

Section VI: Supply Chain Management

Please answer the following questions considering your plant's highest-value product line.

Note: "First-tier suppliers" are all suppliers shipping directly to your plant, second-tier suppliers ship directly to your first-tier suppliers, and third-tier suppliers ship directly to your second-tier suppliers.

SCM01 What percentage of the total purchasing concerning this product line comes from international sources? _____%

SCM02 How many items are listed on your bill of materials (BOM) for this highest-value product line? (Check one.)

< 50 50-100 100-200 200-300 300-400 400-500 >500

SCM03 How many of these items are produced in your own plant? (Check one.)

< 50 50-100 100-200 200-300 300-400 400-500 >500

SCM04 For the items that are purchased, how many first-tier suppliers are involved? (Check one.)

< 50 50-100 100-200 200-300 300-400 400-500 >500

SCM05 Directed Sourcing (for the highest-value product line)

- a. Are there items you source **directly** from second- or third-tier suppliers from beyond? Yes _____; No _____.
- b. If Yes, how many items sourced directly in this way and how many suppliers are involved? _____ items; _____ suppliers.
- c. If Yes, what are key reasons for engaging in such directed sourcing practices? Please check more than one choices if appropriate.
- Cost of the item Technology involved Standardized parts Quality issues Others; please specify _____.

SCM06 Sharing of Approved Vendor List (AVL) (for your highest value product line)	Do not Know	Not at all	Some extent	Great Extent
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a. Do you share your approved vendor list (AVL) with your first-tier suppliers for this highest value product line? Yes No;

b. If Yes, to what extent do this plant's first-tier suppliers use your AVL to select the second- and third-tier suppliers? (Check "0" if you do not know.)	0	1	2	3	4	5	6	7
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SCM07 Please indicate your plant's customer and supplier dependence (for your highest value product line)	Not at all	Some extent	Great extent
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|---|---|---|---|---|---|---|---|
| a. How difficult is it for main customers to buy a similar product from competitors? | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| b. How difficult is it for the plant to switch to alternative suppliers? | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| c. How important is the plant's business to main suppliers? | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

SCM08 Please indicate your plant's supply chain relationship (for your highest value product line)	Not at all	Some extent	Great extent
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|---|---|---|---|---|---|---|---|
| a. Generally, the plant's main customers are trustworthy. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| b. Generally, the plant's main customers profit from opportunities at our expense. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| c. Generally, the plant's main suppliers are trustworthy. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| d. Generally, the plant's main suppliers profit from opportunities at our expense. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

SCM09 To what extent are the following inter-firm communication practices performed with your plant's main suppliers and main customers?	Not at all	Some extent	Great extent
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|--|---|---|---|---|---|---|---|
| a. The plant and main customers exchange proprietary information. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| b. The plant and main customers inform each other about events affecting the other party. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| c. The plant and main customers regularly exchange information of supply and demand forecast. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| d. The plant and main suppliers exchange proprietary information. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| e. The plant and main suppliers inform each other about events affecting the other party. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| f. The plant and main suppliers regularly exchange information of supply and demand forecast. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

SCM10 To what extent do your plant's main customers and main suppliers share similar visions/philosophies for this business relationship?	Not at all	Some extent	Great extent
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|--|---|---|---|---|---|---|---|
| a. Main customers have a similar organizational culture (e.g. values) to the plant. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| b. Main customers share a common vision for the business relationship with the plant. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

c. Main suppliers have a similar organizational culture (e.g. values) to the plant.	1	2	3	4	5	6	7
d. Main suppliers share a common vision for the business relationship with the plant.	1	2	3	4	5	6	7

SCM11 During the past two years, to what extent are the following green collaborative practices performed among your plant's supply chain members?

A. Green Vendor Certification (Customers/Suppliers/Competitors)

	Not at all	Some extent	Great extent
a. Main customers use green vendor certification program to certify this plant's quality and operations.	1	2	3 4 5 6 7
b. Main customers <u>expect</u> that this plant implements green vendor certification program with the plant's suppliers.	1	2	3 4 5 6 7
c. The plant currently uses green vendor certification program to certify main suppliers' quality and operations.	1	2	3 4 5 6 7
d. Main suppliers <u>expect</u> that this plant implements green vendor certification program with them.	1	2	3 4 5 6 7
e. Main competitors have adopted similar green vendor certification programs.	1	2	3 4 5 6 7
f. Main competitors who have adopted similar green vendor certification programs are perceived favorably by their customers.	1	2	3 4 5 6 7

B. Direct Investment (Customers/Suppliers/Competitors)

g. Main customers currently make direct investment in this plant's green activities.	1	2	3 4 5 6 7
h. Main customers <u>expect</u> that this plant makes direct investment in suppliers' green activities.	1	2	3 4 5 6 7
i. The plant currently makes direct investment in main suppliers' green activities.	1	2	3 4 5 6 7
j. Main suppliers <u>expect</u> that this plant makes direct investment in their green activities.	1	2	3 4 5 6 7
k. Main competitors have made similar direct investment to their suppliers' green activities.	1	2	3 4 5 6 7
l. Main competitors who have made similar direct investment are perceived favorably by their customers.	1	2	3 4 5 6 7

C. Joint Green Improvement Work Sessions (Customers/Suppliers/Competitors)

m. Joint green improvement work sessions between main customers and this plant are held regularly.	1	2	3 4 5 6 7
n. Main customers <u>expect</u> that this plant hold regular joint green improvement sessions with main suppliers.	1	2	3 4 5 6 7
o. Joint green improvement work sessions between this plant and main suppliers are held regularly.	1	2	3 4 5 6 7
p. Main suppliers <u>expect</u> that this plant hold regular joint green improvement sessions with them.	1	2	3 4 5 6 7
q. Main competitors have adopted similar joint green improvement sessions with their suppliers.	1	2	3 4 5 6 7
r. Main competitors who have adopted similar joint sessions with their suppliers are perceived favorably by their customers.	1	2	3 4 5 6 7

SCM12 To what extent does your plant use the following strategic reasons to adopt the above green supply chain collaborative practices?

	Not at all	Some extent	Great extent
a. To improve the plant's cost competitiveness.	1	2	3 4 5 6 7
b. To improve the plant's quality performance.	1	2	3 4 5 6 7
c. To improve the plant's flexibility performance.	1	2	3 4 5 6 7
d. To improve the plant's delivery performance.	1	2	3 4 5 6 7
e. To improve the plant's regulatory compliance.	1	2	3 4 5 6 7
f. To improve the plant's image.	1	2	3 4 5 6 7

SCM13 Please indicate your choice on relational performance

	Not at all	Some extent	Great extent
a. Main customers are generally satisfied with the customer-manufacturer relationship.	1	2	3 4 5 6 7
b. The plant is highly regarded by main customers .	1	2	3 4 5 6 7
c. Main suppliers are generally satisfied with the manufacturer-supplier relationship.	1	2	3 4 5 6 7
d. The plant is highly regarded by main suppliers .	1	2	3 4 5 6 7