



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 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?

- Salesperson or Operational Level
- Manager
- Director
- Vice President
- Executive Vice President
- President or CEO

2. Where is your company headquartered?

- USA
- Canada
- Mexico
- Central/South America
- Other (please specify)
- China
- India
- Asia Other
- Australia
- Western Europe
- Eastern Europe/Russia
- Middle East/Africa

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

- USA
- Canada
- Mexico
- Central/South America
- Other (please specify)
- China
- Asia Other
- Australia
- Western Europe
- Eastern Europe
- Middle East/Africa
- India

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?

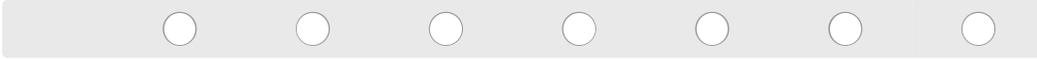
- | | |
|---|--|
| <input type="radio"/> \$1 to \$1 million annually | <input type="radio"/> Over \$100 million to \$500 million annually |
| <input type="radio"/> Over \$1 million to \$5 million annually | <input type="radio"/> Over \$500 million to \$1 billion annually |
| <input type="radio"/> Over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

	Much Worse than the Ideal			Somewhat Less than the Ideal			Equal to the Ideal
Offering longer-term business opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing opportunities for early involvement during Acme's new product development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Designing parts to match your process capabilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responding to your inquiries in a timely manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing clear channels of communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using electronic systems to facilitate transactions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being receptive to your improvement ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being knowledgeable about your business and industry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being committed to continuous improvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing effective buyer-seller relationships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing tangible support if problems arise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being clear regarding Acme's performance expectations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Please elaborate on any deficiencies you have indicated above.

14. Please indicate how important each of the following is to your company as provided by your customers.

	Not Important	Somewhat Important			Very Important
Relevant supply chain information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fair financial return on your investment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adequate lead times for planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accurate forecasts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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.

	Strongly Disagree		Somewhat Disagree		Somewhat Agree		Strongly Agree
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



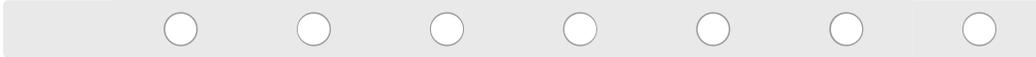
A horizontal scale with seven radio buttons, evenly spaced, for selecting a response to question 38.

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 a response 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.

	Strongly Disagree		Somewhat Disagree		Somewhat Agree		Strongly Agree
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"/>

78. How easy is it to conduct the following business transactions with Acme?

	Not Easy		Somewhat Easy			Very Easy	
Submit invoices for payment to Acme's accounts payable system	<input type="radio"/>						
Receive payment from Acme's accounts payable system	<input type="radio"/>						
Receive material releases or orders from Acme	<input type="radio"/>						
Send various kinds of transactions confirmations to Acme	<input type="radio"/>						
Receive various kinds of confirmations from Acme	<input type="radio"/>						
Receive forecast or other supply chain data from Acme	<input type="radio"/>						
Provide advance shipping notices (ASN's) for goods being delivered to Acme	<input type="radio"/>						
Submit responses to quotations or proposals	<input type="radio"/>						

79. How open is Acme about sharing demand forecasts or other relevant supply chain planning information with your company?

Not Open	Somewhat Open			Very Open
<input type="radio"/>				

80. How valuable is it (or would it be) for Acme to share its future product development plans with your company?

Not Valuable	Somewhat Valuable			Very Valuable
<input type="radio"/>				

81. How open is Acme about sharing its future product development plans?

Not Open	Somewhat Open			Very Open
<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.

	No Changes Requested/ Not Disruptive		Somewhat Disruptive			Very Disruptive	
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 or 610.758.4952. </left>