I. Select One Supplier: If you are unsure of the answer to a question, please provide your best estimate.

Please focus your answers on one of your suppliers. This supplier should be providing your firm with a critical material or component that is used in one of your firm’s end product(s).

1. Approximately how long has your company been purchasing from this supplier?
   a. 0 to 1 years  
   b. 1 to 5 years  
   c. 5 to 10 years  
   d. over 10 years.

2. a. Are you a major customer for this supplier?
   a. yes  
   b. no

   b. If yes, approximately what % of this supplier's total sales does your company purchase?
   a. 0 to 25%  
   b. 26% to 50%  
   c. 51% to 75%  
   d. 76% to 100%

3. a. What percentage of your total purchases of this particular item is purchased from this supplier?
   a. 0 to 25%  
   b. 26% to 50%  
   c. 51% to 75%  
   d. 76% to 100%

   b. If you answered less than 100% to 3a, how many other suppliers provide this item to you?
   a. 1 to 3  
   b. 4 to 8  
   c. over 8

4. Do you have a formal, written contract with this supplier?
   a. yes  
   b. no

II. Please circle your answer to the following questions about the supplier that you selected in Section I above.

1. Please indicate the extent to which your firm has engaged in each of the following activities related to this supplier.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Very Little</th>
<th>Sometimes</th>
<th>Very Often</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment of supplier's performance through informal evaluation, which takes place with no set procedures</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assessment of supplier's performance through formal evaluation, using established guidelines and procedures</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide supplier with feedback about the results of its evaluation</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use of a supplier certification program to certify supplier's quality</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allocation of your personnel (human resources) to improve supplier's technical knowledge</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regular visits by your engineering personnel to supplier's facilities</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is a team from your firm that is dedicated to help the supplier improve performance</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. Please characterize your communication effort with this supplier.

<table>
<thead>
<tr>
<th>Communication Effort</th>
<th>Strongly Agree</th>
<th>Neutral</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exchange of information in this relationship takes place frequently</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exchange of information in this relationship takes place informally</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>It is expected that both firms will provide information if it can help the other firm</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>It is expected that we keep each other informed about events or changes that may affect the other party</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The supplier shares its plans for the future with us</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is high corporate level communication on important issues with this supplier</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We have very frequent face to face planning sessions with this supplier</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The supplier shares proprietary and sensitive information with us</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3. Please characterize your relationship with this supplier.

This supplier does not mislead us................................................................. 1 2 3 4 5 6 7
This supplier keeps its word........................................................................ 1 2 3 4 5 6 7
This supplier negotiates fairly with us.......................................................... 1 2 3 4 5 6 7
This supplier is trustworthy......................................................................... 1 2 3 4 5 6 7
We expect to be working with this supplier for the foreseeable future..... 1 2 3 4 5 6 7
Our relationship with this supplier is long-term in nature........................... 1 2 3 4 5 6 7
We have a strong sense of loyalty to this supplier...................................... 1 2 3 4 5 6 7
Our firm has a cooperative relationship with this supplier.................... 1 2 3 4 5 6 7

4. Please indicate your level of agreement with the following statements:

There are many competitive suppliers for this component....................... 1 2 3 4 5 6 7
Our production system can be easily adapted to use components from a new supplier... 1 2 3 4 5 6 7
Working with a new supplier would only require a limited redesign and development effort on our part................................................................. 1 2 3 4 5 6 7
If we decided to stop purchasing from this supplier, we could easily replace their volume with purchases from other supplier........................................ 1 2 3 4 5 6 7
If we stopped buying from this supplier, they could easily replace our volume with sales to some other buyer......................................................... 1 2 3 4 5 6 7
It would be relatively easy for this supplier to find another buyer for these components..... 1 2 3 4 5 6 7
Finding new buyers for these components would not have a negative impact on the price this supplier can charge................................................................. 1 2 3 4 5 6 7
If the relationship with our company was terminated, it would not hurt this supplier's operations................................................................. 1 2 3 4 5 6 7
Our managers utilize personal relationships, networks, and connections with managers at supplier firms................................................................. 1 2 3 4 5 6 7
Our managers utilize personal relationships, networks, and connections with political leaders in various levels of government................................................................. 1 2 3 4 5 6 7

5. Please indicate your level of agreement with the following statements:

We recognize supplier’s performance improvements with awards.............. 1 2 3 4 5 6 7
The supplier will do us a favor if we did one for him before.......................... 1 2 3 4 5 6 7
We will do the supplier a favor if he did one for us before............................. 1 2 3 4 5 6 7
This supplier is flexible in response to request we make.............................. 1 2 3 4 5 6 7
This supplier makes an effort to help us during emergencies........................ 1 2 3 4 5 6 7
We work together to solve problems............................................................ 1 2 3 4 5 6 7
Cost savings are shared with this supplier.................................................. 1 2 3 4 5 6 7

6. Please indicate your level of agreement with the following statements:

This supplier shares our goals for this business.......................................... 1 2 3 4 5 6 7
Both firms share the same business values............................................... 1 2 3 4 5 6 7
Both firms often agree on what is in the best interest of the relationship........ 1 2 3 4 5 6 7
Our company is enthusiastic about pursuing collective goals and missions with this supplier... 1 2 3 4 5 6 7
A problem solved by this supplier means a problem solved for our company................................................................. 1 2 3 4 5 6 7
We view this supplier as our ally against competition................................ 1 2 3 4 5 6 7
We see our success as directly dependent upon the success of this supplier.... 1 2 3 4 5 6 7
This supplier works with us to overcome difficulties.................................. 1 2 3 4 5 6 7
We are jointly responsible with this supplier for getting things done........... 1 2 3 4 5 6 7
We work with this supplier to help solve each other’s problems.............. 1 2 3 4 5 6 7
7. Please indicate your level of agreement with the following statements regarding your relationship with the specific supplier you have been reporting on:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Neutral</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>By working closely with this supplier, our firm becomes more attractive to our other suppliers.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our way of doing business with this supplier has positive effects on our activities with other suppliers.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Too close a relationship with this particular supplier may destroy the balance among our firm's other suppliers.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collaborating with this specific supplier may be rewarding in some ways, but harmful to our reputation with certain other firms.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Although working close together with this supplier will likely provide some benefits, important other suppliers may not be happy about this.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8. Please answer the following questions about the supplier's representative that you work with most frequently:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Neutral</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The supplier's representative sometimes present non-expensive souvenirs to us</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The supplier's representative sends greeting cards to us when there is a marriage, promotion, and so forth.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The supplier's representative is our good friend, and we care about each other wholeheartedly.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We like the supplier's representative and they like us</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The supplier's representative is knowledgeable in their area.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The supplier's representative is knowledgeable in their product market.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The supplier's representative is able to propose alternative products to meet our needs.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The supplier's representative visits our place of business frequently.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The supplier's representative spends time getting to know our people.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our supplier's representative contacts us by phone, e-mails, letters, and/or fax frequently.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our supplier's representative often contacts us after office hours.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our supplier's representative usually meets us in a relaxed environment (e.g. dining out)</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our supplier's representative usually gets together with us primarily to have fun.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our supplier's representative often talks about common interests besides work.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The salesperson that we work with has a relatively higher position in the supplier firm.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The salesperson that we work with has a professional and university education background.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our supplier's representative has good relationships with renowned overseas suppliers.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our supplier's representative has good relationships with large suppliers.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

9. Overall, how would you characterize the relationship between your company and this supplier?

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Neutral</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>This relationship has fulfilled our expectations.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>This supplier has exceeded our expectations.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is close, personal interaction between the supply partners at multiple levels.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The relationship is characterized by mutual trust between the supply partners at multiple levels.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The relationship is characterized by mutual respect between the supply partners at multiple levels.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Considering all the aspects of this relationship, this supplier supports our objectives.</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
10. Our supplier has helped

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Neutral</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>lower the total cost of our products</td>
<td>1</td>
<td>2</td>
<td>3 4 5 6 7</td>
</tr>
<tr>
<td>improve our product quality</td>
<td>1</td>
<td>2</td>
<td>3 4 5 6 7</td>
</tr>
<tr>
<td>increase the reliability of our product delivery time</td>
<td>1</td>
<td>2</td>
<td>3 4 5 6 7</td>
</tr>
<tr>
<td>improve our manufacturing flexibility</td>
<td>1</td>
<td>2</td>
<td>3 4 5 6 7</td>
</tr>
<tr>
<td>improve process design</td>
<td>1</td>
<td>2</td>
<td>3 4 5 6 7</td>
</tr>
<tr>
<td>shorten our new product development life cycles</td>
<td>1</td>
<td>2</td>
<td>3 4 5 6 7</td>
</tr>
<tr>
<td>Improve our capability of developing new products and features</td>
<td>1</td>
<td>2</td>
<td>3 4 5 6 7</td>
</tr>
</tbody>
</table>

III. General Information: If you are not sure of the answer to a question, please provide your best estimate.

Please answer the following questions about your company.

1. What is your job title? _______________________________________________

2. Are you directly involved in working with key suppliers? (yes or no) ______________________________

3. Are you in the purchasing or supply chain management function? (yes or no) ____________________________

4. What is the primary product(s) made in your facility? ________________________________

5. What is the primary industry in which your products compete? ________________________________

6. What is the approximate number of employees in your firm?
   a. 0 to 750  
   b. 751 to 6,000  
   c. over 6,000

7. Where do you reside?
   a. China  
   b. United States  
   e. Taiwan  
   d. other

8. What are your company’s annual gross sales dollars (in U.S. dollars)? (circle your answer)
   a. Less than $1 million  
   b. $1 mil. to <$5 million  
   c. $5 mil. to <$10 million  
   d. $10 mil. to <$50 million  
   e. $50 mil. to <$100 million  
   f. $100 mil. to <$500 million  
   g. $500 mil. to < $1 billion  
   h. ≥$1 billion