

**Questionnaire to determine the impact of various factors on the Supply Chain
Competition and Organizational Performance**

Given that the high degree of competitiveness that is currently experienced, companies are focusing on analyzing their Supply Chain (CS) to identify the sources of competitive advantage that allow the company to maintain its place in the market and obtain better performance. There is evidence that there are factors that influence the Supply Chain Management and that they want to analyze the impact they have on their competence and on the performance of the organization.

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1	2	3	4	5	6
Never	Hardly ever	Sometimes	Continued	Almost always	Always
Very Low	Low	Slightly low	Slightly high	High	Very high

1. Please assign a value according to what you live in your company about the Integration of IT (Information Technology)	1	2	3	4	5	6
The company has a network of IT systems (ERP, CRM, SCM, Intranet, etc.) highly integrated with key suppliers						
The company shares information in real time through IT with key suppliers						
The company allows access and sharing of sensitive information through IT with key suppliers						
The company works to have a better alignment of IT with key suppliers						
The company shares information in real time through IT within the organization						
The company allows access and sharing of sensitive information through IT within the organization						
The company has a network of IT systems (ERP, CRM, SCM, Intranet, etc.) highly integrated with key customers						
The company shares information in real time through IT with key customers						
The company allows to access and share sensitive information through IT with key customers						
The company works to have a better alignment of IT with key customers						
The company has a high degree of feedback through IT						
The company shares demand forecasts and production planning with suppliers						
The company receives demand forecasts and production planning from its customers						
2. Please assign a value according to what you live in your company about the Flexibility of IT	1	2	3	4	5	6
The company has an IT team that supports IT changes and updates						
The company has a high degree of connectivity within the organization and with other organizations						
The company has compatible IT within the organization and with other organizations						
The company can add, modify and remove IT components easily and without causing negative effects on performance						
3. Please assign a value according to what you live in your company about the IT Update	1	2	3	4	5	6
The company uses the most advanced IT for the Supply Chain (CS)						
The company invests in IT to align its technology with that of its partners						
In relation to competitors, the IT of the company for the CS are the most advanced						
4. Please assign a value according to what you live in your company about the integration of the CS	1	2	3	4	5	6

The company develops strategic plans and forecasts in collaboration with key suppliers						
The company has a small number of key suppliers						
The company shares information regarding sales, inventory levels and forecasts with key suppliers						
The company expects the relationship with key suppliers to be for a long term						
The company expects the relationship with customers to be for a long term						
The company offers services and support to its customers						
The company measures the satisfaction of its customers						
In the company there are inter-functional work groups where matters of materials and design are dealt with jointly						
Customers are part of the product design process						
The company measures the SC performance of its suppliers						
The company measures the SC performance of its clients						
The company has a high level of internal integration						
The company has a high degree of information on the status of the SC						
The company maintains a high level of interdepartmental communication						
The company maintains strategic relationships with key suppliers based on loyalty and trust						
5. Please assign a value according to what you live in your company about the Flexibility of the SC	1	2	3	4	5	6
In relation to competitors, we have processes that can adjust to changes in volume and mix of products quickly						
In relation to competitors, the SC of the company responds faster with quotes						
In relation to competitors, the SC of the company responds more quickly and effectively to changes and needs of the client						
In relation to competitors, the company develops and markets new products more quickly and effectively						
The company can ensure the availability of material against changes						
The company can adapt to delivery schedules and meet customer requirements						
The company maintains different SC configurations for different customer segments						
The company relies on inventories to meet the demand						
The company differentiates its products in relation to the life cycle in which they are found						
The company maintains different SC channels regarding product differentiation (product, channel, customer)						
The company can implement structural changes in the organization effectively						
6. Please assign a value according to what you live in your company about the Orientation to learning in the SC	1	2	3	4	5	6
The company provides appropriate training and a supportive work environment to develop new capabilities						
The company supports the experimental mentality through positive incentives that favor individual initiative and responsibility						
The company provides a psychologically safe environment in which individuals can examine their own mental models without fear of ridicule or harassment						
There is an exchange of knowledge within the organization based on the lessons learned						
There is knowledge transfer between the different SC partners						
7. Assign a value according to what you live in your company about the Role of the Manager	1	2	3	4	5	6
The manager shows a high commitment and support for the activities of the SC						
Managers identify changes in the marketplace and commit resources quickly to new courses of action						
Managers are used to making plans and following up						
The leaders are congruent with the fundamental values of the organization						

Leaders empower the individual, promote collaboration, communication and support						
8. Assign a value according to what you live in your company about the Employee Competency	1	2	3	4	5	6
The employees have an adequate knowledge of the different functions of the SC						
The employees communicate effectively with the different parts of the SC						
The employees are trained and continuously trained to perform the functions of the SC						
Employees work as a team constantly to implement inter-organizational projects						
Employees identify ways to improve efficiency and effectiveness in the face of environmental changes						
The company invests in talent acquisition in SC						
9. Please assign a value according to what you live in your company about the performance of the SC	1	2	3	4	5	6
The company can modify its products quickly to meet customer requirements						
The company can quickly introduce new products in the market						
The company responds quickly to changes in market demand						
The company complies with the delivery dates and quantities promised consistently						
The cycle time to comply with the orders of the clients is short						
The company provides a high level of service to its key customers						
The company considers the management of the SC as vital in the activities of the business						
The company offers incentives for performance in SC						
10. Please assign a value according to what you live in your company about Organizational Performance	1	2	3	4	5	6
In relation to key competitors, the performance of the company in profitability is:						
In relation to competitors, the performance of the company is higher in Return on Investment (ROI)						
In relation to competitors, the performance of the company is greater in sales increment						
In relation to competitors, the performance of the company is greater in market development						
In relation to competitors, the performance of the company is greater in product development						
The company has decreased costs as a result of initiatives in SC						
In relation to competitors, the performance of the company is greater in decreasing costs						
11. Please assign a value according to what you live in your company about the implementation of GSCM (Green Supply Chain Management)	1	2	3	4	5	6
The company is evaluating green initiatives of SC						
The company is implementing green initiatives on SC						
The company considers GSC as a strategic priority						
The green initiatives have the full support of top management in the company						
In relation to competitors, the company's performance is greater in GSC administration						
The company considers green initiatives important when selecting its suppliers						
The company declares that costs are more important for its customers than decreasing the environmental impact						
The company considers the environmental impact in the design of new products (Green product design)						
The company implements product return initiatives at the end of its life cycle (reverse logistics)						
The company implements indicators of environmental impact measurement in its processes						
The corporate image benefited from the implementation of green initiatives						
The company generated quantifiable savings as a result of green initiatives in CS (Energy, transport, warehouse, packaging)						
The company increased its market share as a result of green initiatives						
The company generated revenue as a result of green initiatives in CS						

The company is willing to invest in green initiatives that do not generate return on investment (ROI)						
12. Please assign a value according to what is lived in your company as a result of the implementation of GSCM (Benefits)	1	2	3	4	5	6
Product innovation						
Process innovation						
Costs reduction						
Improvement in business image						
Income increase						
Increase in income from organic products						
Higher product quality						
Greater ROI						
Greater participation in the market						
Reduction of emissions/waste						
Energy saving						
Sales increase						
Reduction of logistics costs						
Improvement in competitiveness (competitive advantage)						
Customer satisfaction						
Promotes inter-organizational trust						

Demographic data

Industrial _____ sector:

Approximate _____ number _____ of _____ employees:

Position _____ of _____ the _____ interviewee:

Years _____ of _____ experience:

Gender: _____

If you consider it important to add some other factor that impacts the Supply Chain's competence, please write your comment, Thank you very much for your participation.