



Section OU: Outsourcing and Supplier Relations

Although exact answers are preferred, answers may be approximate.

For this questionnaire, select your **most important supplier** and please answer the following questions:

OU01. Is this an international supplier? Yes No

OU02. In your opinion, does this supplier's product primarily sell domestically? Yes No

OU03. The primary reason this supplier is the most important (Please check one)

A. Largest sales volume of this facility	D. Provides latest manufacturing technology
B. Latest new product technology	E. Longest lasting contract
C. Plant required by parent company	F. Other _____

OUS04. What is the approximate percent that this supplier represents of the total plant materials? ___%

	Much smaller	Smaller	About same	Larger	Much Larger
OU05. What is your organization's size compared to this supplier? (Your organization is?)	1	2	3	4	5

	Does not Exist none	Very Unlikely	Somewhat Unlikely	Possibly	Likely	Very Likely
OUS06. For the contract agreement with this supplier, please indicate the likelihood of these contract clauses being legally existing and being enforced:						
OU6.A. Financial repayment if contract is terminated prior to its ending date	0	1	2	3	4	5
OU6.B. Exclusivity clause (that is, are you an exclusive supplier by contract?)	0	1	2	3	4	5
OU6.C. Damage for poor technical performance	0	1	2	3	4	5
OU6.D. Damage for late delivery	0	1	2	3	4	5
OU6.E. Any "specific quantity" as a percentage of total purchase? that you are obligated to take from your firm (please indicate such percentage: _____ %)	0	1	2	3	4	5

OU07. The primary reason our plant does not produce these products is:

A. No resources (material?) at needed location	E. Long standing contract
B. Lack of specific skilled labor	F. Not enough time to acquire resources
C. It is required by parent company	G. Lack of specific capital equipment
D. No patent for needed technology	H. No access to natural resource
I. Lower price	J. Other? Please Indicate _____

	No Risk	Little Risk	Average Risk	More Risky	Very Risky
OU08.A Technology risk associated with this supplier. (Technology risk is the risk associated with the 'newness' of the technology to supplier).	1	2	3	4	5
OU08.B What is your behavioral risk associated with this supplier? (Behavioral risk is the supplier risk associated with contract difficulties with this supplier.)	1	2	3	4	5
OU08.C What is the market risk associated with this supplier's products? (Market risk is the risk of the market not developing as expected.)	1	2	3	4	5

OU09.A For ALL this facility suppliers, approximately what percent of the factory hours are spent on clarifying contract/product specifications? _____%

OU09.B What percent of the overall factory hours are spent on clarifying contract/product specifications with just this supplier? _____%



OU09.C How frequently does this supplier provide you with feedback on contract performance? (Check one.)
 _____ Contract by contract or _____ times a year (0 if no feedback)

OU09.D Approximately, what percent of the supplier's products are considered technology developed recently?
 _____%

OU10 Compared to other suppliers, how committed you perceive this supplier to be with a relationship that fosters...	Worst	Less than others	About Same	Better than others	Best
OU10.A. Mutual exchange of information in regards to production forecasts, plans, schedules and supply requirements	1	2	3	4	5
OU10.B. Mutual feedback on how well the outsourced part work, endure and fit the specifications of the final product?	1	2	3	4	5
OU10.C. Joint efforts to stabilize production schedules?	1	2	3	4	5
OU10.D. Avoidance of requests for schedule changes, especially those requests that tend to disrupt the normal lead time period	1	2	3	4	5

	Completely Agree	Somewhat agree	Somewhat disagree	Completely disagree
To what extent do you agree negotiations with this supplier ...	1	2	3	4
OU10.E. Involve an "excessive" (i.e. beyond what you would consider to be 'normal') amount of negotiation sessions	1	2	3	4
OU10.F. involve "excessive" haggling	1	2	3	4
OU10.G. involve parties getting agitated with each other	1	2	3	4

The following questions refer to your relationship with this supplier (Check one for each.)	Completely Agree	Somewhat agree	Somewhat disagree	Completely disagree
OU11.A The product specifications were carefully specified before contract signing.	1	2	3	4
OU11.B It is easy to determine the performance of this supplier.	1	2	3	4
OU11.C There is a standard approach when solving a problem with this supplier	1	2	3	4
OU11.D. <i>This supplier and my firm are committed to working out details after contract is signed</i>	1	2	3	4
OU11.E. <i>This supplier and my firm are committed to flexibility when solving performance problems</i>	1	2	3	4
OU11.F. <i>This supplier and my firm rely on 'implicit agreements' for exchange contingencies not covered by 'formal written agreements'</i>	1	2	3	4
OU11.G. <i>This supplier and my firm are committed to relationship of mutual respect, that is, we do not to alter facts to own advantage</i>	1	2	3	4
OU11.H. <i>This supplier has gone to great lengths to invest in new physical assets (e.g. machinery, tooling, facilities, plant lay out) as well as new managerial processes (e.g. order taking, R&D, marketing) so as to satisfy our unique needs as a customer.</i>	1	2	3	4

OU12 Do you perceive you utilize your resources (labor, materials, capital equipment) more efficiently or less efficiently with this supplier relative other suppliers?

A. 20% to 10% less efficiently	D. 2% to 10% more efficiently
B. 10% to 2% less efficiently	E. 10% to 20% more efficiently
C. With the same level of efficiency	F. Other _____%