

SURVEY QUESTIONNAIRE

**SUPPLY CHAIN MANAGEMENT PRACTICES, SUPPLY CHAIN INTEGRATION AND  
SUPPLY CHAIN PERFORMANCE. A STUDY OF ELECTRONICS FIRMS IN  
MALAYSIA**

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Dear Sir/Madam,

This survey examines various aspects of supply chain management practices in an organisation. Your participation is critical to the success of the study. All responses will be kept confidential and will not traceable to individual respondent. There are no right or wrong answer to the following questions. We are only interested in your assessment of your organisation's activities.

You will be asked questions concerning the company's current business practice. If you are unable to complete the questionnaire yourself, please entrust the task to another who is knowledgeable about supply chain management practices, supply chain integration and performance. The questionnaire should take about 20 minutes to complete. Kindly spare a few minutes from your busy schedule to complete the questionnaire as your participation is of value to this study.

Once you have completed the questionnaire, please mail it directly to me using the enclosed postage –paid envelope. Thank you in advance for your cooperation and in case of enquiry, please do not hesitate to contact the undersigned.

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Serial no: \_\_\_\_\_



The following questions are about how **your organisation has been implementing supply chain management practices.** In general kindly identify your agreement on the following practices.

SECTION 1: SUPPLY CHAIN MANAGEMENT PRACTICES								
<i>Please indicate your level of agreement on the following statements based on your experience working in this company. The rating is from 1=Extremely Disagree to 7=Extremely Agree</i>								
Code		Extremely Disagree 1						Extremely Agree 7
SSP1	Our organisation rely on few dependable suppliers	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
SSP2	Our organisation rely on few high quality suppliers	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
SSP3	Our organisation consider quality as number one criterion in selecting suppliers	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
SSP4	Our organisation strive to establish long term relationship with its suppliers	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
SSP5	Our organisation helps its suppliers to improve their product quality	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
SSP6	Our organisation has continuous improvement programs that include its key suppliers	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
SSP7	Your organisation include its key suppliers in its planning and goal setting activities	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
SSP8	Your organisation actively involves its key suppliers in new product development processes	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
SSP9	Your organisation certifies its suppliers for quality	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
SSP10	Our organisation regularly solve problems jointly with its suppliers	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7

Code		Extremely Disagree 1						Extremely Agree 7
CRM1	Your organisation shares a sense of fair play with its customers	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
CRM2	Your organisation frequently interacts with customers to set its reliability, responsiveness, and other standards	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
CRM3	Your organisation has frequent follow-up with its customers for quality/service feedback	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
CRM4	Your organisation frequently measures and evaluates customer satisfaction	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
CRM5	Your organisation frequently determine future customer expectations	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
CRM6	Your organisation facilitates customers' ability to seek assistance from it	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
CRM7	Your organisation frequently evaluates the formal and informal complaints of its customers	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
CRM8	Your organisation periodically evaluates the importance of its relationship with its customers	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
IS1	Our organisation shares its business units' proprietary information with its trading partners	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
IS2	Our organisation informs its trading partners in advance of changing needs	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
IS3	Our organisation's trading partners share proprietary information with your organisation	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7

Code		Extremely Disagree 1						Extremely Agree 7
IS4	Our organisation's trading partners keep your organisation fully informed about issues that affect its business	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
IS5	Our organisation's trading partners share business knowledge of core business processes with your organisation	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
IS6	Our organisation and its trading partners exchange information that helps establishment of business planning	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
IS7	Our organisation and its trading partners keep each other informed about events or changes that may affect the other partners	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
IQ1	Information exchange between our organisation and its trading partners is timely	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
IQ2	Information exchange between our organisation and its trading partners is accurate	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
IQ3	Information exchange between your organisation and its trading partners is complete	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
IQ4	Information exchange between your organisation and its trading partners is adequate	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
IQ5	Information exchange between your organisation and its trading partners is reliable	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
ILP1	Our organisation strives to reduce time wastage in operations	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7

Code		Extremely Disagree 1						Extremely Agree 7
ILP2	Our organisation has continuous quality improvement program	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
ILP3	Our organisation produces only what has been ordered by customers (pull production system)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
ILP4	Our organisation pushes suppliers for shorter lead times	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
ILP5	Our organisation streamlines ordering, receiving and other paper work from its suppliers	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
PST1	Your organisation's products are designed for modular assembly	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
PST2	Your organisation's production process modules can be re-arranged so that customization can be carried out latter at distribution centers	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
PST3	Your organisation delays final product assembly activities until customer orders have actually been received	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
PST4	Your organisation delays final product assembly activities until the last possible position (or nearest to customer) in the supply chain	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
PST5	Your organisation's goods are stored at appropriate distribution points close to customers in the supply chain	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7

Code		Extremely Disagree 1						Extremely Agree 7
VISN1	Our supply chain members have common, agreed to goals for supply chain management	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
VISN2	Our supply chain members are actively involved in standardizing supply chain practices and operations	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
VISN3	Our supply chain members clearly defines roles and responsibilities of each other cooperatively	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
VISN4	We all know which supply chain members are responsible for what activity within the supply chain	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
RISK1	Our supply chain members share risks and rewards	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
RISK2	Our supply chain members help each other finance capital equipment	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
RISK3	Our supply chain members share research and development costs and results with each other	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7

The following questions are about how **your organisation has been implementing supply chain integration.** In general kindly identify your agreement on the following practices.

SECTION 2: SUPPLY CHAIN INTEGRATION								
<i>Please indicate your level of agreement on the following statements based on your experience working in this company. The rating is from 1=Extremely Disagree to 7=Extremely Agree</i>								
Code		Extremely Disagree 1						Extremely Agree 7
SCI1	Firms in our supply chain establish more frequent contact with each other	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
SCI2	Firms in our supply chain create a compatible communication and information system	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
SCI3	Our firm extends its supply chain beyond its customers/suppliers	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
SCI4	Our firm participates in the marketing efforts of its customers	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
SCI5	Our firm participates in the sourcing decisions of its suppliers	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7

The following questions are about how your organisation's supply chain has been performing in comparison to other organisations or firms in the same electronics industry. In general kindly indicate the performance level of your organisation's supply chain.

SECTION 3: SUPPLY CHAIN PERFORMANCE								
<i>Please indicate the performance level of your firm's supply chain in comparison to other firms in the electronics industry. The rating is from 1= Extremely Worse to 7=Extremely Better</i>								
Code		Extremely Worse 1						Extremely Better 7
<b>Supply Chain Flexibility Performance [FP]</b>								
FP1	Ability to respond to and accommodate demand variations, such as seasonality.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
FP2	Ability to respond to and accommodate the periods of poor manufacturing performance such as machine breakdown.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
FP3	Ability to respond to and accommodate the periods of poor supplier performance	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
FP4	Ability to respond to and accommodate the periods of poor delivery performance	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
FP5	Ability to respond to and accommodate new products, new markets or new competitors	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
<b>Supply Chain Resource Performance [RP]</b>								
RP1	Total cost of resources used	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
RP2	Total cost of distribution, including transportation and handling cost	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
RP3	Total cost of manufacturing, including labour, maintenance and re-work cost	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
RP4	Cost associated with held inventory	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
RP5	Return on investment	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7



Code		Extremely Worse 1						Extremely Better 7
	<b><u>Supply Chain Output Performance [OP]</u></b>							
OP1	Sales	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
OP2	Order fill rate	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
OP3	On time deliveries	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
OP4	Customer response time	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
OP5	Shipping errors	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
OP6	Manufacturing lead time	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7
OP7	Customer complaints	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7

The following questions are about **demographic profile of your organisation**. Kindly identify the appropriate characteristics of your organisation or firm.

<b>SECTION 4: DEMOGRAPHIC PROFILE</b>	
<i>Please tick (✓) at the appropriate box/column or write in your answers where appropriate</i>	
<p><b>D1. Business Description of company:</b></p> <p><input type="checkbox"/> Electronics Component</p> <p><input type="checkbox"/> Industrial Electronics</p> <p><input type="checkbox"/> Consumer Electronics</p> <p><input type="checkbox"/> Information, Communication &amp; Technology Product</p> <p><input type="checkbox"/> Others. Please specify: _____</p>	<p><b>D2. Numbers of Employees:</b></p> <p><input type="checkbox"/> Less than 50</p> <p><input type="checkbox"/> 50 - 100</p> <p><input type="checkbox"/> 100 - 250</p> <p><input type="checkbox"/> 250 - 500</p> <p><input type="checkbox"/> More than 500</p>
<p><b>D3. Annual sales of this company is:</b></p> <p><input type="checkbox"/> Less than 1 million</p> <p><input type="checkbox"/> 1 – 5 million</p> <p><input type="checkbox"/> 5 – 10 million</p> <p><input type="checkbox"/> 10 – 50 million</p> <p><input type="checkbox"/> 50 – 100 million</p> <p><input type="checkbox"/> More than 100 million</p>	<p><b>D4. Years of operating experience of this company:</b></p> <p><input type="checkbox"/> Less than 1 year</p> <p><input type="checkbox"/> 1 – 5 years</p> <p><input type="checkbox"/> 5 – 10 years</p> <p><input type="checkbox"/> 10 – 15 years</p> <p><input type="checkbox"/> 15 – 20 years</p> <p><input type="checkbox"/> More than 20 years</p>

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**END OF THE QUESTIONNAIRE**  
**THANK YOU FOR YOUR CO-OPERATION**

If you have problems in completing this form, please do not hesitate to contact  
**Veera Pandiyan** at **012-2313979**.

*Kindly return duly completed form by email to **capt.vera@gmail.com** or mail using the reply  
paid envelope to*

**Veera Pandiyan Kaliani Sundram**  
**A1-07, D'rimba Apartment**  
**No. 11, Jalan Kenyalang 11/14**  
**Seksyen 11, Kota Damansara**  
**478100 Petaling Jaya, Selangor**

**Thank you for your valuable input and kind cooperation.**

*As a token of our appreciation for your kind assistance, we would like to send you a copy of  
the findings of this study OR to invite you to attend a seminar for this survey with all fees  
waived. Could you please provide us with your address or enclose your business card.*

*Mail to*

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***This is the end.***  
***Your kind participation is much appreciated.***  
***Thank you.***