighted to send you a copy of the aggregate research findings. If you would like to receive a complementary copy, please indicate your mailing address below:

Name: _____
Title: _____
Company: _____
Address: _____

The information furnished by you will be kept strictly confidential!

*The survey is funded by an External Acquisition Research Grant from the Naval Postgraduate School, Monterey, California.

II. Company Information

1. Which of the following best describes the *main product/service line(s)* produced by your company?:

Standard product with no option (8.7%)	Standard product with standard options (13.5%)	Standard product modified to customer specs (23.1%)	Customized Product manufactured to customer specifications (54.8%)
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2. What changes has your company experienced in annual *sales growth* over the past 5 years?:

Substantial decrease (1%)	Modest decrease (7.7%)	No change (7.7%)	Modest increase (45.2%)	Substantial increase (38.5%)
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3. What changes in market share does your company anticipate over the next 3 years?:

Substantial decrease	Modest decrease (4.8%)	No change (9.6%)	Modest increase (74%)	Substantial increase (11.5%)
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4. Your annual net sales in dollars: Below 5m 17.7% ; 5m-10m 17.7%; 10m-20m 22.9%; 20m-30m 12.5%; 30m-40m 6.3%; 50m-100m 12.5%; 100m above 10.4%. Mean and median sales \$99m and \$17.5, million respectively.

5. Approximately, what percent of company total sales are made directly to other companies:

10-30 7.1%; 30-60 7.1%; 60-90 13.3% ; 90 above 72.5%

6. How would you characterize your operation?:
- | | | |
|---------------------|----------------------|-------------------|
| job shop
(28.2%) | flow shop
(26.2%) | hybrid
(45.6%) |
|---------------------|----------------------|-------------------|

7. How would you characterize your industry?:
- | | | | |
|------------------------|--------------------|-------------------|-----------|
| manufacturing
(73%) | service
(12.5%) | hybrid
(13.5%) | others 1% |
|------------------------|--------------------|-------------------|-----------|

III. Strategic Planning

8. Which best describes your company's *strategic planning process*?

1 Highly Decentralized (4.9%)	2 (6.8%)	3 Mixed centralized/ Decentralized (37.9%)	4 (22.3%)	5 Highly Centralized (28.2%)
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9. How would you evaluate the role of *supply chain management* in the strategic planning of your firm?

1	2	3	4	5
Insignificant		Moderate		Highly Significant
(6.7%)	(11.5%)	(36.5%)	(33.7%)	(11.5%)

10. Which of the following responses best describes the extent of *interfunctional collaboration* in your company's strategic planning process (e.g. participation of multiple functions such as marketing, production, and finance):

1	2	3	4	5
Low		Moderate		Very high
(4.8%)	(9.6%)	(19.2%)	(37.5%)	(28.8%)

11. What level of priority does your firm place on identifying its core and non-core competencies?:

1	2	3	4	5
Low		Medium		Very high
(1%)	(8.7%)	(23.1%)	(36.5%)	(30.8%)

12. To what extent does your company outsource its core competencies?:

Never	Rarely	Infrequently	Frequently	Very Infrequently
(19.2%)	(43.3%)	(27.9%)	(4.8%)	(4.8%)

13. To what extent does your company outsource its non-core activities?:

Never	Rarely	Infrequently	Frequently	Very Infrequently
(3.8%)	(12.5%)	(23.1%)	(51.9%)	(8.7%)

14. Listed below are alternatives for *competing* in an industry. Please indicate the strategic importance your organization attaches to each alternative.

	Not Important	Somewhat Important	Quite Important	Very Important	Extremely Important
<i>Low Price</i>	3.9%	33%	30.1%	17.5%	15.5%
<i>Quality Leadership</i>	0.0%	1.9%	10.7%	35%	52.4%
<i>Customer Service</i>	0.0%	1.9%	5.8%	26%	26.3%
<i>Time Based Competition</i>	1%	12.9%	28.7%	35.6%	21.8%
<i>Flexibility:</i>					
Product Flexibility	4.8%	15.4%	21.2%	29.8%	28.8%
Volume Flexibility	4.8%	21.2%	24.0%	26.0%	24.0%
Launch Flexibility	5.8%	19.2%	29.8%	28.8%	16.3%
Access Flexibility	12.6%	17.5%	31.1%	16.2%	12.6%

Product Flexibility: Customizing product to customer specification; large number of product features/options;

Volume Flexibility:
Ability to rapidly increase or decrease production to respond to changes in demand;

Launch Flexibility:
Ability to rapidly introduce new products and innovations;

Access Flexibility:
Ability to provide effective widespread distribution.

IV. Information Technology

15. How would you rate your company's overall level of information technology sophistication relative to the following?:

	Low	Medium	High		
Industry Standard:	1%	3.8%	45.2%	35.6%	14.4%
Key Competitors:	1%	5.8%	39.4%	31.7%	22.1%
Primary Customers	2.9%	10.6%	35.6%	29.8%	21.2%

16. How would you rate your firm's degree of usage on the following IT applications?:

	Little or No Usage		Some Usage		Substantial or Complete Usage
<i>Web Based Procurement</i>	37.9%	49.5%	8.7%	3.9%	0.0%
<i>ERP Systems</i>	36.5%	24%	14.6%	15.6%	9.4%
<i>Web Based Auctions</i>	73.8%	17.5%	7.8%	1.0%	0.0%
<i>Real Time Access to</i>					
<i>Point of Sales Data</i>	43.7%	24.3%	19.4%	8.7%	3.9%
<i>Real Time Access for</i>					
<i>Inventory Replenishment</i>	37.9%	16.5%	12.6%	23.3%	9.7%
<i>Electronic Bulletin Boards for suppliers</i>	59.8%	24.5%	11.8%	2.9%	1.0%
<i>Web Based Marketing</i>	0.0%	31.4%	38.2%	20.6%	9.8%
<i>CRM</i> (Customer Relationship Mgmt)	34.7%	26.7%	21.8%	15.8%	1.0%
<i>SRM</i> (Supplier Relationship Mgmt)	0.0%	38.2%	35.3%	14.7%	11.8%
<i>CPFR (collaborative planning forecasting and replenishment)</i>	40.6%	28.7%	14.9%	11.9%	4.0%

17. How would you characterize your firm's products on a continuum ranging from low-tech (1) to high tech (7)? 1= 2.9%; 2= 8.7%; 3=17.5%; 4= 22.3%; 5= 29.1%; 6=10.7%; 7= 8.7%

18. How would you characterize your firm's production process on a continuum ranging from low-tech (1) to high-tech (7)? 1= 2%; 2= 11%; 3= 17%; 4= 29%; 5= 26%; 6= 11%; 7= 4%

19. How would you describe the degree of data sharing with your primary customer(s)?

Little or No Sharing	Data Sharing Without coordination	Synchronous Execution	Collaborative Planning And Decision Making
(18.3%)	(42.3%)	(26.9%)	(12.5%)

20. How would you describe the degree of data sharing with *your primary supplier (s)*?

Little or No Sharing	Data Sharing Without coordination	Synchronous Execution	Collaborative Planning And Decision Making
(15.4%)	(57.7%)	(18.3%)	(8.7%)

21. Please rate the degree of your company's usage of the following electronic commerce mechanisms to share information with your primary customers and suppliers:

	No Usage	Some Usage	Significant Usage	Major Usage	Complete Usage
Internet:	8.7%	32.7%	27.9%	23.1%	7.7%
EDI:	30.4%	25.5%	19.6%	12.7%	11.8%
Extranets:	48.0%	30.0%	15.0%	4.0%	3.0%

V. Supply Chain Management Issues

22. Listed below are some factors used to describe an ideal customer. Please rate the significance of each of these factors in your concept of a "world class" customer:

	Minor Significance	Average Significance	Very Significant		
Compatible organizational culture	12.4%	10.5%	40.0%	20.0%	17.1%
Unifying technology	7.6%	18.1%	32.4%	32.4%	9.5%
Real time information sharing	7.6%	14.3%	23.8%	23.8%	30.5%
Aligned organizational procedures	14.3%	10.5%	42.9%	21.0%	11.0%
Joint setting of performance standards	1.9%	3.8%	25.7%	39.0%	29.5%
Customer strives to develop supplier	3.8%	15.2%	21.9%	30.5%	28.6%
Involves supplier in product development	4.8%	8.6%	12.4%	28.6%	45.7%
Open communication	0.0%	2.9%	0.0%	25.7%	71.4%
Other: _____					

23. Listed below are selected negative factors that can be experienced by a supplier. Which of the following have you experienced in your relationship with your primary customer (s)?

	Never	Sometimes	Always		
Carrying excess inventory for customer	3.8%	22.9%	42.9%	20.0%	10.5%
Undo pressured to perform to standards	5.8%	28.8%	37.5%	19.2%	8.7%
Evaluated unfairly	5.8%	37.5%	42.3%	8.7%	5.8%
Vulnerable to customer changing demands	1%	14.4%	28.8%	31.7%	24.0%
Overly dependent on customer(s) business	1.9%	26.9%	28.8%	27.9%	14.4%
Standards unfairly imposed by customer	8.7%	34.6%	37.5%	14.4%	4.8%
Customer expects too much support from supplier	5.8%	36.5%	28.8%	25%	3.8%
Customer expects supplier to carry greatest risk	1%	17.3%	29.8%	36.5%	15.4%
Customer overly involved in supplier(s) business	22.1%	44.2%	26%	5.8%	1.9%
Excessive pressure to pass costs on to your suppliers	9.6%	29.8%	20.2%	29.8%	10.6%

24. Please indicate the type of information your primary *customer shares with you* and the degree of sharing?

	Little if any Sharing	Some Sharing	Important Sharing	Significant Sharing	Substantial or Open Book
Financial information	54.4%	33.0%	8.7%	2.9%	1.0%
Forecasts	16.5%	30.1%	26.2%	23.3%	3.9%
Sales Information	29.8%	37.5%	20.2%	8.7%	3.8%
Production schedules	18.4%	24.3%	26.2%	22.3%	8.7%
Order tracking	22.3%	28.2%	26.2%	21.4%	1.9%
Production plans	22.3%	32.0%	26.2%	16.5%	2.9%
Performance Measures	15.5%	16.5%	29.1%	32.0%	6.8%
Returns status	14.6%	28.2%	29.1%	21.4%	6.8%

25. Please indicate the type of information *you share with your primary supplier* and the degree of sharing?

	Little if any Sharing	Some Sharing	Important Sharing	Significant Sharing	Substantial or Open Book
Financial information	44.8%	36.2%	8.6%	5.7%	4.8%
Forecasts	5.8%	26.9%	29.8%	32.7%	4.8%
Sales information	22.1%	29.8%	25%	19.2%	3.8%
Production schedules	8.7%	21.4%	27.2%	35%	7.8%
Order tracking	6.7%	18.3%	25%	41.3%	8.7%
Production plans	8.7%	29.8%	25%	33.7%	2.9%
Performance Measures	9.6%	15.4%	33.7%	31.7%	9.6%
Returns Status	8.7%	25%	32.7%	25%	8.7%

26. How has your business relationship with your primary customer (s) changed over the past 3-5 years?:

Significant Deterioration 1 (1.9%)	2 (10.7%)	No Change 3 (29.1%)	4 (45.6%)	Significant Improvement 5 (12.6%)
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27. What trends does your company anticipate over the next 3-5 years?:

	Large Decrease	Small Decrease	Unchanged	Small Increase	Large Increase
Supplier responsibility	1.9%	2.9%	23.8%	35.2%	36.2%
Supplier profitability	3.8%	18.3%	38.5%	37.5%	1.9%
Supplier autonomy	5.8%	19.4%	55.3%	16.5%	2.9%
Pressure to perform	0.0%	0.0%	8.7%	52.9%	38.0%
Supplier Consolidation	0.0%	1.0%	20.0%	47.6%	31.4%
Customer Consolidation	1.9%	3.8%	36.2%	43.8%	14.3%
e-procurement	0.0%	0.0%	21.0%	53.3%	25.7%
e-retailin	2.0%	2.0%	43.1%	43.1%	9.8%

e-document exchanges	0.0%	0.0%	9.6%	40.4%	50.0%
Internet trade exchanges	1.0%	.01%	26.9%	51.0%	20.1%

28. Please indicate the importance your primary customer (s) places on the following performance measures when evaluating your company's performance:

	No Importance	Little Importance	Average Importance	Large Importance	Major Importance
Cycle Times	1.9%	18.3%	28.8%	36.5%	14.4%
Product Quality	0.0%	0.0%	2.9%	24.8%	72.4%
Service Quality	0.0%	1.0%	6.7%	30.5%	61.9%
Flexibility	0.0%	3.8%	20.0%	43.8%	32.4%
On time deliveries	0.0%	0.0%	3.8%	21.9%	74.3%