



## Supplier Satisfaction Survey Acme

### SURVEY INTRODUCTION

One of your customers, Acme Manufacturing, has contracted with Lehigh University to conduct a Supplier Satisfaction Survey. This survey is intended to identify specific areas where Acme can continuously improve its business relationships with suppliers. Your participation is an essential part of the improvement process. We are asking that you complete the following survey, which does not require extensive data collection on your part. Please note this survey applies only to Acme purchases.

As you complete the survey please keep in mind there are no right or wrong answers. The best answers are ones that you believe apply best to your current working relationship with Acme. Please answer each question as objectively and honestly as possible. This survey is divided into sections that each address a specific aspect of the buyer-seller relationship between your company and Acme.

We can't stress enough how important your participation is to the supply management improvement efforts at Acme. And, we can't stress enough our commitment as an objective third-party to the confidentiality of your individual responses. It would be a serious breach of ethics as researchers to share your individual responses with Acme or with anyone outside the company. All survey data will be aggregated for statistical analysis and reporting purposes only with no individual attribution.

We appreciate your time and effort in completing this survey, which we think will benefit you directly as Acme learns about what it can do to continuously improve as a customer to its suppliers. If you have any questions, please feel free to contact me at [rjt2@lehigh.edu](mailto:rjt2@lehigh.edu) or 610.758.4952. We appreciate your willingness to participate.

Best regards,

Robert J. Trent, Ph.D.  
Supply Chain Management Program Director  
Department of Management  
Lehigh University

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### SUPPLIER DEMOGRAPHIC AND GENERAL QUESTIONS

**This section asks a variety of general demographic questions. These are used simply to gain a better understanding of the sample that is responding to this survey. Answers will not be used to identify individual suppliers.**

1. What is your current professional level?

- |  |  |
|--|--|
| <input type="radio"/> Salesperson or Operational Level | <input type="radio"/> Vice President           |
| <input type="radio"/> Manager                          | <input type="radio"/> Executive Vice President |
| <input type="radio"/> Director                         | <input type="radio"/> President or CEO         |

2. Where is your company headquartered?

- |  |                                  |   |
|--|----------------------------------|---|
| <input type="radio"/> USA                    | <input type="radio"/> China      | <input type="radio"/> Western Europe        |
| <input type="radio"/> Canada                 | <input type="radio"/> India      | <input type="radio"/> Eastern Europe/Russia |
| <input type="radio"/> Mexico                 | <input type="radio"/> Asia Other | <input type="radio"/> Middle East/Africa    |
| <input type="radio"/> Central/South America  | <input type="radio"/> Australia  |   |
| <input type="radio"/> Other (please specify) |                                  |   |

3. Where is the location(s) of your facility(s) that provides goods or services to Acme? Please check all that apply.

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> USA                    | <input type="checkbox"/> China          | <input type="checkbox"/> Eastern Europe     |
| <input type="checkbox"/> Canada                 | <input type="checkbox"/> Asia Other     | <input type="checkbox"/> Middle East/Africa |
| <input type="checkbox"/> Mexico                 | <input type="checkbox"/> Australia      | <input type="checkbox"/> India              |
| <input type="checkbox"/> Central/South America  | <input type="checkbox"/> Western Europe |   |
| <input type="checkbox"/> Other (please specify) |   |   |

4. What is the approximate length of time you have been a supplier to Acme?

- |   |  |   |
|---|--|---|
| <input type="radio"/> Less than 1 year  | <input type="radio"/> Over 4 to 6 years  | <input type="radio"/> Over 10 to 12 years |
| <input type="radio"/> 1 to 2 years      | <input type="radio"/> Over 6 to 8 years  | <input type="radio"/> Over 12 to 14 years |
| <input type="radio"/> Over 2 to 4 years | <input type="radio"/> Over 8 to 10 years | <input type="radio"/> >14 years           |

5. What percent of your total sales does Acme represent?

- |                                    |                                   |                                   |
|------------------------------------|-----------------------------------|-----------------------------------|
| <input type="radio"/> Less than 1% | <input type="radio"/> 6% to < 9%  | <input type="radio"/> 15% to <20% |
| <input type="radio"/> 1% to < 3%   | <input type="radio"/> 9 to < 12%  | <input type="radio"/> 20% to <25% |
| <input type="radio"/> 3% to < 6%   | <input type="radio"/> 12% to <15% | <input type="radio"/> >25%        |

6. What are your 2010 annual sales for your company in U.S. dollars?

- |   |  |
|---|--|
| <input type="radio"/> \$1 to \$1 million annually                 | <input type="radio"/> Over \$100 million to \$500 million annually |
| <input type="radio"/> Over \$1 million to \$5 million annually    | <input type="radio"/> Over \$500 million to \$1 billion annually   |
| <input type="radio"/> Over \$5 million to \$10 million annually   | <input type="radio"/> Over \$1 billion to \$5 billion annually     |
| <input type="radio"/> Over \$10 million to \$50 million annually  | <input type="radio"/> Over \$5 billion annually                    |
| <input type="radio"/> Over \$50 million to \$100 million annually |  |

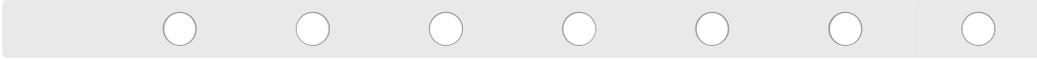


11. If you lost Acme as a customer, how easy would it be to replace Acme with a new customer?

Not Easy

Moderately  
Easy

Very Easy



A horizontal scale consisting of a light gray bar with seven white circular radio buttons spaced evenly along its length. The scale is positioned below the text labels and is currently unselected.









20. On average, how would you rate the *completeness* of the performance feedback (formally or informally) that you receive from Acme?

Very Poor				Acceptable				Excellent
<input type="radio"/>								

21. Please indicate your level of agreement with the following statements about Acme's supplier performance feedback system.

	<b>Strongly Disagree</b>		<b>Somewhat Disagree</b>		<b>Somewhat Agree</b>		<b>Strongly Agree</b>
We see a clear connection between our performance as reported by Acme and future business opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Acme is realistic in its performance expectations of our company as a supplier.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Acme's supplier performance measurement system measures the right things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our performance as a supplier to Acme has improved because of the performance feedback that Acme provides.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22. What can Acme do to improve its supplier performance measurement and feedback process?



26. Has anyone at Acme ever made a request or taken an action that you considered inappropriate or unethical?

Yes

No

27. If yes, please elaborate (without identifying specific individuals).

28. What general comments do you have regarding the ethical and business conduct of Acme personnel?



32. Specifically, what is the knowledge and skill level of the Acme personnel you deal with on a regular basis for the following areas?

	Very Weak			About Average			Very Strong
Knowledge of your purchase contract with Acme	<input type="radio"/>						
Knowledge of broad economic or macro trends and changes affecting your industry	<input type="radio"/>						
Knowledge of specific trends and changes affecting the goods or services you supply	<input type="radio"/>						
Knowledge of leading-edge supply management and supply chain management practices	<input type="radio"/>						
Knowledge of your internal cost and operating structure	<input type="radio"/>						
Knowledge of your production and delivery processes	<input type="radio"/>						
Knowledge of your capacity constraints and limitations	<input type="radio"/>						
Knowledge of leading-edge quality management systems	<input type="radio"/>						
Knowledge of emerging technology that affects your business	<input type="radio"/>						

33. What general comments do you have regarding the knowledge and skill levels of the personnel you deal with regularly at Acme?



38. How courteous are personnel at Acme when you contact them with business concerns or questions?

Not  
Courteous

Somewhat  
Courteous

Very  
Courteous



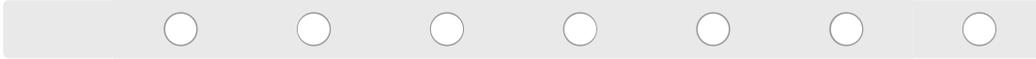
A horizontal scale with seven radio buttons, evenly spaced, for selecting an answer to question 38.

39. How seriously do personnel at Acme take your business concerns and questions?

Not  
Seriously

Somewhat  
Seriously

Very  
Seriously



A horizontal scale with seven radio buttons, evenly spaced, for selecting an answer to question 39.

40. What general comments do you have regarding Acme's responsiveness to your business concerns or questions?



A rectangular text box for providing general comments regarding Acme's responsiveness to business concerns or questions.





52. What general comments do you have regarding Acme's quality management processes and approaches?









65. Is there anything that Acme does that adds complexity to your business relationship?

66. What general comments do you have regarding how Acme manages your business-to-business relationship?





72. Please indicate your level of agreement with the following statements about your most recent selling contract with Acme.

	<b>Strongly Disagree</b>		<b>Somewhat Disagree</b>		<b>Somewhat Agree</b>		<b>Strongly Agree</b>
Our contract is burdensome to comply with	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our contract contains an excessive amount of legal language and conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our contract is designed primarily to protect Acme's interests	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our contract contains many punitive clauses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Acme often violates the terms and conditions of our contract	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have regular contract performance reviews with Acme personnel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our contract contains a set of measures that help us understand our performance requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our contract is for the right length of time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our contract contains incentives that promote continuous performance improvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

73. What general comments do you have regarding Acme's quotation, negotiation, and contracting practices?



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### BUSINESS OPPORTUNITIES AND PAYMENT TERMS

The following questions ask your perception about future business opportunities and payment terms with Acme.

74. Please indicate your level of agreement with the following statements about business opportunities and payment terms with Acme.

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
Acme pays its invoices early or on time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Acme unilaterally changes for its benefit agreed-upon payment terms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is important to Acme that our company earn a fair financial return from our business relationship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We believe there are future opportunities with Acme for new business or growth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Acme is willing to share savings from any improvements that are or might be developed jointly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>







89. If yes, is there anything that could improve the value of these meetings?

90. Please identify whether changes by Acme within the following areas affect or disrupt your company's ability to provide a high level of service.

	<b>No Changes Requested/ Not Disruptive</b>		<b>Somewhat Disruptive</b>			<b>Very Disruptive</b>	
Changes to product, assembly, component, or service designs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Changes to delivery quantities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Changes to delivery due dates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Changes to contract terms and conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Changes to quality requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Changes to prices paid	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Changes to contact personnel at Acme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Changes to payments terms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

91. What can Acme do to improve or facilitate the exchange of *relevant information* with your company?

92. What can Acme do to improve or facilitate the exchange of *transactions* with your company?



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### CONCLUSION

93. When all is said and done, what are the attributes or behaviors that make a company great to have as your customer?

94. Please identify at least three specific areas where Acme could improve its performance as a customer.

95. Please identify any areas where Acme is especially capable or desirable to your company as a customer.

96. Is there anything that is relevant to your business relationship with Acme that we failed to address in this survey? If so, what might that be?

**Thank you for completing the survey.**

<left>As noted earlier we will not share your e-mail address or your responses with anyone.

If you have any questions, please feel free to contact Robert J. Trent directly at [rjt2@lehigh.edu](mailto:rjt2@lehigh.edu) or 610.758.4952. </left>