

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.

identity individual suppliers.			
1. What is your current profess	sional level?		
Salesperson or Operational Leve	el	Vice President	
Manager		Executive Vice P	President
Director		President or CEC)
2. Where is your company hea	dquartered?		
USA	China		Western Europe
Canada	India		Eastern Europe/Russia
Mexico	Asia Other		Middle East/Africa
Central/South America	Australia		
Other (please specify)			
3. Where is the location(s) of y	our facility(s) tha	t provides goods or	services to Acme? Please
check all that apply.		_	_
USA	China		Eastern Europe
Canada	Asia Other		Middle East/Africa
Mexico	Australia		India
Central/South America	Western Eur	ope	
Other (please specify)			

4. What is the approximate	length of time you have b	een a supplier to Acme?
Less than 1 year	Over 4 to 6 years	Over 10 to 12 years
1 to 2 years	Over 6 to 8 years	Over 12 to 14 years
Over 2 to 4 years	Over 8 to 10 years	>14 years
5. What percent of your total	al sales does Acme repres	sent?
Less than 1%	6% to < 9%	15% to <20%
1% to < 3%	9 to < 12%	20% to <25%
3% to < 6%	12% to <15%	>25%
0.14		
6. What are your 2010 ann	ual sales for your compan	
\$1 to \$1 million annually		Over \$100 million to \$500 million annually
Over \$1 million to \$5 million	annually	Over \$500 million to \$1 billion annually
Over \$5 million to \$10 millio	n annually	Over \$1 billion to \$5 billion annually
Over \$10 million to \$50 milli	on annually	Over \$5 billion annually
Over \$50 million to \$100 mil	lion annually	



Supplie	r Satisfactio	on Survey	Acme					
CUSTO	MER IMPOR	RTANCE						
This sec	tion asks for	informatio	n on ho	w important t	this custor	ner is to	your com	pany.
longer-ter	that not all cus m business p financial succ	lans, to wha	at extent	would the los				
	Would Not Affect			Somewhat Affect			Significantly Affect	
8. Overall	, how satisfied	d are you w	ith Acme	e's performand	ce as a cus	tomer?		
	Very Dissatisfied			Somewhat Satisfied			Very Satisfied	
9. Overall	, please indic	ate the valu	e that m	ost closely ali	gns with ho	ow you vi	iew Acme	
	A Least Preferred Customer			An Average Customer			A Most Preferred Customer	
10. Overa	all, how critica	l do you per	ceive yo	our company is	s to the lon	ger-term	success	
	Not Critical			Critical			Very Critical	

11. If you customer	lost Acme as	a custome	r, how easy	y would it be	e to replace	Acme w	ith a new
	Not Easy		M	loderately Easy			Very Easy



COMPARISON TO AN IDEAL CUSTOMER

This section asks you to think about how Acme compares to what you consider to be a best or ideal customer. This best or ideal customer does not have to be from Acme's industry. This section also asks you to rate how important the following items are to you as a supplier.

12. Compared with what you consider to be an ideal or best customer, how does Acme compare across the following areas?

	Much Worse than the Ideal		Somewhat Less than the Ideal		Equal to the Ideal
Sharing relevant supply chain information					
Providing a fair financial return on your investment					
Providing adequate lead times for planning					
Providing accurate forecasts					
Sharing of cost savings from improvement ideas					
Providing correct and clear material specifications					
Providing smoothly timed order releases					
Protecting proprietary information and technology					
Exhibiting ethical and respectful behavior					
Providing objective performance feedback					
Providing payment in a reasonable time					
Minimizing last minute product and order changes					
Pursuing efficient negotiating and contracting practices					

	Much Worse than the Ideal			Somewhat Less than the Ideal			Equal to the Ideal
Offering longer-term business opportunities							
Providing opportunities for early involvement during Acme's new product development							
Designing parts to match your process capabilities							
Responding to your inquiries in a timely manner							
Providing clear channels of communication							
Using electronic systems to facilitate transactions							
Being receptive to your improvement ideas							
Being knowledgeable about your business and industry							
Being committed to continuous improvement							
Developing effective buyer-seller relationships							
Providing tangible support if problems arise							
Being clear regarding Acme's performance expectations							
3. Please elaborate on any defi	ciencies yo	u have ind	icated abov	/e.			
4. Please indicate <u>how importar</u>	nt_each of th	ne following	g is to your	company a	s provided	by your cu	ustomers.
4. Please indicate <u>how importar</u>	nt_each of th Not Important	ne following	g is to your	company a Somewhat Important	s provided	by your c	Very
4. Please indicate <u>how importar</u> Relevant supply chain information	Not	ne following	g is to your	Somewhat	s provided	by your co	Very
	Not	ne following	g is to your	Somewhat	s provided	by your co	Very
Relevant supply chain information Fair financial return on your	Not	ne following	g is to your	Somewhat	s provided	by your co	

	Not Important		Somewhat Important		Very Important
Cost savings from improvement ideas					
Correct and clear material specifications					
Smoothly timed order releases					
Protection of proprietary information and technology					
Ethical and respectful behavior					
Objective performance feedback					
Payment in a reasonable time					
Minimum last minute product and order changes					
Efficient negotiating and contracting practices					
Opportunities for a longer-term business relationship					
Opportunities for early involvement during Acme's new product development					
Parts designed to match your process capabilities					
Responses to your inquiries in a timely manner					
Clear channels of communication					
Electronic systems to facilitate transactions					
Open to your improvement ideas					
Knowledge about your business and industry					
A commitment to continuous improvement					
Effective buyer-seller relationships					
Tangible support if problems arise					
Clear performance expectations					



This section asks questions about the feedback you receive from Acme regarding your performance as a supplier. 15. On average, how often do you receive formal feedback from Acme regarding your performance as a supplier? Do not receive formal feedback Monthly Annually Weekly Semi-Annually Daily Quarterly 16. Do you receive a formal supplier report card or scorecard from Acme on a regular basis? Yes No 17. How would you rate the overall value of the performance feedback (formally or informally) that you receive from Acme? Very Poor Limited Excellent Wery Poor Average Excellent Very Poor Average Excellent 19. On average, how would you rate the accuracy of the performance feedback (formally or	as a supplier. 15. On average, how often do you receive formal feedback from Acme regarding your performance as a supplier? Do not receive formal feedback Monthly Annually Weekly Semi-Annually Daily Quarterly 16. Do you receive a formal supplier report card or scorecard from Acme on a regular basis? Yes No 17. How would you rate the overall value of the performance feedback (formally or informally) that you receive from Acme? Very Poor Limited Excellent 18. On average, how would you rate the timeliness of the performance feedback (formally or informally) that you receive from Acme? Very Poor Average Excellent 19. On average, how would you rate the accuracy of the performance feedback (formally or informally) that you receive from Acme?	SUPPLIER PERFORMAN	CE FEEDBACK				
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Very Poor	Accep	otable			Exc	ellent	
) (
Please indicate your level of agreeme erformance feedback system.	nt with the fo	llowing	g statements	about	Acme's sup	oplier	
	Strongly Disagree		Somewhat Disagree		Somewhat Agree		Strongly Agree
We see a clear connection between our performance as reported by Acme and future business opportunities.							
Acme is realistic in its performance expectations our company as a supplier.	of						
Acme's supplier performance measurement systomeasures the right things.	em 🔘						
Our performance as a supplier to Acme has improved because of the performance feedback to Acme provides.	that						



ETHICAL AND BUSINESS CO	NDUCT						
This section asks you to think a				s conduct	exhibited I	by the pe	rsonnel at
23. Overall, based on your busines Acme to be as a company?	ss dealing	gs and inter	action hov	v ethical do	you find		
Very Unethical		Somewhat Ethical			Very Ethical		
24. Please indicate how confident confidential information within the	following	-	el at Acm	•	t the integr	ity of your	
	Not Confident			Somewhat Confident			Very Confident
Supply chain improvement ideas							
Product improvement ideas							
Process improvement ideas							
Future product plans							
Internal demand forecasts							
Internal cost data							
Market and growth strategies							
Overall business plans and strategies							
Current product designs							
Information and data submitted in quotations and/or proposals							
25. Please respond to the statement the right things during our busines		_	level of tru	ust that Acm	e personne	el will do	
Strongly Disagree		Neut	ral			Strongly Agree	

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?



with at Acn	ne on a regul						
	a danimentad	ui busis.	ption abou	t the knowled	ge and skil	ls of the p	ersonnel you
	a designated	individual(s	s) at Acme	who you can co	ontact wher	you have	questions or
Yes							
No							
	-		-	nel you deal with luct, processes Somewhat	-		ry? Very
١	Not Important			Important			Important
	Not			Somewhat			Very
N	nowledgeable			Knowledgeable			Knowledgeable

	Very Weak			About Average			Very Stron
Knowledge of your purchase contract with Acme							
Knowledge of broad economic or macro trends and changes affecting your industry							
Knowledge of specific trends and changes affecting the goods of services you supply							
Knowledge of leading-edge supply management and supply chain management practices							
Knowledge of your internal cost and operating structure							
Knowledge of your production and delivery processes							
Knowledge of your capacity constraints and limitations							
Knowledge of leading-edge quality management systems							
Knowledge of emerging technology that affects your business 3. What general comments do you have regarding the	ne knowle	edge ar	nd skill le	evels of	the pers	sonnel y	rou
Knowledge of leading-edge quality management systems Knowledge of emerging technology that affects your business 3. What general comments do you have regarding the eal with regularly at Acme?	ne knowle	edge ar	nd skill le	evels of	the pers	sonnel y	rou
Knowledge of emerging technology that affects your business 3. What general comments do you have regarding the	ne knowle	edge ar	nd skill le	evels of	the pers	sonnel y	rou
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Knowledge of emerging technology that affects your business 3. What general comments do you have regarding the	ne knowle	edge ar	nd skill le	evels of	the pers	sonnel y	rou



RESPONSIVENESS TO SUPPLIER CONCERNS OR QUESTIONS

These questions relate to how well personnel at Acme respond when you have non-routine

concerns or quest	ions.					
34. How often, on a questions or concer			-			s
We do not contact	personnel at A	cme	9-11 time	es a year		
One a year			12-14 tin	nes a year		
Twice a year			15-17 tim	nes a year		
3-5 times a year			18-20 tim	nes a year		
6-8 times a year			More that	ın 20 times a	a year	
35. How responsive business concerns	-		Somewhat	timeliness	when you	
Not Timely			Timely			Very Timely
36. How accurate a	-	-	receive from p	personnel	at Acme w	hen you
Not Accurate			Somewhat Accurate			Very Accurate
37. How <i>complete</i> a have business cond	-	-	receive from	personne	l at Acme v	vhen you
Not Complete			Somewhat Complete			Very Complete

Courteous Courteous Courteous Seriously do personnel at Acme take your business concerns and questions? Not Somewhat Very Seriously Seriously T general comments do you have regarding Acme's responsiveness to your buses?		Not			Somewhat			Very
Not Somewhat Very Seriously Seriously Seriously Seriously t general comments do you have regarding Acme's responsiveness to your buse								
Not Somewhat Very Seriously Seriously Seriously Seriously t general comments do you have regarding Acme's responsiveness to your buse								
Not Somewhat Very Seriously Seriously Seriously Seriously t general comments do you have regarding Acme's responsiveness to your buse								
Seriously Seriously Seriously t general comments do you have regarding Acme's responsiveness to your buse	9. How		personnel	at Acme t		iness cond	erns and	



QUALITY AND DELIVER	RY PERFORMANCE RE	QUIREMENTS	
This section relates to Ac	me's quality and delivery	performance requi	rements.
41. Are the quality requirem company?	nents as defined by Acme cl	ear and understood	by your
Not Clear	Somewhat Clear		Very Clear
42. How realistic are the pe	rformance expectations that	t Acme has of your c	ompany? Very
Not Realistic	Realistic		Realistic
43. Are any of Acme's busin provide a high level of produced Yes No	= -	your company's abiii	ty to
44. If yes, please explain.			
45. Please respond to the s level that have affected our			s at a
Strongly Disagree	Neutral		Strongly Agree
Disagree	()		, igicc

Given your experience working with Acme personnel, how committed is Acme to the pursuit of tal quality? Not Somewhat Totally Committed
Not Somewhat Committed Com
Not Somewhat Committed Com
Not Committed Co
Committed Commit
Committed Commit
Somewhat Not Willing Willing Wory Willing Wo
Somewhat Not Willing Willing Wory Willing Wo
Somewhat Not Willing Willing Wory Willing Wo
Not Willing Willing Willing Wory Willing How stable (i.e., subject to change) are the delivery lead times that Acme provides? Constantly Changing Stable Very Stable How achievable are the delivery lead times that Acme provides? Not Achievable Achievable Achievable Achievable How confident are you that Acme would provide personnel or other support if your company erienced a performance-related problem that affected your ability to serve Acme?
Not Willing How stable (i.e., subject to change) are the delivery lead times that Acme provides? Constantly Changing Somewhat Changing Stable Very Stable How achievable are the delivery lead times that Acme provides? Not Achievable Achievable Achievable Achievable Achievable Achievable Somewhat Achievable
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Not Confident Confident Confident



Supplier S	Satisfaction S	urvey Acme					
BUSINESS	S-TO-BUSINE	SS RELATION	NSHIP				
		-		-to-business re nswer the next t	_		/ has
Counter-Prod	luctive: Each party	works against the i	nterests of the oth	er (lose-lose).			
Competitive: lose).	Each party works to	get the most indivi	dual value from th	e relationship (win-			
-	Open sharing of inforcess (win-win).	ormation occurs. Ea	ach party is conce	rned about the other'	S		
Collaborative alliance (win-w		ivities occur. The re	lationship resemb	oles a partnership or			
53. Please i	dentify the resp	onse that best r	eflects your cu	rrent working rela	ationship w	vith Acme.	
	Counter- Productive	Compet	itive	Cooperative		Collaborative	
54. What le	vel of relationsh Counter- Productive	ip with Acme wo		see in 3 to 5 yea	rs?	Collaborative	
		\circ					

	Strongly Disagree		Somewhat Disagree		Somewhat Agree		Strongly Agree
Our business relationship with Acme has improved over the last several years							
A high level of trust characterizes our business relationship with Acme							
Acme sometimes threatens to shift our business to other suppliers							
Acme is understanding when problems occur that are outside of our direct control							
Our private views about Acme are less positive than those we express publicly							
Unless we are rewarded for it in some way, we see no reason to expend extra effort on behalf of Acme							
How hard we work for Acme is directly linked to how much we are rewarded							
Bargaining is necessary in order to obtain favorable terms of trade in dealing with Acme							
6. Is there a specific individuelationship you have with the Yes		_	ated to mana	age the t	ousiness-to	-busines	ss
7. If yes, how important a ro	le does thi	s individ		our ongo	oing relatio	nship wi	
Not Important			Somewhat Important				Very Important

Yes							
No							
9. If yes, how important a ro	ole does this indi	vidual play	in your c	ongoing rela	itionship wi	ith Acme?	
Not Important	Not Important			Somewhat Important			
How committed are Acme with your company?	e personnel to im	nproving the	e busine:	ss-to-busine	ess relatior	nship they	
Not Committed		Somew Commit				Very Committed	
				\bigcirc			
ow or in the future?	Not Willing			Somewhat Willing to			
ow or in the future?	Not Willing to Provide						Willing t
ow or in the future? Personnel to work directly at Acmeracilities	to Provide	0	0	Willing to	0	0	Willing t
Personnel to work directly at Acm	to Provide	0	0	Willing to	0	0	Willing t
Personnel to work directly at Acmeracilities	to Provide e	0	0	Willing to			Willing t
Personnel to work directly at Acme facilities Capacity dedicated to Acme Engineers to support Acme's prod	to Provide e Juct			Willing to			Willing t
Personnel to work directly at Acmeracilities Capacity dedicated to Acme Engineers to support Acme's produces and the second design needs	to Provide e Juct			Willing to			Willing t
Personnel to work directly at Acmeracilities Capacity dedicated to Acme Engineers to support Acme's producesign needs Investment in new equipment that benefits only Acme Exclusive use of new technology	to Provide e Juct			Willing to			Willing t
Personnel to work directly at Acmiracilities Capacity dedicated to Acme Engineers to support Acme's production of the support Acme's production of the support Acme's production of the support Acme of the support Acme of the support Acme's Acme of the support Acme's	to Provide e Juct			Willing to			Willing t
Personnel to work directly at Acmeracilities Capacity dedicated to Acme Engineers to support Acme's production of the support Acme's production of the support acme of	to Provide e Juct			Willing to			Very Willing to Provide O
Personnel to work directly at Acmeracilities Capacity dedicated to Acme Engineers to support Acme's production of the support Acme's production of the support Acme's production of the support Acme of the support Acme of the support Acme's needs Provide direct financial support if needed Information technology systems	to Provide e Juct			Willing to			Willing t

	Not Willing to Provide			Somewhat Willing to Provide			Very Willing to Provide
Product innovation							
Production process innovation							
Process innovation other than production processes							
3. How willing is your compar the future?	ny to provide th	ne followir	ng kinds of	favorable tre Somewhat Willing to	<u>atment</u> to	Acme, eith	ner now or Very Willing to
	to Provide			Provide			Provide
Shorter quoted lead times							
Preferential scheduling of orders							
Early insight into your future produc technology plans	et						
More favorable payment terms							
Performance improvement ideas							
More frequent deliveries							
Access to your executive level personnel							
Access to supply market information that you may possess	n						
Better pricing							
First allocation of output if your capacity is constrained							
Early warning to potential supply problems							
4. How confident are you that formation with Acme without		•	•	•	nce proble	m	
Not Confident		Some Conf				Very Confident	
		Com					

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?



QUOTATI	ON, NEGOTI	ATON, ANI	D CONTF	RACTING PI	RACTICES		
This section	on solicits feed	dback abou	t Acme's o	quotation, ne	gotiation, a	nd contra	acting practices.
	early does Acm and/or proposa		needs and	requirements	s when send	ling out re	quests for
	Not Clearly			Somewhat Clearly			Very Clearly
	Not Clearly			Clearly			very Clearly
68. How eff	ficient is Acme's	s request for	quotation	(RFQ) / reque	est for propo	sal (RFP)	process?
	Very			Somewhat			
	Inefficient			Efficient			Very Efficient
69. How cle RFP's?	ear has Acme b	een regardii	ng how you	Somewhat	it your respo	nses to R	
	All			Clear			Very Clear
70. Please and RFP's.	respond to the " Strongly Disagree	statement, '	'Acme prov	rides a fair an Neutral	nount of time	e to respor	nd to RFQ's Strongly Agree

Negotiation sessions with Acme are more adversarial in nature than cooperative		Strongly Disagree	Somewhat Disagree	Somewhat Agree		Strongly Agree
Acme's negotiators are well-prepared for negotiating sessions Acme's negotiators often try to trick us or use deceiving tactics during negotiating sessions The negotiating location is selected to favor Acme Negotiations with Acme are an expensive undertaking for us Negotiations with Acme take too long before reaching agreement We do not particularly enjoy negotiating with Acme Negotiations with Acme focus on how to create new value from our business relationship Acme uses the contract negotiation process as an opportunity to strengthen our business relationship Acme tends to be heavy-handed during negotiations Acme clearly puts its self-interests ahead of our	Contracts and the contracting process at Acme are nighly advanced					
Acme's negotiators often try to trick us or use deceiving tactics during negotiating sessions The negotiating location is selected to favor Acme Negotiations with Acme are an expensive undertaking for us Negotiations with Acme take too long before reaching agreement Ne do not particularly enjoy negotiating with Acme Negotiations with Acme focus on how to create new value from our business relationship Acme uses the contract negotiation process as an opportunity to strengthen our business relationship Acme tends to be heavy-handed during negotiations Acme clearly puts its self-interests ahead of our	Negotiation sessions with Acme are more adversarial in nature than cooperative	\bigcirc	\bigcirc			
Acme tends to be heavy-handed during negotiating sessions The negotiating location is selected to favor Acme Overagotiations with Acme are an expensive undertaking for us Negotiations with Acme take too long before reaching agreement Overagotiations with Acme take too long before reaching agreement Overagotiations with Acme focus on how to create new value from our business relationship Acme uses the contract negotiation process as an appoportunity to strengthen our business relationship Acme tends to be heavy-handed during negotiations Acme clearly puts its self-interests ahead of our	Acme's negotiators are well-prepared for negotiating sessions					
Negotiations with Acme are an expensive undertaking for us Negotiations with Acme take too long before reaching agreement Ne do not particularly enjoy negotiating with Acme Negotiations with Acme focus on how to create new value from our business relationship Acme uses the contract negotiation process as an appoportunity to strengthen our business relationship Acme tends to be heavy-handed during negotiations Acme clearly puts its self-interests ahead of our	Acme's negotiators often try to trick us or use deceiving tactics during negotiating sessions					
Negotiations with Acme take too long before reaching agreement We do not particularly enjoy negotiating with Acme Negotiations with Acme focus on how to create new value from our business relationship Acme uses the contract negotiation process as an apportunity to strengthen our business relationship Acme tends to be heavy-handed during negotiations Acme clearly puts its self-interests ahead of our	The negotiating location is selected to favor Acme					
Negotiations with Acme focus on how to create new value from our business relationship Acme uses the contract negotiation process as an apportunity to strengthen our business relationship Acme tends to be heavy-handed during negotiations Acme clearly puts its self-interests ahead of our	Negotiations with Acme are an expensive undertaking for us					
Negotiations with Acme focus on how to create new value from our business relationship Acme uses the contract negotiation process as an opportunity to strengthen our business relationship Acme tends to be heavy-handed during negotiations Acme clearly puts its self-interests ahead of our	Negotiations with Acme take too long before reaching agreement					
Acme uses the contract negotiation process as an appropriating to strengthen our business relationship Acme tends to be heavy-handed during negotiations Acme clearly puts its self-interests ahead of our	We do not particularly enjoy negotiating with Acme					
Acme tends to be heavy-handed during negotiations Acme clearly puts its self-interests ahead of our	Negotiations with Acme focus on how to create new value from our business relationship					
Acme clearly puts its self-interests ahead of our	Acme uses the contract negotiation process as an opportunity to strengthen our business relationship	\bigcirc			\bigcirc	
	Acme tends to be heavy-handed during negotiation	s				
	Acme clearly puts its self-interests ahead of our nterests during negotiations					

	Strongly Disagree		Somewhat Disagree		Somewhat Agree		Strong Agree
Our contract is burdensome to comply with							
Our contract contains an excessive amount of legal language and conditions							
Our contract is designed primarily to protect Acme's interests							
Our contract contains many punitive clauses							
Acme often violates the terms and conditions of our contract							
We have regular contract performance reviews with Acme personnel							
Our contract contains a set of measures that help usunderstand our performance requirements	s O						
	s O				0	O	OO
understand our performance requirements	0	cme's c	Juotation, ne	egotiation	on, and cont	racting	
understand our performance requirements Our contract is for the right length of time Our contract contains incentives that promote continuous performance improvement 3. What general comments do you have re	0	cme's c	juotation, ne	egotiation	on, and cont	racting	
understand our performance requirements Our contract is for the right length of time Our contract contains incentives that promote continuous performance improvement 3. What general comments do you have re	0	cme's c	quotation, ne	egotiation	on, and cont	racting	
understand our performance requirements Our contract is for the right length of time Our contract contains incentives that promote continuous performance improvement 3. What general comments do you have re	0	cme's c	quotation, ne	egotiation	on, and cont	racting	
understand our performance requirements Our contract is for the right length of time Our contract contains incentives that promote continuous performance improvement 3. What general comments do you have re	0	cme's c	Juotation, ne	egotiation	on, and cont	racting	
understand our performance requirements Our contract is for the right length of time Our contract contains incentives that promote continuous performance improvement 3. What general comments do you have re	0	cme's c	Juotation, ne	egotiation	on, and cont	racting	
understand our performance requirements Our contract is for the right length of time Our contract contains incentives that promote continuous performance improvement 3. What general comments do you have re	0	cme's c	juotation, ne	egotiation	on, and cont	racting	
understand our performance requirements Our contract is for the right length of time Our contract contains incentives that promote continuous performance improvement 3. What general comments do you have re	0	cme's o	Juotation, ne	egotiation	on, and cont	racting	



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				
Acme unilaterally changes for its benefit agreed- upon payment terms				
It is important to Acme that our company earn a fair financial return from our business relationship				
We believe there are future opportunities with Acme for new business or growth				
Acme is willing to share savings from any improvements that are or might be developed jointly	y			



о пррпо								
SUPPLY	CHAIN INFO	RMATION	SHARING	G AND TRAI	NSACTION	EFFICIE	NCY	
	ion focuses or your company			ncy of excha	nging releva	ınt supply	chain inform	nation
75. How e	effective is the A	cme supplie	r portal as	a communica	tion tool?			
	Not Effective			Somewhat Effective			Very Effective	
76. How c	loes the Acme s	supplier porta	al compare	About the	al of your oth	er custom		
	Much Worse			Same			Much Better	
	eading-edge are cate relevant su	•			cme uses to	exchange	or	
	Not Leading- Edge			Somewhat Leading-Edge			Very Leading- Edge	

Submit invoi		Not Easy			Somewhat			Very Easy
Submit invoi		NOT Lasy			Easy			very Lasy
	ices for payment to ounts payable system							
	ment from Acme's yable system							
Receive mat from Acme	terial releases or orders							
Send various	s kinds of transactions as to Acme							\bigcirc
	ious kinds of is from Acme							
Receive fore chain data fr	ecast or other supply rom Acme							
	ance shipping notices goods being delivered to							
Submit respondence of the submit respondence	onses to quotations or en is Acme about sh with your company?				relevant su	oply chain p	Olanning	
Submit respondence of the submit respondence of the submit responds to the submit responds	en is Acme about sh with your company?		Some	what	relevant su			
Submit response proposals 9. How opense proposals	en is Acme about sh			what	relevant sup		Dlanning Very Open	
Submit respondence of the second seco	en is Acme about sh with your company? Not Open		Some Op	what en e its future	0	velopment	Very Open	
Submit respondence of proposals 9. How operation 0. How valith your contact of the proposals	en is Acme about sh with your company? Not Open luable is it (or would ompany?	it be) for Acr	Some Op me to share Some Value	what en e its future what able	product de	velopment	Very Open	
Submit respondence of the second seco	en is Acme about sh with your company? Not Open luable is it (or would ompany? Not Valuable	it be) for Acr	Some Op me to share Some Value	what en e its future what able developme	product de	velopment	Very Open	

	Very Inaccurate			Somewhat Accurate			Very Accurate
	Illaccurate			Accurate			very Accurate
33. If the r	material release	es and/or p	urchase ord	ders you receiv	e from Acm	e are some	etimes inaccurate, v
are the m	ost common er	rors?					
0.4 15.4		•	a ·				
	e requests cha enough lead tim	_	_	-	ousiy agreed	ı upon, doe	s the company pro
Never			Usually		(Always	
Occasi	onally		Most of	the time			
35. How w Acme?	villing is your co	ompany to s	sharing nev	v technology or	other impro	ovement ide	eas with
	Not Willing			Somewhat			Very Willing
	Not Willing			Somewhat Willing	\bigcirc		Very Willing
	Not Willing	0	0			0	Very Willing
	eceptive is Acn	ne to receiv	ing new ted	Willing	er improver	nent ideas	
86. How recompany?	eceptive is Acn	ne to receiv	ing new ted	Willing Chnology or oth	er improver	nent ideas	from your
	eceptive is Acn	ne to receiv	ing new ted	Willing	er improver	nent ideas	
	eceptive is Acn	ne to receiv	ing new ted	Willing Chnology or oth	er improver	nent ideas	from your Very
87. Do you year with a Yes No	eceptive is Acn	o-face perfo	ormance re	Willing Chnology or oth Somewhat Receptive view and/or pla	anning meet	0	from your Very Receptive
87. Do you year with a Yes No	eceptive is Acm? Not Receptive u have a face-t Acme supply re	o-face perfo	ormance re	Willing Chnology or oth Somewhat Receptive view and/or pla	anning meet	0	from your Very Receptive

anges to product, assembly, mponent, or service designs anges to delivery quantities anges to delivery due dates anges to contract terms and additions	0				Disruptiv
anges to delivery due dates					
anges to contract terms and					
_					
		\bigcirc			
anges to quality requirements					
anges to prices paid					
anges to contact personnel at me					
anges to payments terms					
What can Acme do to impro					pany?



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>