

APPENDIX A

Standard Questionnaire Employed During Interview With Manufacturer

Objective of interview: The impact of market changes on supply management for the manufacturer.

1. What is the present proportion of sales by channel in your organisation as compared to 5 years ago?

Channel	Present		Approx. 5 Years Ago	
	% of sales	No. of Sales Personnel	% of sales	No. of Sales Personnel
Key Mass Merchandisers				
Wholesalers				
Distributors				
Others				

2. What method of goods distribution is employed? Please check with a 'tick' for those applicable. (Combination is possible).

Method	Present	5 Years Ago
Company owned distribution		
Distributors employed		
Outsource distribution to third party logistic expert		
Others		

3. Who within your trade customer organisation is responsible for orders? Please check with a 'tick'.

Order Type	HQ Buyer (Centralised)	Store Buyer (Decentralised)	Buyer (From retailer's warehouse)	Others
New product order				
Repeat order				
Promotional order				
Seasonal order				

4. Please check the items within the list which best describe the present 'repeat' order fulfilment process in your organisation:

Details	Tick whichever applicable
Purchase orders are initiated by trade customers	
Purchase orders are initiated by sales call	
Purchase orders are system-generated/automated	
Purchase orders are input into supplier stock withdrawal and invoicing system	
Supplier warehouse performs stock picking according to order quantity	
Supplier warehouse prepares picked quantities for outward delivery to trade customers	
Warehouse system updates order fill rate according to delivery made	
Sales department releases final invoice onward to trade customer for payment purposes	
Others	

5. Please check issues faced in the present order fulfilment process with a 'tick'.

Issues	Tick whichever applicable
Sales personnel recommends re-order quantity based on sales experience without support of accurate scanned sales data	
Trade customer insistence to have small re-order quantities with more frequent deliveries within the week	
Supplier out of stock situation	
Retailer out of stock situation	
Retailer over-stock situation	
Some picking error on order	
Handling of small quantity order of highly mixed variants	
Long lead time and timely delivery	
Offloading issues encountered at trade customer premises upon delivery of goods (such as long queue, manual unloading of heavy and bulky items, missing paperwork to facilitate drop-off etc)	
Payment issues encountered with trade customer arising from missing supporting documents	
Miscommunication or lack of communication between retail buyers and their distribution centre personnel	
Lag in use of technology e.g. inefficient use of hardware such as hand held terminals	
Others	

6. What is the present average lead time or order cycle time in your warehouse/store? _____days
7. What is the expected lead time or order cycle time in the near future (2 - 3 years)? _____days
8. In several parts of the world, Efficient Consumer Response (ECR) has been adopted as a supply chain management strategy to address inefficiencies within the grocery industry supply chain.

Is your organisation embarking on any ECR initiatives? Yes/No

9. If answer is yes to question 8, which aspect of ECR is your organisation aware of and embarking on? Please check with a 'tick'.

ECR Initiatives	Awareness	Embarking On
Category Management		
Continuous replenishment programme (CRP)		
Computer-assisted ordering (CAO)		
Flow-through distribution (cross-docking)		
Integrated electronic data interchange (EDI)		
Activity-based costing (ABC)		

10. If answer is no to question 8, what alternative approach is taken to improve on issues in question 5 above? Please specify.

Initiatives	Awareness	Embarking On

11. Apart from distribution management, which other aspects of the business is of critical importance to your organisation? Please specify and indicate with a 'tick' against the appropriate level of importance.

Business Emphasis	Less Urgent	Moderate Importance	High importance
Distribution management			
Production management			
Sales management			
Expense management			
Human resource management			
Others			

APPENDIX B

Standard Questionnaire Employed During Interview With Retailer

Objective of interview: The impact of market changes on supply management for the retailer.

1. How is the logistic arrangement currently handled in your organisation?

Logistic Arrangement	Tick whichever applicable
Centralised warehouse/distribution centre	
Back-room storage within outlet	
Third party rented premises	
Temporary storage (rented shop lot / container)	
Others	

2. Who within your organisation is responsible for orders? Please check with a 'tick'.

Order Type	HQ Buyer (Centralised)	Store Buyer (Decentralised)	Buyer (From retailer's warehouse)	Others
New product order				
Repeat order				
Promotional order				
Seasonal order				

3. Please check the items within the list which best describe the present 'repeat' order fulfilment process in your organisation (not necessarily in the exact order):

Details	Tick whichever applicable
Purchase orders are initiated by outlet personnel	
Purchase orders are initiated by sales call/promoter	

Details	Tick whichever applicable
Purchase orders are system-generated/automated	
Purchase orders are input into the retailer ordering and inventory system	
Authorised purchase orders released to supplier	
Stock receiving personnel retrieve purchase order to facilitate receiving upon delivery of goods	
Inventory system updated according to delivery made	
Manual matching of supplier invoice with retailer purchase order for payment processing	
System aided matching of supplier invoice with retailer purchase order for payment processing	
Others	

4. Please check issues faced in the present order fulfilment process with a exact order):

Issue	Tick whichever applicable
Store personnel recommends re-order quantity based on sales experience without support of accurate scanned sales data	
Supplier unwillingness to deliver small re-order quantities with more frequent deliveries within the week	
Supplier out of stock situation	
Retailer out of stock situation	
Retailer over-stock situation	

Issue	Tick whichever applicable
Some picking error on order	
Handling of small quantity order of highly mixed variants	
Long lead time and timely delivery	
Offloading issues encountered at receiving bay upon delivery of goods (such as long queue, manual unloading of heavy and bulky items, missing paperwork to facilitate drop-off etc)	
Trade payment issues arising from missing supporting documents	
Miscommunication or lack of communication between buyers and distribution centre personnel	
Lag in use of technology for example inefficient use of hardware such as hand held terminals, poor use of computer assisted picking lots location assignment etc)	
Products which are not appropriately source-coded	
Poor vendor performance	
Others	

5. What is the present average lead time or order cycle time in your warehouse/store? _____ days
6. What is the expected lead time or order cycle time in the near future (2 - 3 years)? _____ days
7. In several parts of the world, Efficient Consumer Response (ECR) has been adopted as a supply chain management strategy to address inefficiencies within the grocery industry supply chain.

Is your organisation embarking on any ECR initiatives? Yes/No

8. If answer is yes to question 7, which aspect of ECR is your organisation aware of and embarking on? Please check with a 'tick'.

ECR Initiatives	Awareness	Embarking On
Category Management		
Continuous replenishment programme (CRP)		
Computer-assisted ordering (CAO)		
Flow-through distribution (cross-docking)		
Integrated electronic data interchange (EDI)		
Activity-based costing (ABC)		

9. If answer is no to question 7, what alternative approach is taken to improve on issues in question 4 above? Please specify.

Initiatives ~	Awareness	Embarking On

10. Apart from distribution management, which other aspects of the business is of critical importance to your organisation? Please specify and indicate with a 'tick' against the appropriate level of importance.

Business Emphasis	Less Urgent	Moderate Importance	High Importance
Distribution management			
Sales management			
Expense management			
Human resource management			
Others			