

## HOW-TO GUIDE

Dear respondent,

Thank you for kindly completing this PDF version of our survey on “The Optimal Organization of Corporate Supply Chain Management”. The survey will start on the next page, analyzing your actual situation.

Please note that this document includes the complete list of sections of the survey. When filling out this questionnaire, it is only necessary to complete 18 of the 43 pages. The survey should require about 25 minutes.

### Which pages should be completed?

To participate in our benchmarking it is necessary to complete the following sections.

<i>Section</i>	<i>Title</i>	<i>Page(s)</i>	<i>Action</i>
Section 1	General information.	3	Response to all questions requested
Section 2	Global organization of your corporate group.	4-6	
Section 3	Supply chain management processes.	7-23	<b>Please choose a minimum of 3 SCM processes to analyze</b>
Section 4	Business functions.	24-36	<b>Please choose at least 1 Business function to analyze</b>
Section 5	Industry pressures on your corporate group.	37-39	Response to all questions requested
Section 6	Fact sheet of your corporate group.	40-42	
Section 7	Completion of the survey.	43	

Thank you very much for your much appreciated participation. If you have any questions, please feel free to contact us at [0041 71 224 7296](tel:0041712247296) or [steffen.wuetz@unisg.ch](mailto:steffen.wuetz@unisg.ch).

Sincerely

Steffen Wütz (doctoral candidate), University of St. Gallen, Switzerland  
 Prof. Dr. Joerg S. Hofstetter, University of St. Gallen, Switzerland  
 Prof. Dr. Anthony Goerzen, Queen's University, Canada

## Welcome to the survey

### "The Optimal Organization of Corporate Supply Chain Management"

The organization of corporate supply chain management has substantial impact on profit and customer satisfaction. Are you among the world leaders?

#### **Your benefit.**

We kindly invite you to participate in this survey providing you with a free report on the global benchmarks of your status quo. We are analyzing practices of corporate supply chain management and deriving hands-on recommendations concerning the following aspects:

- For which supply chain management responsibilities is global centralization beneficial?
- For which supply chain business processes is global homogenization advisable?
- What methods of control by headquarters are most effective to govern local supply chain practices?
- What improvements to business performance can be achieved through an optimal organization of corporate supply chain management?

As a further token of appreciation, we will donate 10 CHF to a charity project of your choice, for each fully answered survey.

#### **Your participation.**

The survey should require about 25 minutes. To answer the questionnaire good knowledge of your corporate group's organization and business processes with a particular focus on corporate supply chain management is helpful. Your participation would greatly advance our research.

#### **Your data will be kept strictly confidential.**

This is the PDF version of the survey. You may also request an individual website link for access to the online survey. Responses will be kept strictly confidential and no identification of your corporate group will be possible. We work in compliance with the "European Benchmarking Code of Conduct".

#### **Timeline.**

Please reply before October 31st, 2015. You will receive the final report in December 2015.

Thank you very much for your very kind participation. If you have any questions, please feel free to contact us at [0041 71 224 7296](tel:0041712247296) or [steffen.wuetz@unisg.ch](mailto:steffen.wuetz@unisg.ch).

Sincerely

Steffen Wütz (doctoral candidate), University of St. Gallen, Switzerland  
Prof. Dr. Joerg S. Hofstetter, University of St. Gallen, Switzerland  
Prof. Dr. Anthony Goerzen, Queen's University, Canada

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**Research team.**

**Steffen Wütz** is a Research Associate at the University of St.Gallen, Switzerland. He is completing the Ph.D. Program in Management, with a specialization in corporate supply chain management governance and organization of multinational companies. Before he joined the University of St.Gallen, Steffen was a Trainee and Management Consultant at KPMG AG as well as a Business Developer at Herzberg Consulting GmbH in Munich, Germany.



**Joerg S. Hofstetter** is an Assistant Professor of Management at the University of St.Gallen, Switzerland. He focuses on strategic supply chain management and sustainability and compliance in extended supply chains. Joerg Hofstetter held positions as an Area Manager in the Business Partnership Program of Lufthansa Cargo AG in Singapore for Southeast Asia, Australia and the Indian Subcontinent, and as a System Test Engineer at ITT Automotive Inc. in Auburn Hills, Michigan, USA.



**Anthony Goerzen** is the D.R. Sobey Professor of International Business at Queen's University, Kingston, Ontario, Canada. His knowledge and interests center on the strategic management of firms competing in international markets with a focus on the organizational and performance effects of interfirm networks, alliances, and location. Prior to entering into academia, Anthony Goerzen spent almost 15 years in various sales, marketing, and general management positions in private industry.

## 1. General information.

---

Name of your corporate group.

Your department.

Your job-title.

Years you are involved with this corporate group.

---

## 2. Global organization of your corporate group.

Please provide all answers from an actual corporate group perspective.

### Please specify your functional organization.

	Strongly disagree	Disagree	Tend to disagree	Neutral	Tend to agree	Agree	Strongly agree
Our corporate group has centralized many functions such as R&D, finance, and procurement.	<input type="checkbox"/>						
Our corporate group conducts many major functions locally.	<input type="checkbox"/>						

### Please indicate the extent to which products and services are standardized worldwide.

	Strongly disagree	Disagree	Tend to disagree	Neutral	Tend to agree	Agree	Strongly agree
Our corporate group offers standardized products and services worldwide.	<input type="checkbox"/>						
Our corporate group adapts products and services to a high degree to the local market.	<input type="checkbox"/>						

### Please rate the extent of a central unit's influence on following decisions.

(A subsidiary is a legally independent entity within a corporate group)

	Subsidiary decision	Subsidiary decides, Central unit influences	Equal influence on decision	Central unit decides, Subsidiary influences	Central unit decision
Introduction of a new product.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Changes in product design.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Changes in manufacturing process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career development plans for senior managers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please rate the methods of control applied in your corporate group to govern activities.**

	Used very rarely	Used rarely	Tend to use rarely	Average	Tend to use often	Used often	Used very often
Fairly well-specified worldwide common rules and policies.	<input type="checkbox"/>						
Fairly well-specified worldwide standard operating procedures and common manuals.	<input type="checkbox"/>						
Monitoring to ensure that internationally common rules, policies, and procedures are not violated.	<input type="checkbox"/>						
Meetings of people from different international locations.	<input type="checkbox"/>						
Personal contact among managers from different international locations.	<input type="checkbox"/>						
International transfer of people.	<input type="checkbox"/>						
Worldwide electronic communications systems.	<input type="checkbox"/>						
Worldwide integrated information systems.	<input type="checkbox"/>						
Internationally integrated software applications.	<input type="checkbox"/>						

**Please indicate all business functions that are established in your corporate group.**

<input type="checkbox"/> Purchasing.
<input type="checkbox"/> Production.
<input type="checkbox"/> Logistics.
<input type="checkbox"/> Research and Development.
<input type="checkbox"/> Marketing.
<input type="checkbox"/> Sales.

Please rate the extent to which the following supply chain management processes are implemented in your corporate group.

	Nothing planned	In planning phase	Planned, not yet implemented	Partially implemented	Fully implemented
<b>Customer relationship management</b> (i.e., provide structure for developing and maintaining relationships with customers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Customer service management</b> (i.e., administer the product and service agreements).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Supplier relationship management</b> (i.e., provide structure for developing and maintaining relationships with suppliers).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Demand management</b> (i.e., balance customers' demand with capabilities of the supply chain).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Order fulfillment</b> (i.e., fill orders, design a network to meet customer requests, and maximize profitability).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Manufacturing flow management</b> (i.e., manage manufacturing flexibility and move products through the plants).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Product development and commercialization</b> (i.e., provide structure for developing and bringing to market new products).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Returns management</b> (i.e., manage activities associated with returns, reverse logistics, gatekeeping, and avoidance).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 3. Supply chain management processes (three processes to analyze in this survey).

**Based on your selection on the previous page, please choose three or more supply chain management processes to analyze on the next pages of this survey.**

*You will receive a benchmark for each process selected. Completing additional process sections will each take you an extra three minutes.*

- 
- 3.1 Customer relationship management.
  - 3.2 Customer service management.
  - 3.3 Supplier relationship management.
  - 3.4 Demand management.
  - 3.5 Order fulfillment.
  - 3.6 Manufacturing flow management.
  - 3.7 Product development and commercialization.
  - 3.8 Returns management.
- 

**Please analyze all three selected supply chain management processes by answering the questions in the corresponding sub-sections 3.1 to 3.8 in the following.**

### 3.1. Customer relationship management.

Please provide all answers from an actual corporate group perspective.

Please state which business functions participate (to any degree) in your customer relationship management process.

<input type="checkbox"/>	Purchasing.
<input type="checkbox"/>	Production.
<input type="checkbox"/>	Logistics.
<input type="checkbox"/>	Research and Development.
<input type="checkbox"/>	Marketing.
<input type="checkbox"/>	Sales.

Please rate the extent of a central unit's influence on decisions in your customer relationship management process.

	Subsidiary decision	Subsidiary decides, Central unit influences	Equal influence on decision	Central unit decides, Subsidiary influences	Central unit decision
Identification of criteria for segmenting customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provision of guidelines for the degree of differentiation in the product and service agreements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Development of guidelines for sharing process improvement benefits with customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please rate the methods of control applied in your corporate group to govern the customer relationship management process.**

	Used very rarely	Used rarely	Tend to use rarely	Average	Tend to use often	Used often	Used very often
Fairly well-specified worldwide common rules and policies.	<input type="checkbox"/>						
Fairly well-specified worldwide standard operating procedures and common manuals.	<input type="checkbox"/>						
Monitoring to ensure that internationally common rules, policies, and procedures are not violated.	<input type="checkbox"/>						
Meetings of people from different international locations.	<input type="checkbox"/>						
Personal contact among managers from different international locations.	<input type="checkbox"/>						
International transfer of people.	<input type="checkbox"/>						
Worldwide electronic communications systems.	<input type="checkbox"/>						
Worldwide integrated information systems.	<input type="checkbox"/>						
Internationally integrated software applications.	<input type="checkbox"/>						

**Please state how effective your corporate group is in globally coordinating and controlling your customer relationship management process.**

<input type="checkbox"/> Not at all effective.
<input type="checkbox"/> Little effective.
<input type="checkbox"/> Slightly effective.
<input type="checkbox"/> Neutral.
<input type="checkbox"/> Somewhat effective.
<input type="checkbox"/> Very effective.
<input type="checkbox"/> Extremely effective

### 3.2. Customer service management.

Please provide all answers from an actual corporate group perspective.

Please state which business functions participate (to any degree) in your customer service management process.

<input type="checkbox"/>	Purchasing.
<input type="checkbox"/>	Production.
<input type="checkbox"/>	Logistics.
<input type="checkbox"/>	Research and Development.
<input type="checkbox"/>	Marketing.
<input type="checkbox"/>	Sales.

Please rate the extent of a central unit's influence on decisions in your customer service management process.

	Subsidiary decision	Subsidiary decides, Central unit influences	Equal influence on decision	Central unit decides, Subsidiary influences	Central unit decision
Development of customer service management strategy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Development of standard procedures to respond to customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Development of information and communication systems for implementing response procedures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please rate the methods of control applied in your corporate group to govern the customer service management process.**

	Used very rarely	Used rarely	Tend to use rarely	Average	Tend to use often	Used often	Used very often
Fairly well-specified worldwide common rules and policies.	<input type="checkbox"/>						
Fairly well-specified worldwide standard operating procedures and common manuals.	<input type="checkbox"/>						
Monitoring to ensure that internationally common rules, policies, and procedures are not violated.	<input type="checkbox"/>						
Meetings of people from different international locations.	<input type="checkbox"/>						
Personal contact among managers from different international locations.	<input type="checkbox"/>						
International transfer of people.	<input type="checkbox"/>						
Worldwide electronic communications systems.	<input type="checkbox"/>						
Worldwide integrated information systems.	<input type="checkbox"/>						
Internationally integrated software applications.	<input type="checkbox"/>						

**Please state how effective your corporate group is in globally coordinating and controlling your customer service management process.**

<input type="checkbox"/> Not at all effective.
<input type="checkbox"/> Little effective.
<input type="checkbox"/> Slightly effective.
<input type="checkbox"/> Neutral.
<input type="checkbox"/> Somewhat effective.
<input type="checkbox"/> Very effective.
<input type="checkbox"/> Extremely effective

### 3.3. Supplier relationship management.

Please provide all answers from an actual corporate group perspective.

**Please state which business functions participate (to any degree) in your supplier relationship management process.**

<input type="checkbox"/>	Purchasing.
<input type="checkbox"/>	Production.
<input type="checkbox"/>	Logistics.
<input type="checkbox"/>	Research and Development.
<input type="checkbox"/>	Marketing.
<input type="checkbox"/>	Sales.

**Please rate the extent of a central unit's influence on decisions in your supplier relationship management process.**

	Subsidiary decision	Subsidiary decides, Central unit influences	Equal influence on decision	Central unit decides, Subsidiary influences	Central unit decision
Identification of criteria for segmenting suppliers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provision of guidelines for the degree of customization in the product and service agreements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Development of guidelines for sharing process improvement benefits with suppliers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please rate the methods of control applied in your corporate group to govern the supplier relationship management process.**

	Used very rarely	Used rarely	Tend to use rarely	Average	Tend to use often	Used often	Used very often
Fairly well-specified worldwide common rules and policies.	<input type="checkbox"/>						
Fairly well-specified worldwide standard operating procedures and common manuals.	<input type="checkbox"/>						
Monitoring to ensure that internationally common rules, policies, and procedures are not violated.	<input type="checkbox"/>						
Meetings of people from different international locations.	<input type="checkbox"/>						
Personal contact among managers from different international locations.	<input type="checkbox"/>						
International transfer of people.	<input type="checkbox"/>						
Worldwide electronic communications systems.	<input type="checkbox"/>						
Worldwide integrated information systems.	<input type="checkbox"/>						
Internationally integrated software applications.	<input type="checkbox"/>						

**Please state how effective your corporate group is in globally coordinating and controlling your supplier relationship management process.**

<input type="checkbox"/> Not at all effective.
<input type="checkbox"/> Little effective.
<input type="checkbox"/> Slightly effective.
<input type="checkbox"/> Neutral.
<input type="checkbox"/> Somewhat effective.
<input type="checkbox"/> Very effective.
<input type="checkbox"/> Extremely effective

### 3.4. Demand management.

Please provide all answers from an actual corporate group perspective.

**Please state which business functions participate (to any degree) in your demand management process.**

<input type="checkbox"/>	Purchasing.
<input type="checkbox"/>	Production.
<input type="checkbox"/>	Logistics.
<input type="checkbox"/>	Research and Development.
<input type="checkbox"/>	Marketing.
<input type="checkbox"/>	Sales.

**Please rate the extent of a central unit's influence on decisions in your demand management process.**

	Subsidiary decision	Subsidiary decides, Central unit influences	Equal influence on decision	Central unit decides, Subsidiary influences	Central unit decision
Determination of procedures to forecast customer demand.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Determination of procedures to synchronize sales and operations planning (S&OP).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Development of procedures to respond to disruptions (i.e., contingency management).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please rate the methods of control applied in your corporate group to govern the demand management process.**

	Used very rarely	Used rarely	Tend to use rarely	Average	Tend to use often	Used often	Used very often
Fairly well-specified worldwide common rules and policies.	<input type="checkbox"/>						
Fairly well-specified worldwide standard operating procedures and common manuals.	<input type="checkbox"/>						
Monitoring to ensure that internationally common rules, policies, and procedures are not violated.	<input type="checkbox"/>						
Meetings of people from different international locations.	<input type="checkbox"/>						
Personal contact among managers from different international locations.	<input type="checkbox"/>						
International transfer of people.	<input type="checkbox"/>						
Worldwide electronic communications systems.	<input type="checkbox"/>						
Worldwide integrated information systems.	<input type="checkbox"/>						
Internationally integrated software applications.	<input type="checkbox"/>						

**Please state how effective your corporate group is in globally coordinating and controlling your demand management process.**

- Not at all effective.
- Little effective.
- Slightly effective.
- Neutral.
- Somewhat effective.
- Very effective.
- Extremely effective

### 3.5. Order fulfillment.

Please provide all answers from an actual corporate group perspective.

Please state which business functions participate (to any degree) in your order fulfillment process.

<input type="checkbox"/>	Purchasing.
<input type="checkbox"/>	Production.
<input type="checkbox"/>	Logistics.
<input type="checkbox"/>	Research and Development.
<input type="checkbox"/>	Marketing.
<input type="checkbox"/>	Sales.

Please rate the extent of a central unit's influence on decisions in your order fulfillment process.

	Subsidiary decision	Subsidiary decides, Central unit influences	Equal influence on decision	Central unit decides, Subsidiary influences	Central unit decision
Definition of requirements for order fulfillment (e.g., lead-time, order types).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Optimization of logistics and supply network.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Definition of plan for order fulfillment (e.g., order processing, technology, allocation).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please rate the methods of control applied in your corporate group to govern the order fulfillment process.**

	Used very rarely	Used rarely	Tend to use rarely	Average	Tend to use often	Used often	Used very often
Fairly well-specified worldwide common rules and policies.	<input type="checkbox"/>						
Fairly well-specified worldwide standard operating procedures and common manuals.	<input type="checkbox"/>						
Monitoring to ensure that internationally common rules, policies, and procedures are not violated.	<input type="checkbox"/>						
Meetings of people from different international locations.	<input type="checkbox"/>						
Personal contact among managers from different international locations.	<input type="checkbox"/>						
International transfer of people.	<input type="checkbox"/>						
Worldwide electronic communications systems.	<input type="checkbox"/>						
Worldwide integrated information systems.	<input type="checkbox"/>						
Internationally integrated software applications.	<input type="checkbox"/>						

**Please state how effective your corporate group is in globally coordinating and controlling your order fulfillment process.**

<input type="checkbox"/> Not at all effective.
<input type="checkbox"/> Little effective.
<input type="checkbox"/> Slightly effective.
<input type="checkbox"/> Neutral.
<input type="checkbox"/> Somewhat effective.
<input type="checkbox"/> Very effective.
<input type="checkbox"/> Extremely effective

### 3.6. Manufacturing flow management.

Please provide all answers from an actual corporate group perspective.

Please state which business functions participate (to any degree) in your manufacturing flow management process.

<input type="checkbox"/>	Purchasing.
<input type="checkbox"/>	Production.
<input type="checkbox"/>	Logistics.
<input type="checkbox"/>	Research and Development.
<input type="checkbox"/>	Marketing.
<input type="checkbox"/>	Sales.

Please rate the extent of a central unit's influence on decisions in your manufacturing flow management process.

	Subsidiary decision	Subsidiary decides, Central unit influences	Equal influence on decision	Central unit decides, Subsidiary influences	Central unit decision
Determination of the degree of manufacturing flexibility required to accommodate demand.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Definition of the decoupling point between supply push and demand pull in supply chains.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Development of the inventory policy to match manufacturing constraints.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please rate the methods of control applied in your corporate group to govern the manufacturing flow management process.**

	Used very rarely	Used rarely	Tend to use rarely	Average	Tend to use often	Used often	Used very often
Fairly well-specified worldwide common rules and policies.	<input type="checkbox"/>						
Fairly well-specified worldwide standard operating procedures and common manuals.	<input type="checkbox"/>						
Monitoring to ensure that internationally common rules, policies, and procedures are not violated.	<input type="checkbox"/>						
Meetings of people from different international locations.	<input type="checkbox"/>						
Personal contact among managers from different international locations.	<input type="checkbox"/>						
International transfer of people.	<input type="checkbox"/>						
Worldwide electronic communications systems.	<input type="checkbox"/>						
Worldwide integrated information systems.	<input type="checkbox"/>						
Internationally integrated software applications.	<input type="checkbox"/>						

**Please state how effective your corporate group is in globally coordinating and controlling your manufacturing flow management process.**

<input type="checkbox"/> Not at all effective.
<input type="checkbox"/> Little effective.
<input type="checkbox"/> Slightly effective.
<input type="checkbox"/> Neutral.
<input type="checkbox"/> Somewhat effective.
<input type="checkbox"/> Very effective.
<input type="checkbox"/> Extremely effective

### 3.7. Product development and commercialization.

Please provide all answers from an actual corporate group perspective.

Please state which business functions participate (to any degree) in your product development and commercialization process.

<input type="checkbox"/>	Purchasing.
<input type="checkbox"/>	Production.
<input type="checkbox"/>	Logistics.
<input type="checkbox"/>	Research and Development.
<input type="checkbox"/>	Marketing.
<input type="checkbox"/>	Sales.

Please rate the extent of a central unit's influence on decisions in your product development and commercialization process.

	Subsidiary decision	Subsidiary decides, Central unit influences	Equal influence on decision	Central unit decides, Subsidiary influences	Central unit decision
Development of procedures for idea generation and screening.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Establishment of guidelines for cross-functional product development team membership.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Establishment of guidelines for new product project (e.g., budget, strategic fit, time to market).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please rate the methods of control applied in your corporate group to govern the product development and commercialization process.**

	Used very rarely	Used rarely	Tend to use rarely	Average	Tend to use often	Used often	Used very often
Fairly well-specified worldwide common rules and policies.	<input type="checkbox"/>						
Fairly well-specified worldwide standard operating procedures and common manuals.	<input type="checkbox"/>						
Monitoring to ensure that internationally common rules, policies, and procedures are not violated.	<input type="checkbox"/>						
Meetings of people from different international locations.	<input type="checkbox"/>						
Personal contact among managers from different international locations.	<input type="checkbox"/>						
International transfer of people.	<input type="checkbox"/>						
Worldwide electronic communications systems.	<input type="checkbox"/>						
Worldwide integrated information systems.	<input type="checkbox"/>						
Internationally integrated software applications.	<input type="checkbox"/>						

**Please state how effective your corporate group is in globally coordinating and controlling your product development and commercialization process.**

<input type="checkbox"/> Not at all effective.
<input type="checkbox"/> Little effective.
<input type="checkbox"/> Slightly effective.
<input type="checkbox"/> Neutral.
<input type="checkbox"/> Somewhat effective.
<input type="checkbox"/> Very effective.
<input type="checkbox"/> Extremely effective

**3.8. Returns management.**

Please provide all answers from an actual corporate group perspective.

Please state which business functions participate (to any degree) in your returns management process.

<input type="checkbox"/>	Purchasing.
<input type="checkbox"/>	Production.
<input type="checkbox"/>	Logistics.
<input type="checkbox"/>	Research and Development.
<input type="checkbox"/>	Marketing.
<input type="checkbox"/>	Sales.

Please rate the extent of a central unit's influence on decisions in your returns management process.

	Subsidiary decision	Subsidiary decides, Central unit influences	Equal influence on decision	Central unit decides, Subsidiary influences	Central unit decision
Development of guidelines for avoidance, gatekeeping and disposition of returns.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Development of returns network and transportation modes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Determination of remanufacturing/refurbishing strategies and resale policies (i.e., secondary markets).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please rate the methods of control applied in your corporate group to govern the returns management process.**

	Used very rarely	Used rarely	Tend to use rarely	Average	Tend to use often	Used often	Used very often
Fairly well-specified worldwide common rules and policies.	<input type="checkbox"/>						
Fairly well-specified worldwide standard operating procedures and common manuals.	<input type="checkbox"/>						
Monitoring to ensure that internationally common rules, policies, and procedures are not violated.	<input type="checkbox"/>						
Meetings of people from different international locations.	<input type="checkbox"/>						
Personal contact among managers from different international locations.	<input type="checkbox"/>						
International transfer of people.	<input type="checkbox"/>						
Worldwide electronic communications systems.	<input type="checkbox"/>						
Worldwide integrated information systems.	<input type="checkbox"/>						
Internationally integrated software applications.	<input type="checkbox"/>						

**Please state how effective your corporate group is in globally coordinating and controlling your returns management process.**

<input type="checkbox"/> Not at all effective.
<input type="checkbox"/> Little effective.
<input type="checkbox"/> Slightly effective.
<input type="checkbox"/> Neutral.
<input type="checkbox"/> Somewhat effective.
<input type="checkbox"/> Very effective.
<input type="checkbox"/> Extremely effective

#### 4. Business functions (one function to analyze in this survey).

**Please choose at least one business function to analyze in this survey.** The most adequate business function to select is the function that is most heavily involved in the business processes selected before.

*You will receive a benchmark for each function selected. Completing additional function sections will each take you an extra three minutes.*

- 
- |                          |                               |
|--------------------------|-------------------------------|
| <input type="checkbox"/> | 4.1 Purchasing.               |
| <input type="checkbox"/> | 4.2 Production.               |
| <input type="checkbox"/> | 4.3 Logistics.                |
| <input type="checkbox"/> | 4.4 Research and Development. |
| <input type="checkbox"/> | 4.5 Marketing.                |
| <input type="checkbox"/> | 4.6 Sales.                    |
- 

**Please analyze the selected business function by answering the questions in the corresponding sub-section 4.1 to 4.6 in the following.**

#### 4.1. Purchasing.

Please provide all answers from an actual corporate group perspective.

##### Please specify your purchasing organization.

	Strongly disagree	Disagree	Tend to disagree	Neutral	Tend to agree	Agree	Strongly agree
Our corporate group has centralized the purchasing function.	<input type="checkbox"/>						
Our corporate group conducts the purchasing function locally.	<input type="checkbox"/>						

##### Please rate the extent of a central unit's influence on decisions in your purchasing function.

	Subsidiary decision	Subsidiary decides, Central unit influences	Equal influence on decision	Central unit decides, Subsidiary influences	Central unit decision
Sourcing strategy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supplier negotiation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supplier integration.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please rate the methods of control applied in your corporate group to govern the purchasing function.**

	Used very rarely	Used rarely	Tend to use rarely	Average	Tend to use often	Used often	Used very often
Fairly well-specified worldwide common rules and policies.	<input type="checkbox"/>						
Fairly well-specified worldwide standard operating procedures and common manuals.	<input type="checkbox"/>						
Monitoring to ensure that internationally common rules, policies, and procedures are not violated.	<input type="checkbox"/>						
Meetings of people from different international locations.	<input type="checkbox"/>						
Personal contact among managers from different international locations.	<input type="checkbox"/>						
International transfer of people.	<input type="checkbox"/>						
Worldwide electronic communications systems.	<input type="checkbox"/>						
Worldwide integrated information systems.	<input type="checkbox"/>						
Internationally integrated software applications.	<input type="checkbox"/>						

## 4.2. Production.

Please provide all answers from an actual corporate group perspective.

### Please specify your production organization.

	Strongly disagree	Disagree	Tend to disagree	Neutral	Tend to agree	Agree	Strongly agree
Our corporate group has centralized the production function.	<input type="checkbox"/>						
Our corporate group conducts the production function locally.	<input type="checkbox"/>						

### Please rate the extent of a central unit's influence on decisions in your production function.

	Subsidiary decision	Subsidiary decides, Central unit influences	Equal influence on decision	Central unit decides, Subsidiary influences	Central unit decision
Manufacturing capacity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Process technology.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Production planning/ material control.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please rate the methods of control applied in your corporate group to govern the production function.**

	Used very rarely	Used rarely	Tend to use rarely	Average	Tend to use often	Used often	Used very often
Fairly well-specified worldwide common rules and policies.	<input type="checkbox"/>						
Fairly well-specified worldwide standard operating procedures and common manuals.	<input type="checkbox"/>						
Monitoring to ensure that internationally common rules, policies, and procedures are not violated.	<input type="checkbox"/>						
Meetings of people from different international locations.	<input type="checkbox"/>						
Personal contact among managers from different international locations.	<input type="checkbox"/>						
International transfer of people.	<input type="checkbox"/>						
Worldwide electronic communications systems.	<input type="checkbox"/>						
Worldwide integrated information systems.	<input type="checkbox"/>						
Internationally integrated software applications.	<input type="checkbox"/>						

### 4.3. Logistics.

Please provide all answers from an actual corporate group perspective.

#### Please specify your logistics organization.

	Strongly disagree	Disagree	Tend to disagree	Neutral	Tend to agree	Agree	Strongly agree
Our corporate group has centralized the logistics function.	<input type="checkbox"/>						
Our corporate group conducts the logistics function locally.	<input type="checkbox"/>						

#### Please rate the extent of a central unit's influence on decisions in your logistics function.

	Subsidiary decision	Subsidiary decides, Central unit influences	Equal influence on decision	Central unit decides, Subsidiary influences	Central unit decision
Inventory management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Warehousing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please rate the methods of control applied in your corporate group to govern the logistics function.**

	Used very rarely	Used rarely	Tend to use rarely	Average	Tend to use often	Used often	Used very often
Fairly well-specified worldwide common rules and policies.	<input type="checkbox"/>						
Fairly well-specified worldwide standard operating procedures and common manuals.	<input type="checkbox"/>						
Monitoring to ensure that internationally common rules, policies, and procedures are not violated.	<input type="checkbox"/>						
Meetings of people from different international locations.	<input type="checkbox"/>						
Personal contact among managers from different international locations.	<input type="checkbox"/>						
International transfer of people.	<input type="checkbox"/>						
Worldwide electronic communications systems.	<input type="checkbox"/>						
Worldwide integrated information systems.	<input type="checkbox"/>						
Internationally integrated software applications.	<input type="checkbox"/>						

#### 4.4. Research and Development.

Please provide all answers from an actual corporate group perspective.

##### Please specify your research and development organization.

	Strongly disagree	Disagree	Tend to disagree	Neutral	Tend to agree	Agree	Strongly agree
Our corporate group has centralized the research and development function.	<input type="checkbox"/>						
Our corporate group conducts the research and development function locally.	<input type="checkbox"/>						

##### Please rate the extent of a central unit's influence on decisions in your research and development function.

	Subsidiary decision	Subsidiary decides, Central unit influences	Equal influence on decision	Central unit decides, Subsidiary influences	Central unit decision
Project selection.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project time schedule.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project budget.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please rate the methods of control applied in your corporate group to govern the research and development function.**

	Used very rarely	Used rarely	Tend to use rarely	Average	Tend to use often	Used often	Used very often
Fairly well-specified worldwide common rules and policies.	<input type="checkbox"/>						
Fairly well-specified worldwide standard operating procedures and common manuals.	<input type="checkbox"/>						
Monitoring to ensure that internationally common rules, policies, and procedures are not violated.	<input type="checkbox"/>						
Meetings of people from different international locations.	<input type="checkbox"/>						
Personal contact among managers from different international locations.	<input type="checkbox"/>						
International transfer of people.	<input type="checkbox"/>						
Worldwide electronic communications systems.	<input type="checkbox"/>						
Worldwide integrated information systems.	<input type="checkbox"/>						
Internationally integrated software applications.	<input type="checkbox"/>						

#### 4.5. Marketing.

Please provide all answers from an actual corporate group perspective.

##### Please specify your marketing organization.

	Strongly disagree	Disagree	Tend to disagree	Neutral	Tend to agree	Agree	Strongly agree
Our corporate group has centralized the marketing function.	<input type="checkbox"/>						
Our corporate group conducts the marketing function locally.	<input type="checkbox"/>						

##### Please rate the extent of a central unit's influence on decisions in your marketing function.

	Subsidiary decision	Subsidiary decides, Central unit influences	Equal influence on decision	Central unit decides, Subsidiary influences	Central unit decision
Advertising and promotion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Product line.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Product pricing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please rate the methods of control applied in your corporate group to govern the marketing function.**

	Used very rarely	Used rarely	Tend to use rarely	Average	Tend to use often	Used often	Used very often
Fairly well-specified worldwide common rules and policies.	<input type="checkbox"/>						
Fairly well-specified worldwide standard operating procedures and common manuals.	<input type="checkbox"/>						
Monitoring to ensure that internationally common rules, policies, and procedures are not violated.	<input type="checkbox"/>						
Meetings of people from different international locations.	<input type="checkbox"/>						
Personal contact among managers from different international locations.	<input type="checkbox"/>						
International transfer of people.	<input type="checkbox"/>						
Worldwide electronic communications systems.	<input type="checkbox"/>						
Worldwide integrated information systems.	<input type="checkbox"/>						
Internationally integrated software applications.	<input type="checkbox"/>						

**4.6. Sales.**

Please provide all answers from an actual corporate group perspective.

**Please specify your sales organization.**

	Strongly disagree	Disagree	Tend to disagree	Neutral	Tend to agree	Agree	Strongly agree
Our corporate group has centralized the sales function.	<input type="checkbox"/>						
Our corporate group conducts the sales function locally.	<input type="checkbox"/>						

**Please rate the extent of a central unit's influence on decisions in your sales function.**

	Subsidiary decision	Subsidiary decides, Central unit influences	Equal influence on decision	Central unit decides, Subsidiary influences	Central unit decision
Sales forecasting.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer monitoring.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sales plan development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please rate the methods of control applied in your corporate group to govern the sales function.**

	Used very rarely	Used rarely	Tend to use rarely	Average	Tend to use often	Used often	Used very often
Fairly well-specified worldwide common rules and policies.	<input type="checkbox"/>						
Fairly well-specified worldwide standard operating procedures and common manuals.	<input type="checkbox"/>						
Monitoring to ensure that internationally common rules, policies, and procedures are not violated.	<input type="checkbox"/>						
Meetings of people from different international locations.	<input type="checkbox"/>						
Personal contact among managers from different international locations.	<input type="checkbox"/>						
International transfer of people.	<input type="checkbox"/>						
Worldwide electronic communications systems.	<input type="checkbox"/>						
Worldwide integrated information systems.	<input type="checkbox"/>						
Internationally integrated software applications.	<input type="checkbox"/>						

## 5. Industry pressures on your corporate group.

*If your answers were to differ by business segment, please provide all answers from an actual perspective of the segment with the highest sales revenues. Otherwise provide an actual corporate group perspective.*

### Buyer market demands (external customers only).

	Strongly disagree	Disagree	Tend to disagree	Neutral	Tend to agree	Agree	Strongly agree
Customer needs are standardized worldwide.	<input type="checkbox"/>						
Standardized purchasing practices exist worldwide.	<input type="checkbox"/>						
Standardized product technology exists worldwide.	<input type="checkbox"/>						
Our competitors market a standardized product worldwide.	<input type="checkbox"/>						
Distribution channels are highly concentrated worldwide.	<input type="checkbox"/>						
Local customer service is required in all markets.	<input type="checkbox"/>						

### Competitive actions.

	Strongly disagree	Disagree	Tend to disagree	Neutral	Tend to agree	Agree	Strongly agree
Competitors exist that have a presence in all key markets.	<input type="checkbox"/>						
International competition is intense.	<input type="checkbox"/>						
Domestic competition is intense in all key markets.	<input type="checkbox"/>						

**Industry regulations.**

	Strongly disagree	Disagree	Tend to disagree	Neutral	Tend to agree	Agree	Strongly agree
Regulation of our industry is similar across the world.	<input type="checkbox"/>						
Our industry is tightly regulated compared to other industries.	<input type="checkbox"/>						
Imports are among the most tightly restricted by rules/regulations in our industry compared to other industries.	<input type="checkbox"/>						
Exports are among the most tightly restricted by rules/regulations in our industry compared to other industries.	<input type="checkbox"/>						

**Technological change.**

	Strongly disagree	Disagree	Tend to disagree	Neutral	Tend to agree	Agree	Strongly agree
Level of technology your corporate group utilizes in its primary operations.	<input type="checkbox"/>						

  

	Very slow	Quite slow	Tend to be slow	Moderate	Tend to be rapid	Quite rapid	Very rapid
Rate of generation of product innovations for your most important products.	<input type="checkbox"/>						
Rate of generation of process innovations for your most important products.	<input type="checkbox"/>						

**Supplier market demands (external suppliers only).**

	Strongly disagree	Disagree	Tend to disagree	Neutral	Tend to agree	Agree	Strongly agree
Supplier product/service offering is standardized worldwide.	<input type="checkbox"/>						
Standardized suppliers' sales practices exist worldwide.	<input type="checkbox"/>						
Standardized technology in sourced materials exists worldwide.	<input type="checkbox"/>						
Our competitors source standardized materials worldwide.	<input type="checkbox"/>						
Supply channels are highly concentrated worldwide.	<input type="checkbox"/>						
Local supplier service is required in all markets.	<input type="checkbox"/>						

**Dependency on supply (external suppliers only).**

	Strongly disagree	Disagree	Tend to disagree	Neutral	Tend to agree	Agree	Strongly agree
Our suppliers control a very high extent of the core competencies required for our products/services offering.	<input type="checkbox"/>						
Much of the success or failure of new product development effort can be attributed to our key suppliers.	<input type="checkbox"/>						
It would be difficult to replace our key suppliers.	<input type="checkbox"/>						
The new product development effort would suffer greatly if key suppliers were lost.	<input type="checkbox"/>						

## 6. Fact sheet of your corporate group.

Please provide all answers from an actual corporate group perspective.

### Organization of corporate group.

Total number of business segments in our corporate group worldwide.

Total number of subsidiaries (i.e., legally independent entities) in our corporate group worldwide.

Approximate share of subsidiaries in home country [%].

Approximate share of subsidiaries worldwide grown organically [%].

Employees: Total number of full-time equivalents in our corporate group worldwide.

Employees: Approximate share of full-time equivalents in home country [%].

### Sales volume.

Volume of total sales of our corporate group worldwide [million USD].

Approximate share of sales to customers in home country [%].

Volume of inter-subsidiary sales in our corporate group worldwide [million USD].

### Sales growth and ROI (absolute).

	Negative	0-5%	6-10%	11-15%	16-20%	21-25%	Greater than 25%
Average annual increase in total sales over the past 2 years.	<input type="checkbox"/>						
Average after-tax return on total investment over the past 2 years.	<input type="checkbox"/>						

**Sales growth and ROI (relative).**

	Much worse	Worse	Slightly worse	Equal	Slightly better	Better	Much better
Average annual increase in total sales over the past 2 years compared with the industry average.	<input type="checkbox"/>						
Average after-tax return on total investment over the past 2 years compared with the industry average.	<input type="checkbox"/>						

**Customer management (external customers only).**

Total number of customers in our corporate group worldwide.

Approximate share of global customers in total sales volume [%].

**Supplier management (external suppliers only).**

Total number of suppliers for direct materials in our corporate group worldwide.

Approximate share of global suppliers in total direct material spending [%].

Average share of direct material costs in cost of goods sold [%].

Total number of suppliers in our corporate group worldwide.

Approximate share of global suppliers in total purchasing volume [%].

**Please rate how well your corporate group does in each business process compared with its primary competitors.**

*(Only to be answered for business processes analyzed in this survey).*

	Much worse	Worse	Slightly worse	Equal	Slightly better	Better	Much better
Customer relationship management.	<input type="checkbox"/>						
Customer service management.	<input type="checkbox"/>						
Supplier relationship management.	<input type="checkbox"/>						
Demand management.	<input type="checkbox"/>						
Order fulfillment.	<input type="checkbox"/>						
Manufacturing flow management.	<input type="checkbox"/>						
Product development and commercialization.	<input type="checkbox"/>						
Returns management.	<input type="checkbox"/>						

**In your corporate group the corporate supply chain management department is structured as a line function.**

- Yes.
- No.
- We don't have a corporate supply chain management department in our corporate group.

**Corporate supply chain management organization in your corporate group.**

- The head of the corporate supply chain management department is a board member.
- The corporate supply chain management department reports to the CEO.
- The corporate supply chain management department reports to a board member.
- Others.

**In your corporate group the corporate supply chain management department is part of which business function/division?**

Name of business function/division.

## 7. Completion of the survey.

**If you like to be informed about the results of this survey please provide your contact information.**

---

Title.

First name.

Last name.

E-mail address.

Phone number

---

### **Donation of 10 Swiss Francs for charity.**

Thank you for your participation in this survey! We will donate 10 Swiss Francs to Doctors Without Borders/Médecins Sans Frontières (MSF) for fully answered questionnaires. If you prefer another non-profit organization, please insert its homepage below.

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Homepage of the non-profit organization of your choice.

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## **THANK YOU VERY MUCH FOR YOUR PARTICIPATION IN THIS SURVEY!**

We highly appreciate your support and effort.

If you left your contact details, you will receive the final report in October 2015.

For any questions or suggestions you might have, please feel free to contact us:

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Sincerely



Steffen Wütz (doctoral candidate)  
Prof. Dr. Joerg S. Hofstetter  
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