

SUPPLEMENT. Supply Chain Management System Survey Tool

	INTERVIEWER NAME:		
	DATE:		
	INTERVIEW START TIME: hh:mm		
	SECTION 1. CONTACT INFO	RESPONSE	NOTES/SKIP PATTERN
1.1	Interviewee ID		
1.2	COMPANY NAME		
1.3	COMPANY ADDRESS		
1.4	May I begin the interview now?	1. <input type="checkbox"/> YES 2. <input type="checkbox"/> NO	Check one *If "No", thank respondent and discontinue interview
SECTION 2. ABOUT YOUR COMPANY			
2.1	What is your position in this company?	1. <input type="checkbox"/> Managing Director 2. <input type="checkbox"/> Owner 96. <input type="checkbox"/> Other (specify) _____ 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	
2.2	What year was this company established?		

2.3	What type of company is this business registered as in this country?	1. <input type="checkbox"/> Public 2. <input type="checkbox"/> General Partnership 3. <input type="checkbox"/> Limited Liability Partnership 4. <input type="checkbox"/> Sole proprietorship 5. <input type="checkbox"/> Government owned 6. <input type="checkbox"/> Partially owned by government 96. <input type="checkbox"/> Other (specify) _____ 98. <input type="checkbox"/> Refused 99. Don't know	
2.4	Does this company have any branches in other parts of this country or abroad?	1. <input type="checkbox"/> Yes 2. <input type="checkbox"/> No 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	Skip to question 2.7 if, "No", "Refused", "Don't know"
2.5	If yes, are the branches located in other cities within this country or abroad?	1. <input type="checkbox"/> In other cities within this country 2. <input type="checkbox"/> In other cities outside of this country 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	
2.6	In what specific cities are the branches located?		
2.7	Have there been any ownership changes since the company was first established?	1. <input type="checkbox"/> Yes 2. <input type="checkbox"/> No 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	Skip to question 2.9 if, "No", "Refused", "Don't know"
2.8	If yes, in what year?		
2.9	Have there been any changes in the management structure of this business since it was first established?	1. <input type="checkbox"/> Yes 2. <input type="checkbox"/> No 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	Skip to question 2.11 if, "No", "Refused", "Don't know"

2.10	If yes, in what year?		
2.11	Does this company currently provide more, less or the same types of products and services compared to when it was first established?	1. <input type="checkbox"/> More 2. <input type="checkbox"/> Less 3. <input type="checkbox"/> The same 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	
2.12	When this company was first established, what services did it offer?	1. <input type="checkbox"/> Procurement 2. <input type="checkbox"/> Distribution 3. <input type="checkbox"/> Warehousing 4. <input type="checkbox"/> Printing 5. <input type="checkbox"/> Network set-up 96. <input type="checkbox"/> Other (specify1) _____ 97. <input type="checkbox"/> Other (specify2) _____ 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	more than one response allowed

2.13	When this company was first established, what products did it offer?	<ul style="list-style-type: none"> 1. <input type="checkbox"/> Lab Consumables 2. <input type="checkbox"/> Lab Reagents 3. <input type="checkbox"/> Lab Equipment 4. <input type="checkbox"/> Pharmaceuticals (human) 5. <input type="checkbox"/> Cold Chain for heat sensitive products 6. <input type="checkbox"/> Electrical Equipment 7. <input type="checkbox"/> IT equipment 8. <input type="checkbox"/> IT supplies 9. <input type="checkbox"/> Office Supplies 10. <input type="checkbox"/> Handling Equipment of Warehouse 11. <input type="checkbox"/> Pallets for Warehouse 12. <input type="checkbox"/> Security equipment 13. <input type="checkbox"/> Pharmaceuticals (animals) 96. <input type="checkbox"/> Other (specify1)_____ 97. <input type="checkbox"/> Other (specify2)_____ 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know 	
2.14	What type of services does this company currently offer?	<ul style="list-style-type: none"> 1. <input type="checkbox"/> Procurement 2. <input type="checkbox"/> Distribution 3. <input type="checkbox"/> Warehousing 4. <input type="checkbox"/> Printing 5. <input type="checkbox"/> Network set-up 96. <input type="checkbox"/> Other (specify1)_____ 97. <input type="checkbox"/> Other (specify2)_____ 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know 	more than one response allowed

2.15	What type of products does this company currently offer?	<ul style="list-style-type: none"> 1. <input type="checkbox"/> Lab Consumables 2. <input type="checkbox"/> Lab Reagents 3. <input type="checkbox"/> Lab Equipment 4. <input type="checkbox"/> Pharmaceuticals 5. <input type="checkbox"/> Cold Chain for heat sensitive products 6. <input type="checkbox"/> Electrical Equipment 7. <input type="checkbox"/> IT equipment 8. <input type="checkbox"/> IT supplies 9. <input type="checkbox"/> Office Supplies 10. <input type="checkbox"/> Handling Equipment of Warehouse 11. <input type="checkbox"/> Pallets for Warehouse 96. <input type="checkbox"/> Other (specify1) _____ 97. <input type="checkbox"/> Other (specify2) _____ 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know 	
2.16	Approximate annual revenue?		
SECTION 3: ABOUT SCMS CONTRACTS			
3.1	Do you currently have an active contract with SCMS?	<ul style="list-style-type: none"> 1. <input type="checkbox"/> Yes 2. <input type="checkbox"/> No 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know 	
3.2	To date, how many SCMS contracts has your company been awarded?	<ul style="list-style-type: none"> 1. <input type="checkbox"/> one 2. <input type="checkbox"/> two 3. <input type="checkbox"/> three 4. <input type="checkbox"/> four 5. <input type="checkbox"/> five 96. <input type="checkbox"/> other (specify) _____ 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know 	

3.3	<p>A. In what year(s) did you have an active SCMS contract award?</p> <p>B. What was the value of the award?</p> <p>C. The contract equated to what % of company's annual revenue?</p>	<p>YEAR OF AWARD</p> <p>1. <input type="checkbox"/> 2007</p> <p>2. <input type="checkbox"/> 2008</p> <p>3. <input type="checkbox"/> 2009</p> <p>4. <input type="checkbox"/> 2010</p> <p>5. <input type="checkbox"/> 2011</p> <p>6. <input type="checkbox"/> 2012</p> <p>7. <input type="checkbox"/> 2013</p> <p>96. <input type="checkbox"/> Other (specify) _____</p> <p>98. <input type="checkbox"/> Refused</p> <p>99. <input type="checkbox"/> Don't know</p>	VALUE
3.4	<p>PRODUCTS AND SERVICES UNDER CONTRACT AWARD 1</p>	<p>1. <input type="checkbox"/> Lab Consumables</p> <p>2. <input type="checkbox"/> Lab Reagents</p> <p>3. <input type="checkbox"/> Lab Equipment</p> <p>4. <input type="checkbox"/> Pharmaceuticals</p> <p>5. <input type="checkbox"/> Cold Chain for heat sensitive products</p> <p>6. <input type="checkbox"/> Electrical Equipment</p> <p>7. <input type="checkbox"/> IT equipment</p> <p>8. <input type="checkbox"/> IT supplies</p> <p>9. <input type="checkbox"/> Office Supplies</p> <p>10. <input type="checkbox"/> Handling Equipment of Warehouse</p> <p>11. <input type="checkbox"/> Pallets for Warehouse</p> <p>96. <input type="checkbox"/> Other (specify1) _____</p> <p>97. <input type="checkbox"/> Other (specify2) _____</p> <p>98. <input type="checkbox"/> Refused</p> <p>99. <input type="checkbox"/> Don't know</p>	
3.5	<p>In order to fulfill the terms of your contract with SCMS, have you ever had to contract any other businesses (i.e, distributors/transporters, engineers, etc)?</p>	<p>1. <input type="checkbox"/> Yes</p> <p>2. <input type="checkbox"/> No</p> <p>98. <input type="checkbox"/> Refused</p> <p>99. <input type="checkbox"/> Don't know</p>	<p>If "no", "refused", "don't know" skip to question 3.11</p>

3.6	If yes, what type?	BUSINESS TYPE	VALUE OF CONTRACT
3.7	How many employees currently work here?	1. <input type="checkbox"/> Less than 10 2. <input type="checkbox"/> 10-24 3. <input type="checkbox"/> 25-49 4. <input type="checkbox"/> 50-74 5. <input type="checkbox"/> 75-99 96. <input type="checkbox"/> Other (specify) _____ 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	check one
3.8	Since the time you were first awarded an SCMS contract, has the number of employees working at this company increased, decreased, or stayed the same?	1. <input type="checkbox"/> Increased 2. <input type="checkbox"/> Decreased 3. <input type="checkbox"/> Remained about the same 96. <input type="checkbox"/> Other 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	check one Skip to question 3.12 if 'decreased', 'remained the same', 'refused', 'don't know'
3.9	By how many has the number increased/decreased?	1. <input type="checkbox"/> Increased _____ 2. <input type="checkbox"/> Decreased _____ 96. <input type="checkbox"/> Other 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	
3.10	To the best of your ability- please list all the positions in your company, education level, the number employed in those positions, required and the approximate salary range.	POSITION TYPE EMPLOYED 1. 2. 3. 4. 5. 6. 7. 8.	EDUCATION # SALARY RANGE

		9. 10. 11. 12. 13. 14. 15.	
3.11	Prior to being awarded the SCMS contract, did you offer any trainings to your employees?	1. <input type="checkbox"/> Yes 2. <input type="checkbox"/> No 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	Skip to question 3.15 if "No", "Refused", "Don't know"
3.12	If yes, what type of trainings did you offer? How Frequently? # Trained per Session	TRAINING TYPE #Trained 1. <input type="checkbox"/> Management 2. <input type="checkbox"/> Financial/Accounting 3. <input type="checkbox"/> Safety 96. <input type="checkbox"/> Other (specify1) _____ 97. <input type="checkbox"/> Other (specify2) _____ 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	FREQUENCY
3.13	Did you start offering any new trainings after you were awarded the SCMS contract?	1. <input type="checkbox"/> Yes 2. <input type="checkbox"/> No 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	Skip to SECTION 4 if "No", "Refused", "Don't know"
3.14	If yes, what type of additional trainings did you offer? How frequently? # Trained per session?	TRAINING TYPE #Trained 1. <input type="checkbox"/> Management 2. <input type="checkbox"/> Financial/Accounting 3. <input type="checkbox"/> Safety 96. <input type="checkbox"/> Other (specify1) _____ 97. <input type="checkbox"/> Other (specify2) _____ 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	FREQUENCY
3.15	Beyond the value of the contract, did SCMS offer any additional support to your company in the way of technical assistance, etc? (specify)	1. <input type="checkbox"/> Yes 2. <input type="checkbox"/> No 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	
SECTION 4. ABOUT THE MARKET LANDSCAPE			

4.1	Have there been any changes in regulatory environment since your first SCMS contract award that directly affected your business?	1. <input type="checkbox"/> Yes 2. <input type="checkbox"/> No 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	Skip to question 4.3 if "No", "Refused", "Don't know"
4.2	If yes, specify.		
4.3	The year that this company was awarded its first SCMS contract, approximately how many businesses existed that provided similar services as your company?	1. <input type="checkbox"/> 1-4 2. <input type="checkbox"/> 5-9 3. <input type="checkbox"/> 10-14 4. <input type="checkbox"/> 15-19 5. <input type="checkbox"/> 20-25 96. <input type="checkbox"/> other (specify) _____ 98. <input type="checkbox"/> Refused 99. Don't know	
4.4	Of those businesses providing similar services as your company, approximately how many did you consider to be direct competition?	1. <input type="checkbox"/> 1-4 2. <input type="checkbox"/> 5-9 3. <input type="checkbox"/> 10-14 4. <input type="checkbox"/> 15-19 5. <input type="checkbox"/> 20-25 96. <input type="checkbox"/> other (specify) _____ 98. <input type="checkbox"/> Refused 99. Don't know	
4.5	Approximately how many businesses currently exist in the market that provide similar services as your company?	1. <input type="checkbox"/> 1-4 2. <input type="checkbox"/> 5-9 3. <input type="checkbox"/> 10-14 4. <input type="checkbox"/> 15-19 5. <input type="checkbox"/> 20-25 96. <input type="checkbox"/> other (specify) _____ 98. <input type="checkbox"/> Refused 99. Don't know	

4.6	Approximately how many businesses currently exist in the market that you consider to be your direct competition?	1. <input type="checkbox"/> 1-4 2. <input type="checkbox"/> 5-9 3. <input type="checkbox"/> 10-14 4. <input type="checkbox"/> 15-19 5. <input type="checkbox"/> 20-25 96. <input type="checkbox"/> other (specify) _____ 98. <input type="checkbox"/> Refused 99. Don't know	
4.7	Since you were awarded the SCMS contract, would you say that your company has "grown", "stayed the same", or "decreased" in size and services offered?	1. <input type="checkbox"/> The company has grown 2. <input type="checkbox"/> The company has stayed about the same 3. <input type="checkbox"/> The company has decreased 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	Skip to SECTION 5 if "stayed the same", "decreased", "refused", "don't know"
4.8	If your company has grown, would you say that your main competitors have grown as much?	1. <input type="checkbox"/> Yes 2. <input type="checkbox"/> No 3. <input type="checkbox"/> Other companies have grown more 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	
4.9	What percentage annual growth are you experiencing?		
SECTION 5. ABOUT COMPANY ASSETS , ACCESS TO CREDIT, DEBT LEVELS			
5.1	Did the number of tenders you won with other Government, bilateral, or multilateral agencies increase, decrease or stay the same after [SAY YEAR they were awarded first SCMS contract]?	1. <input type="checkbox"/> Increased 2. <input type="checkbox"/> Decreased 3. <input type="checkbox"/> Stayed the same 96. <input type="checkbox"/> Other (specify)) _____ 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	

5.2	Did the number of businesses you do regular business increase, decrease or stay the same after [SAY YEAR they were awarded first SCMS contract]?	1. <input type="checkbox"/> Increased 2. <input type="checkbox"/> Decreased 3. <input type="checkbox"/> Stayed the same 96. <input type="checkbox"/> Other (specify) _____ 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	
5.3	What are the major new accounts you have won since [SAY YEAR they were awarded first SCMS contract]? (specify year)	NAME YEAR 1. 2. 3. 4. 5. 6. 7.	
5.4	Approximately how many businesses do you do regular business with in a given year?	1. <input type="checkbox"/> Less than 10 2. <input type="checkbox"/> 10-20 3. <input type="checkbox"/> 21-30 4. <input type="checkbox"/> 31-40 5. <input type="checkbox"/> 41-50 6. <input type="checkbox"/> 100 7. <input type="checkbox"/> 200 96. <input type="checkbox"/> Other (specify) _____ 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	

5.5	Where does SCMS rank among your biggest clients in terms of contract value?	1. <input type="checkbox"/> SCMS is our biggest client 2. <input type="checkbox"/> Top 5 3. <input type="checkbox"/> Top 10 96. <input type="checkbox"/> Other (specify) _____ 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	
5.6	Since [SAY YEAR they were awarded first SCMS contract], do you think your company's reputation has increased, decreased or stayed the same?	1. <input type="checkbox"/> Increased 2. <input type="checkbox"/> Decreased 3. <input type="checkbox"/> Stayed the same 96. <input type="checkbox"/> Other (specify) _____ 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	
5.7	Since [SAY YEAR they were awarded first SCMS contract], do you find that you are in a better, worse or same position to negotiate prices with your suppliers?	1. <input type="checkbox"/> Better 2. <input type="checkbox"/> Worse 3. <input type="checkbox"/> The same 96. <input type="checkbox"/> Other (specify) _____ 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	
5.8	Has the number of assets your company owns (e.g, vehicles, forklifts, office space, warehouses, machinery, etc.) increased, decreased or stayed the same since [SAY YEAR they were awarded first SCMS contract]?	1. <input type="checkbox"/> Increased 2. <input type="checkbox"/> Decreased 3. <input type="checkbox"/> Stayed the same 96. <input type="checkbox"/> Other (specify) _____ 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	
5.9	Estimated value of new assets obtained since [SAY YEAR they were awarded first SCMS contract]?		

5.10	Has your company's ability to access credit, loans, bank facilities, increased, decreased or stayed the same since [SAY YEAR they were awarded first SCMS contract]?	1. <input type="checkbox"/> Increased 2. <input type="checkbox"/> Decreased 3. <input type="checkbox"/> Stayed the same 96. <input type="checkbox"/> Other (specify) _____ 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	
5.11	While working to fulfill the SCMS contract, were monies owed to you by SCMS ever delayed (i.e., paid outside of agreed payment period)?	1. <input type="checkbox"/> Yes 2. <input type="checkbox"/> No 3. <input type="checkbox"/> On some occasions 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	
5.12	While working to fulfill the SCMS contract, were you able to pay your suppliers on time?	1. <input type="checkbox"/> Yes 2. <input type="checkbox"/> No 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	Skip to SECTION 6 if "Yes", "Refused", "Don't know"
5.13	If no, why not?		
SECTION 6: ABOUT YOUR COMPANY'S EFFICIENCY/PRODUCTIVITY			
6.1	Have you made investments in business systems, software to improve operations?	1. <input type="checkbox"/> Yes 2. <input type="checkbox"/> No 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	
6.2	If yes, of what nature?		
6.3	Have you established new standard operating procedures?	1. <input type="checkbox"/> Yes 2. <input type="checkbox"/> No 98. <input type="checkbox"/> Refused 99. <input type="checkbox"/> Don't know	
6.4	If yes, for what? (when?)		
6.5	Any final comments		
	THANK RESPONDENT AND END INTERVIEW		