

# Measuring fairness in Supply Chain Trading Relationships

By Kent Business School, IIED, Oxfam and Unilever

## Survey instruments

### Introduction

IIED and Oxfam have long collaborated with partners, such as the Sustainable Food Lab, to understand the guiding principles for establishing fair and inclusive smallholder based supply chains. A natural progression from this work was to develop a survey and analysis tool and methodology to capture and analyze data from these supply chains. Oxfam GB, the international consumer goods company Unilever, IIED and the Centre for Value Chain Research at the University of Kent have worked together to develop such a tool by looking at the fairness of the relationships between actors in the chain. The tool provides a health check on the state of the relationships and gives an indication of where further investigation may be required.

The following Survey Instruments should be used together with the Methodology Guide, which explains the conceptual foundation of the metrics used, the survey design, implementation and how to analyze and apply the results. A Survey Analysis Tool is also available in the form of an Excel spreadsheet and can be requested from Abbi Buxton or Justin Tait.

The Guide, Survey Instruments and Analysis Tool are all in the early stages of development. This is a beta version that is being tested by select partners and others who are interested in engaging and providing feedback. We very much look forward to engaging with you on this.

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# Survey 1 – Questionnaire for primary producers on their relationship with *intermediary 1* (the person or business to whom the primary producer sells the target product)

## NOTES FOR INTERVIEWERS

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This questionnaire has been designed for face-to-face administration (see accompanying guidance note for more details on the survey administration). Read out the heading describing each section, each question and the relevant instructions exactly as they are presented in the questionnaire. (Instructions to interviewers are typed in red italics.) The entire interview should be digitally recorded and any comments should be transcribed afterwards and coded with date, respondent name and the question to which the comment refers.

If you have any questions regarding this questionnaire please contact *(the Project Manager)*.

## INTRODUCTION

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This questionnaire has been designed to measure the strength of relationships in the supply chain for *[ADD the target product]* from *[ADD the target country]* to *Intermediary 1 [ADD NAME]* and will be completed by people at different stages in the chain. The results will be used to identify opportunities for improvement, to make the supply chain stronger.

The questionnaire has been designed to be quick and easy – it should take no more than 15 minutes to complete. Your answers will be recorded *(show Dictaphone)* so that any comments you make can be typed up afterwards.

## INFORMED CONSENT

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Before we begin, please confirm that you understand the objectives of the project, of which this interview is a part, and that you are willing to proceed with the interview, by answering the following questions:

Do you understand the objectives of this interview?

- Yes *(Proceed to next question)*     No *(Try to provide further explanation/reassurance)*

Are you willing to proceed with the interview?

- Yes *(Proceed to next section)*     No *(Thank the respondent and close interview)*

Thank you. Please answer the following questions as accurately as possible. If you are unclear about anything please say so and I will try to explain.

# YOU AND YOUR BUSINESS

The first few questions are about you and your farming enterprise

Gender  Male  Female      Location of farm (enter region or name of village) .....

1. What is your age?

18-30yrs     31-40yrs     41-50yrs     51-60yrs     Over 60yrs

2. For how many years have you been growing *the target product*?

<1yr     1-3yrs     3-5yrs     >5yrs

3. How much land do you currently farm? (enter number of hectares or acres)

	Owned		Rented	
	Hectares	Acres	Hectares	Acres
Total (all products)				
<i>Target product</i>				

4. How much of *the target product* do you produce, on average? (Please specify units of measurement, e.g. tonnes, kilograms, litres, stems, and time period, e.g. week, month, year)

Quantity	Unit of measurement	Time period

5. On average, how much of what you produce (of *the target product*) do you manage to sell?

0-50%	50-60%	60-70%	70-80%	80-90%	90-100%
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Through which of the following outlets do you sell *the target product*?

Outlet	Approximate share of annual sales of <i>the target product</i> (enter %)
<i>Intermediary 1</i>	
Local trader(s) – collected from your farm	
Local trader(s) – delivered to them	
Other business(es) – collected from your farm	
Other business(es) – delivered to them	
Local market(s)	
Other (please specify .....)	
Total	100%

# YOUR RELATIONSHIP WITH *INTERMEDIARY 1*

The next questions are about your relationship with *Intermediary 1*

7. For how many years have you been selling *the target product* to *Intermediary 1*?  
 <1yr       1-3yrs       3-5yrs       >5yrs
8. In your own words, how would you describe your relationship with *Intermediary 1*?
9. Why did you decide to start selling *the target product* to *Intermediary 1*?
10. What would you say are the main advantages of supplying *Intermediary 1*?
11. What would you say are the main disadvantages of supplying *Intermediary 1*?
12. Is the price you receive for *the target product* you sell to *Intermediary 1* fixed or does it vary according to the quality of *the target product* you supply?  
 Fixed (*Go to Question 13*)       Variable (*Go to Question 21*)

Please indicate the extent to which you agree/disagree with the following statements about your relationship with *Intermediary 1* (*Ask respondent to elaborate or give examples if they select any of the shaded responses*)

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
13. <i>The target customer</i> does not take advantage of their bargaining position to secure a better deal from me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. <i>The target customer</i> recognizes that we both need to benefit from doing business with each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. I am satisfied with the timing of payment offered by <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. I am satisfied with the method of payment offered by <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. I am fairly rewarded for meeting the requirements of <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. I am satisfied with the profit I make from my business with <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. The profit I make from my business with <i>the target customer</i> is fair given the time and effort I spend meeting their requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. The profit I make from my business with <i>the target customer</i> is fair given the financial costs I incur in meeting their requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. <i>The target customer</i> does not take advantage of their bargaining position to secure a better deal from me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. <i>The target customer</i> recognizes that we both need to benefit from doing business with each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. I am satisfied with the timing of payment offered by <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. I am satisfied with the method of payment offered by <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. I am fairly rewarded for meeting the requirements of <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. I am satisfied with the profit I make from my business with <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

27.	The profit I make from my business with <i>the target customer</i> is fair given the time and effort I spend meeting their requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28.	The profit I make from my business with <i>the target customer</i> is fair given the financial costs I incur in meeting their requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29.	The price premium I receive from <i>the target customer</i> for exceeding the minimum quality standards <b>does not</b> reflect the time and effort it takes to improve the quality of <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30.	The price premium I receive from <i>the target customer</i> for exceeding the minimum quality standards <b>does not</b> adequately compensate for the additional financial costs associated with improving the quality of <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
31. I have sufficient opportunities to express my views to <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. I am <b>unable</b> to influence decisions taken by <i>the target customer</i> that might affect my business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. <i>The target customer</i> will sometimes change decisions that might affect my business, in response to my suggestions or concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. When making requests of me <i>the target customer</i> always ensures they are aware of the challenges I face	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. When making requests of me <i>the target customer</i> always ensures they understand the challenges I face	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. <i>The target customer</i> is consistent in the way they treat me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. I have a good understanding of the way <i>the target customer</i> determines the price I receive for <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. I am <b>unhappy</b> with the way <i>the target customer</i> determines the price I receive for <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

39. <i>The target customer</i> is <b>not</b> always honest when explaining decisions that might affect my business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. <i>The target customer</i> provides me with all the information I need to produce <i>the target product</i> according to their requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. <i>The target customer</i> always provides valid reasons for any changes they make to decisions that might affect my business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

42. <i>The target customer</i> always treats me politely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. <i>The target customer</i> never uses threatening language when communicating with me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. <i>The target customer</i> always treats me with respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
45. I expect my relationship with <i>the target customer</i> will continue for a long time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. I would like to strengthen my relationship with <i>the target customer</i> in the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. I am <b>unwilling</b> to invest financially to develop my business with <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48. I am <b>unwilling</b> to devote time and effort to develop my business with <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49. I share the same ethical values as <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50. The commercial goals of <i>the target customer</i> are compatible with mine	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51. I would have <b>no</b> difficulty replacing my business with <i>the target customer</i> because there are a plenty of alternatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52. I would not want to lose my business with <i>the target customer</i> because I have made a significant financial investment in order to supply them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53. I would not want to lose my business with <i>the target customer</i> because I have invested a significant amount of time and effort in developing a relationship with them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54. I would not want to lose my business with <i>the target customer</i> because of the financial investment I would have to make in order to replace them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55. I willingly do 'whatever it takes' to satisfy the demands of <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56. The target customer occasionally makes exceptional demands of me with which I am <b>not</b> willing to comply	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

57. Are there any further comments you would like to make about your relationship with *the target customer* – strengths, weaknesses, key areas for improvement?

## ACCESS TO INPUTS AND SERVICES

How satisfied are you with the access you have to the inputs and services required for *the target product*? (*Ask respondent to elaborate or give examples if they select any of the shaded responses*)

Inputs and Services	Satisfaction			
	Extremely satisfied	Quite satisfied	Not very satisfied	Not at all satisfied
58. Production inputs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59. Extension Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60. Credit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
61. Market Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**THAT'S IT! THANK YOU FOR YOUR COOPERATION**

# Interview guide for questionnaire for producer – *intermediary 1*

YOU AND YOUR BUSINESS	
<b>Question</b>	1. What is your age?
<i>Guide:</i>	<i>Ask respondent to select the appropriate age group</i>
<b>Question</b>	2. For how many years have you been growing <i>the target product</i> ?
<i>Guide:</i>	<i>Ask respondent to select the appropriate answer from the list</i>
<b>Question</b>	3. How much land do you currently farm (enter number of hectares or acres)?
<i>Guide:</i>	<i>This question has two options, <u>land owned</u> and <u>land rented</u>. Make sure the unit of measurement is properly converted into hectares or acres and written down. Conversions: 1 hectare ≈ 2.5 acres.</i>
<b>Question</b>	4. How much of <i>the target product</i> do you produce on average?
<i>Guide:</i>	<i>Use the respondent's preferred unit of measurement (e.g. litres, tonnes, boxes, stems, and time period e.g. weekly, monthly, annually)</i>
<b>Question</b>	5. On average, how much of what you produce do you manage to sell?
<i>Guide:</i>	<i>Ask respondent to select the appropriate answer from the list</i>
<b>Question</b>	6. Through which of the following outlets do you usually sell <i>the target product</i> ?
<i>Guide:</i>	<i>Estimate the appropriate percentage share of <i>the target product</i> between the outlets in the box. The total should add up to 100%.</i>
YOUR RELATIONSHIP WITH <i>INTERMEDIARY 1</i>	
<b>Question</b>	7. For how many years have you been selling <i>the target product</i> to <i>Intermediary 1</i> ?
<i>Guide:</i>	<i>Ask respondent to select the appropriate answer from the list</i>
<b>Question</b>	8. In your own words, how would you describe your relationship with <i>Intermediary 1</i> ?
<i>Guide:</i>	<i>Do not prompt the respondent and give them plenty of time to reflect on their answer</i>
<b>Question</b>	9. Why did you decide to start selling <i>the target product</i> to <i>Intermediary 1</i> ?
<i>Guide:</i>	<i>Do not prompt the respondent and give them plenty of time to reflect on their answer</i>
<b>Question</b>	10. What would you say are the main advantages of supplying <i>Intermediary 1</i> ?
<i>Guide:</i>	<i>Do not prompt the respondent and give them plenty of time to reflect on their answer</i>
<b>Question</b>	11. What would you say are the main disadvantages of supplying <i>Intermediary 1</i> ?
<i>Guide:</i>	<i>Do not prompt the respondent and give them plenty of time to reflect on their answer</i>
<b>Question</b>	12. Is the price you receive for <i>the target product</i> you sell to <i>Intermediary 1</i> fixed or does it vary according to the quality of <i>the target product</i> you supply?
<i>Guide:</i>	<i>If they answer 'fixed' proceed to question 13. If they are answer 'variable' then skip to question 21.</i>

<b>Distributive Justice (fixed prices)</b>	
Please indicate the extent to which you strongly agree/agree/neither agree nor disagree/ disagree/ strongly disagree with the following statements	
Question	<p>13. <i>Intermediary 1</i> does not take advantage of their bargaining position to secure a better deal from me</p> <p>14. <i>Intermediary 1</i> recognizes that we both need to benefit from doing business with each other</p> <p>15. I am satisfied with the timing of payment offered by <i>Intermediary 1</i></p> <p>16. I am satisfied with the method of payment offered by <i>Intermediary 1</i></p> <p>17. I am fairly rewarded for meeting the requirements of <i>Intermediary 1</i></p> <p>18. I am satisfied with the profit I make from my business with <i>Intermediary 1</i></p> <p>19. The profit I make from my business with <i>Intermediary 1</i> is fair given the time and effort I spend meeting their requirements</p> <p>20. The profit I make from my business with <i>Intermediary 1</i> is fair given the financial costs I incur in meeting their requirements</p>
Guide:	Ask the respondent to explain why, if they 'disagree' or 'strongly disagree' with questions 13 to 20. Do not prompt them, just ask 'why?'
<b>Distributive Justice (variable prices)</b>	
Please indicate the extent to which you agree/disagree with the following statements	
Question	<p>21. <i>Intermediary 1</i> does not take advantage of their bargaining position to secure a better deal from me</p> <p>22. <i>Intermediary 1</i> recognizes that we both need to benefit from doing business with each other</p> <p>23. I am satisfied with the timing of payment offered by <i>Intermediary 1</i></p> <p>24. I am satisfied with the method of payment offered by <i>Intermediary 1</i></p> <p>25. I am fairly rewarded for meeting the requirements of <i>Intermediary 1</i></p> <p>26. I am satisfied with the profit I make from my business with <i>Intermediary 1</i></p> <p>27. The profit I make from my business with <i>Intermediary 1</i> is fair given the time and effort I spend meeting their requirements</p> <p>28. The profit I make from my business with <i>Intermediary 1</i> is fair given the financial costs I incur in meeting their requirements</p> <p>29. The price premium I receive from <i>Intermediary 1</i> for exceeding the minimum quality standards does not reflect the time and effort it takes to improve the quality of <i>the target product</i></p> <p>30. The price premium I receive from <i>Intermediary 1</i> for exceeding the minimum quality standards does not adequately compensate for the additional financial costs associated with improving the quality of <i>the target product</i></p>
Guide:	Ask the respondent to explain why, if they 'disagree' or 'strongly disagree' with questions 21 to 28 or if they 'strongly agree' or 'agree' with questions 29 to 30. Do not prompt them, just ask 'why?'
<b>Procedural Justice</b>	
Please indicate the extent to which you agree/disagree with the following statements	
Question	<p>31. I have sufficient opportunities to express my views to <i>Intermediary 1</i></p> <p>32. I am <u>unable</u> to influence decisions taken by <i>Intermediary 1</i> that affect my business</p> <p>33. <i>Intermediary 1</i> will sometimes change decisions that might affect my business, in response to my suggestions or concerns</p> <p>34. When making requests of me, <i>Intermediary 1</i> always ensures they are aware of the challenges I face</p> <p>35. When making requests of me, <i>Intermediary 1</i> always ensures they understand the challenges I face</p> <p>36. <i>Intermediary 1</i> is consistent in the way they treat me</p> <p>37. I have a good understanding of the way <i>Intermediary 1</i> determines the price I receive for <i>the target product</i></p> <p>38. I am <u>unhappy</u> with the way <i>Intermediary 1</i> determines the price I receive for <i>the target product</i></p>
Guide:	Ask the respondent to explain why, if they 'disagree' or 'strongly disagree' with question 31 and questions 33 to 37 and if they 'strongly agree' or 'agree' with questions 32 and 38. Do not prompt them, just ask 'why?'



<b>Informational Justice</b>	
Please indicate the extent to which you agree/disagree with the following statements	
Question	39. <i>Intermediary 1</i> is <b>not</b> always honest when explaining decisions that might affect my business 40. <i>Intermediary 1</i> provides me with all the information I need to produce <b>the target product</b> according to their specification 41. <i>Intermediary 1</i> always provides valid reasons for any changes they make to decisions that affect my business
Guide:	Ask the respondent to explain why, if they 'strongly agree' or 'agree' with question 39 or 'disagree' or 'strongly disagree' with questions 33 to 38. Do not prompt them, just ask 'why?'
<b>Inter-personal Justice</b>	
Please indicate the extent to which you agree/disagree with the following statements	
Question	42. <i>Intermediary 1</i> always treats me politely 43. <i>Intermediary 1</i> never uses threatening language when communicating with me 44. <i>Intermediary 1</i> always treats me with respect
Guide:	Ask the respondent to explain why, if they 'disagree' or 'strongly disagree' with any of these questions. Do not prompt them, just ask 'why?'
<b>Commitment</b>	
Please indicate the extent to which you agree/disagree with the following statements	
Question	45. I expect my relationship with <i>Intermediary 1</i> will continue for a long time 46. I would like to strengthen my relationship with <i>Intermediary 1</i> in the future 47. I am <b>unwilling</b> to invest financially to develop my business with <i>Intermediary 1</i> 48. I am <b>unwilling</b> to devote time and effort to develop my business with <i>Intermediary 1</i> 49. I share the same ethical values as <i>Intermediary 1</i> 50. The commercial goals of <i>Intermediary 1</i> are compatible with mine 51. I would have no difficulty replacing my business with <i>Intermediary 1</i> because there are plenty of alternatives 52. I would not want to lose my business with <i>Intermediary 1</i> because I have invested a significant amount of time and effort in developing financial investment in order to supply them 53. I would not want to lose my business with <i>Intermediary 1</i> because I have invested a significant amount of time and effort in developing a relationship with them 54. I would not want to lose my business with <i>Intermediary 1</i> because of the financial investment I would have to make to replace them 55. I willingly do 'whatever it takes' to satisfy the demands of <i>Intermediary 1</i> 56. The target customer occasionally makes exceptional demands of me with which I am <b>not</b> willing to comply
Guide:	Ask the respondent to explain why, if they 'disagree' or 'strongly disagree' with questions 45 to 46, 49 to 51 and 56, or 'agree' or 'strongly agree' with questions 47 to 48 or 52 to 55. Do not prompt them, just ask 'why?'
Question	57. Are there any further comments you would like to make about your relationship with <i>Intermediary 1</i> – strengths, weaknesses, key areas for improvement
Guide:	Do not prompt and allow plenty of time for the respondent to consider their answer
<b>ACCESS TO INPUTS</b>	
Question	58. How satisfied are you with the access you have to the inputs and services required for the <b>target product</b> ?
Guide:	In this question 'access' means the input or service is available and the respondent can use it. The first part involves selecting the appropriate box for the service accessed by the participant. If they express dissatisfaction ('not very satisfied', 'not at all satisfied') then ask them to explain why. Do not prompt them, just ask 'why?'

# Survey 2 – Questionnaire for *intermediary 1* on their relationship with the primary producer

## INTRODUCTION

This questionnaire has been designed to measure the strength of relationships in *Intermediary 1's* supply chain for *the target product* from *the target country* to *the target customer* and will be completed by people at different stages in the chain. The results will be used to identify opportunities for improvement, to make the supply chain stronger.

The questionnaire has been designed to be quick and easy – it should take no more than 10 minutes to complete. Please answer the questions as accurately as possible.

If you have any questions regarding this questionnaire please contact (*insert name of Project Manager*).

## YOUR BUSINESS – *THE TARGET PRODUCT*

The first few questions are about your business and the importance of the target product

1. For how many years have you been buying *the target product*?

- <1yr       1–3yrs       3–5yrs       >5yrs

2. How much of *the target product* do you buy, on average? (*Please specify units of measurement, e.g. tonnes, kilograms, litres, stems, and time period, e.g. week, month, year*)

Quantity	Unit of measurement	Time period

3. Approximately what percentage of *the target product* do you purchase through the following sources?

Outlet	Approximate share of quantity purchased – enter %
Individual producers	
Producer group(s)	
Other (please specify.....)	
Total	100%

4. Approximately what share of your total revenue comes from the sale of *the target product*?

- <10%       10–25%       25–50%       50–75%       75–100%       100%

## YOUR RELATIONSHIP WITH THE PRODUCERS OF *THE TARGET PRODUCT*

5. In your own words, how would you describe your company's relationship with the suppliers of *the target product*?
6. Is the price that growers receive for *the target product* fixed or does it vary according to the quality of the stems they supply?
- Fixed Price (Go to Question 7)     Variable Price (Go to Question 10)

Please indicate the extent to which you agree/disagree with the following statements about your relationship with the suppliers of *the target product*.

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
7. We do not take advantage of our bargaining position to secure a better deal from our suppliers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. We recognize that both we and our suppliers need to benefit from doing business with each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Our suppliers are fairly rewarded for meeting our requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. We do not take advantage of our bargaining position to secure a better deal from our suppliers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. We recognize that both we and our suppliers need to benefit from doing business with each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Our suppliers are fairly rewarded for meeting our requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. The price premium we pay our suppliers for exceeding the minimum quality standards reflects the time and effort it takes to improve the quality of <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. The price premium we pay our suppliers for exceeding the minimum quality standards adequately compensates them for the additional financial costs associated with improving the quality of <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15. We give our suppliers sufficient opportunities to express their views to us	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Our suppliers are able to influence decisions we take that might affect them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. We sometimes change decisions that might affect our suppliers, in response to their suggestions or concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. When making requests of our suppliers we always ensure we are aware of the challenges they face	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. When making requests of our suppliers we always ensure we understand the challenges they face	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. We are consistent in the way we treat our suppliers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Our suppliers have a good understanding of the way in which we determine the price we pay for <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. We are always honest when explaining decisions that might affect our suppliers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. We provide our suppliers with all the information they need to produce <i>the target product</i> according to our requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. We always provide valid reasons for any changes we make to decisions that might affect our suppliers business.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
25. We always treat our suppliers politely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. We never use threatening language when communicating with our suppliers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. We always treat our suppliers with respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. We expect our relationship with our suppliers will continue for a long time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. We would like to strengthen our relationship with our suppliers in the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. We are willing to invest financially to develop our business with our suppliers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. We are willing to devote time and effort to develop our business with our suppliers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. We share the same ethical values as our suppliers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. The commercial goals of our suppliers are compatible with ours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. We would have no difficulty replacing our business with our suppliers because there are a plenty of alternatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. We would not want to lose our business with our suppliers because we have made a significant financial investment in them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. We would not want to lose our business with our suppliers because we have invested a significant amount of time and effort in developing our relationship with them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. We would not want to lose our business with our suppliers because of the financial investment we would have to make in order to replace them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. Our suppliers willingly do 'whatever it takes' to satisfy our demands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. We occasionally make exceptional demands of our suppliers with which they are unwilling to comply	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

40. Are there any further comments you would like to make about your relationship with your suppliers – strengths, weaknesses, key areas for improvement?

**THAT'S IT! THANK YOU FOR YOUR COOPERATION**

# Survey 3 – Questionnaire for *intermediary 1* on their relationship with *intermediary 2*

## INTRODUCTION

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This questionnaire has been designed to measure the strength of relationships in the supply chain for *the target product* from *Intermediary 1* to *the chain captain* via *Intermediary 2* and will be completed by people at different stages in the chain. The results will be used to identify opportunities for improvement, to make the supply chain stronger.

The questionnaire has been designed to be quick and easy – it should take no more than 10 minutes to complete. Please answer the questions as accurately as possible.

If you have any questions regarding this questionnaire please contact (*insert name of project manager*).

## YOUR BUSINESS – *THE TARGET PRODUCT*

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The first few questions are about your business and the importance of *the target product*

1. How much of *the target product* do you sell, on average? (*Please specify units of measurement, e.g. tonnes, kilograms, litres, stems, and time period, e.g. week, month, year*)

Quantity	Unit of measurement	Time period

2. Approximately what percentage of *the target product* do you sell to or through *Intermediary 2*?

<10%       10–25%       25–50%       50–75%       >75%       Don't know

## YOUR RELATIONSHIP WITH *INTERMEDIARY 2*

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3. For how many years have you been selling *the target product* to *Intermediary 2*?

<1yr       1–3yrs       3–5yrs       >5yrs

4. In your own words, how would you describe your relationship with *Intermediary 2*?

5. Are the prices you receive for the cut flowers you supply *Intermediary 2* fixed or do they vary according to the quality of the stems you supply?

Fixed (*Go to Question 6*)       Variable (*Go to Question 14*)

Please indicate the extent to which you agree/disagree with the following statements about your relationship with *Intermediary 2*

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
6. <i>Intermediary 2</i> does not take advantage of their bargaining position to secure a better deal from us	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. <i>Intermediary 2</i> recognizes that we both need to benefit from doing business with each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. We are satisfied with the timing of payment offered by <i>Intermediary 2</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. We are satisfied with the method of payment offered by <i>Intermediary 2</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. We are satisfied with the profit we make from our business with <i>Intermediary 2</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. We are fairly rewarded for meeting <i>Intermediary 2's</i> requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. The profit we make from our business with <i>Intermediary 2</i> is fair given the time and effort we spend meeting their requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. The profit we make from our business with <i>Intermediary 2</i> is fair given the financial costs we incur in meeting their requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. <i>Intermediary 2</i> does not take advantage of their bargaining position to secure a better deal from us	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. <i>Intermediary 2</i> recognizes that we both need to benefit from doing business with each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. We are satisfied with the timing of payment offered by <i>Intermediary 2</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. We are satisfied with the method of payment offered by <i>Intermediary 2</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. We are satisfied with the profit we make from our business with <i>Intermediary 2</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. We are fairly rewarded for meeting <i>Intermediary 2</i> requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. The profit we make from our business with <i>Intermediary 2</i> is fair given the time and effort we spend meeting their requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. The profit we make from our business with <i>Intermediary 2</i> is fair given the financial costs we incur in meeting their requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. The price premium we receive from <i>Intermediary 2</i> for exceeding the minimum quality standards does not reflect the time and effort it takes to improve the quality of the target product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. The price premium we receive from <i>Intermediary 2</i> for exceeding the minimum quality standards does not adequately compensate for the additional financial costs associated with improving the quality of the target product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
24. We have sufficient opportunities to express our views to <i>Intermediary 2</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. We are <b>unable</b> to influence decisions taken by <i>Intermediary 2</i> that might affect our business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. <i>Intermediary 2</i> will sometimes change decisions that might affect our business, in response to our suggestions or concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. When making requests of us <i>Intermediary 2</i> always ensures they are aware of the challenges we face	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. When making requests of us <i>Intermediary 2</i> always ensures they understand the challenges we face	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. <i>Intermediary 2</i> is consistent in the way they treat us	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. We have a good understanding of the way <i>Intermediary 2</i> determines the price we receive for <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. We are <b>unhappy</b> with the way <i>Intermediary 2</i> determines the price we receive for <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. <i>Intermediary 2</i> is <b>not</b> always honest when explaining decisions that might affect our business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. <i>Intermediary 2</i> provides us with all the information we need to produce <i>the target product</i> according to their requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. <i>Intermediary 2</i> always provides valid reasons for any changes they make to decisions that might affect our business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. <i>Intermediary 2's</i> staff always treats us politely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. <i>Intermediary 2's</i> staff never use threatening language when communicating with us	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. <i>Intermediary 2's</i> staff always treat us with respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
38. I expect our relationship with <i>Intermediary 2</i> will continue for a long time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. We would like to strengthen our relationship with <i>Intermediary 2</i> in the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. We are <b>unwilling</b> to invest financially to develop our business with <i>Intermediary 2</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. We are <b>unwilling</b> to devote time and effort to develop our business with <i>Intermediary 2</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. We share the same ethical values as <i>Intermediary 2</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. <i>Intermediary 2's</i> commercial goals are compatible with ours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. We would have <b>no</b> difficulty replacing our business with <i>Intermediary 2</i> because there are a plenty of alternatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. We would not want to lose our business with <i>Intermediary 2</i> because we have made a significant financial investment in order to supply them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. We would not want to lose our business with <i>Intermediary 2</i> because we have invested a significant amount of time and effort in developing a relationship with them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. We would not want to lose our business with <i>Intermediary 2</i> because of the financial investment we would have to make in order to replace them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48. We willingly do 'whatever it takes' to satisfy <i>Intermediary 2's</i> demands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49. <i>Intermediary 2</i> occasionally makes exceptional demands of us with which we are <b>not</b> willing to comply	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

50. Are there any further comments you would like to make about your relationship with *Intermediary 2* – strengths, weaknesses, key areas for improvement?

**THAT'S IT! THANK YOU FOR YOUR COOPERATION**



# Survey 4 – Questionnaire for *intermediary 2* on their relationship with *intermediary 1*

## INTRODUCTION

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This questionnaire has been designed to measure the strength of relationships in *the channel captain's* supply chain for *the target product* from *the target country* and will be completed by people at different stages in the chain. The results will be used to identify opportunities for improvement, to make the supply chain stronger.

The questionnaire has been designed to be quick and easy – it should take no more than 10 minutes to complete. Please answer the questions as accurately as possible.

If you have any questions regarding this questionnaire please contact (*insert name of Project Manager*).

## YOUR BUSINESS – *THE TARGET PRODUCT*

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The first few questions are about your business and the importance of the target product

1. For how many years have you been buying *the target product*?

<1yr       1–3yrs       3–5yrs       >5yrs

2. How much of *the target product* do you buy, on average? (*Please specify units of measurement, e.g. tonnes, kilograms, litres, stems, and time period, e.g. week, month, year*)

Quantity	Unit of measurement	Time period

3. Approximately what percentage of *the target product* comes from *Intermediary 1*?

<10%       10–25%       25–50%       50–75%       >75%       Don't know

## YOUR RELATIONSHIP WITH *INTERMEDIARY 1*

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4. For how many years have you been buying *the target product* from *Intermediary 1*?

<1yr       1–3yrs       3–5yrs       >5yrs

5. In your own words, how would you describe your relationship with *Intermediary 1*?

6. Is the price that *Intermediary 1* receives for their cut flowers fixed or does it vary according to the quality of the stems they supply?

Fixed (*Go to Question 7*)       Variable (*Go to Question 10*)

Please indicate the extent to which you agree/disagree with the following statements about your relationship with *Intermediary 1*

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
7. We do not take advantage of our bargaining position to secure a better deal from <i>Intermediary 1</i> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. We recognize that both we and <i>Intermediary 1</i> need to benefit from doing business with each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. <i>Intermediary 1</i> is fairly rewarded for meeting our requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. We do not take advantage of our bargaining position to secure a better deal from <i>Intermediary 1</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. We recognize that both we and <i>Intermediary 1</i> need to benefit from doing business with each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. <i>Intermediary 1</i> is fairly rewarded for meeting our requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. The price premium we pay <i>Intermediary 1</i> for exceeding the minimum quality standards reflects the time and effort it takes to improve the quality of <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. The price premium we pay <i>Intermediary 1</i> for exceeding the minimum quality standards adequately compensates them for the additional financial costs associated with improving the quality of <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. We give <i>Intermediary 1</i> sufficient opportunities to express their views to us	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. <i>Intermediary 1</i> is able to influence decisions we take that might affect them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. We sometimes change decisions that might affect <i>Intermediary 1</i> , in response to their suggestions or concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. When making requests of <i>Intermediary 1</i> we always ensure we are aware of the challenges they face	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. When making requests of <i>Intermediary 1</i> we always ensure we understand the challenges they face	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. We are consistent in the way we treat <i>Intermediary 1</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. <i>Intermediary 1</i> has a good understanding of the way in which we determine the price we pay for <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. We are always honest when explaining decisions that might affect <i>Intermediary 1</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. We provide <i>Intermediary 1</i> with all the information they need to produce the target product according to our requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. We always provide valid reasons for any changes we make to decisions that might affect <i>Intermediary 1</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
25. We always treat <i>Intermediary 1</i> politely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. We never use threatening language when communicating with <i>Intermediary 1</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. We always treat <i>Intermediary 1</i> with respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. We expect our relationship with <i>the target intermediary</i> will continue for a long time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. We would like to strengthen our relationship with <i>the target intermediary</i> in the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. We are willing to invest financially to develop our business with <i>the target intermediary</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. We are willing to devote time and effort to develop our business with <i>the target intermediary</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. We share the same ethical values as <i>the target intermediary</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. <i>The target intermediary's</i> commercial goals are compatible with ours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. We would have no difficulty replacing our business with <i>the target intermediary</i> because there are a plenty of alternatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. We would not want to lose our business with <i>the target intermediary</i> because we have made a significant financial investment in them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. We would not want to lose our business with <i>the target intermediary</i> because we have invested a significant amount of time and effort in developing our relationship with them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. We would not want to lose our business with <i>the target intermediary</i> because of the financial investment we would have to make in order to replace them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. <i>The target intermediary</i> willingly does 'whatever it takes' to satisfy our demands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. We occasionally make exceptional demands of <i>the target intermediary</i> with which they are unwilling to comply	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

40. Are there any further comments you would like to make about your relationship with *the target intermediary* – strengths, weaknesses, key areas for improvement?.....

**THAT'S IT! THANK YOU FOR YOUR COOPERATION**

# Survey 5 – Questionnaire for *intermediary 2* on their relationship with *chain captain (retailer)*

## INTRODUCTION

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This questionnaire has been designed to measure the strength of relationships in the supply chain for *the target product* from *the supply chain intermediary* to *the chain captain* and will be completed by people at different stages in the chain. The results will be used to identify opportunities for improvement, to make the supply chain stronger.

The questionnaire has been designed to be quick and easy – it should take no more than 10 minutes to complete. Please answer the questions as accurately as possible.

If you have any questions regarding this questionnaire please contact (*insert name of Project Manager*).

## YOUR BUSINESS – *THE TARGET PRODUCT*

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The first few questions are about your business and the importance of *the target product*

1. How much of *the target product* do you sell, on average? (*Please specify units of measurement, e.g. tonnes, kilograms, litres, stems, and time period, e.g. week, month, year*)

Quantity	Unit of measurement	Time period

2. Approximately what percentage of *the target product* do you sell to *the target customer*?

<10%       10–25%       25–50%       50–75%       >75%       Don't know

## YOUR RELATIONSHIP WITH *THE TARGET CUSTOMER*

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3. For how many years have you been dealing with *the target customer*?

<1yr       1–3yrs       3–5yrs       >5yrs

4. In your own words, how would you describe your relationship with *the target customer*?

5. Are the prices you receive for the cut flowers you sell to *the target customer* fixed or do they vary according to the quality of stems you supply?

Fixed (*Go to Question 6*)       Variable (*Go to Question 14*)

Please indicate the extent to which you agree/disagree with the following statements about your relationship with *the target customer*

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
6. <i>The target customer</i> does not take advantage of their bargaining position to secure a better deal from us	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. <i>The target customer</i> recognizes that we both need to benefit from doing business with each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. We are satisfied with the timing of payment offered by <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. We are satisfied with the method of payment offered by <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. We are satisfied with the profit we make from our business with <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. We are fairly rewarded for meeting <i>the target customer's</i> requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. The profit we make from our business with <i>the target customer</i> is fair given the time and effort we spend meeting their requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. The profit we make from our business with <i>the target customer</i> is fair given the financial costs we incur in meeting their requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. <i>The target customer</i> does not take advantage of their bargaining position to secure a better deal from us	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. <i>The target customer</i> recognizes that we both need to benefit from doing business with each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. We are satisfied with the timing of payment offered by <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. We are satisfied with the method of payment offered by <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. We are satisfied with the profit we make from our business with <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. We are fairly rewarded for meeting <i>the target customer's</i> requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. The profit we make from our business with <i>the target customer</i> is fair given the time and effort we spend meeting their requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. The profit we make from our business with <i>the target customer</i> is fair given the financial costs we incur in meeting their requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. The price premium we receive from <i>the target customer</i> for exceeding the minimum quality standards <b>does not</b> reflect the time and effort it takes to improve the quality of <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. The price premium we receive from <i>the target customer</i> for exceeding the minimum quality standards <b>does not</b> adequately compensate for the additional financial costs associated with improving the quality of <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
24. We have sufficient opportunities to express our views to <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. We are <b>unable</b> to influence decisions taken by <i>the target customer</i> that might affect our business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. <i>The target customer</i> will sometimes change decisions that might affect our business, in response to our suggestions or concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. When making requests of us <i>the target customer</i> always ensures they are aware of the challenges we face	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. When making requests of us <i>the target customer</i> always ensures they understand the challenges we face	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. <i>The target customer</i> is consistent in the way they treat us	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. We have a good understanding of the way <i>the target customer</i> determines the price we receive for <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. We are <b>unhappy</b> with the way <i>the target customer</i> determines the price we receive for <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. <i>The target customer</i> is <b>not</b> always honest when explaining decisions that might affect our business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. <i>The target customer</i> provides us with all the information we need to produce <i>the target product</i> according to their requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. <i>The target customer</i> always provides valid reasons for any changes they make to decisions that might affect our business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. <i>The target customer's</i> staff always treat us politely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. <i>The target customer's</i> staff never use threatening language when communicating with us	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. <i>The target customer's</i> staff always treat us with respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
38. We expect our relationship with <i>the target customer</i> will continue for a long time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. We would like to strengthen our relationship with <i>the target customer</i> in the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. We are <b>unwilling</b> to invest financially to develop our business with <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. We are <b>unwilling</b> to devote time and effort to develop our business with <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. We share the same ethical values as <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. <i>The target customer's</i> commercial goals are compatible with ours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. We would have <b>no</b> difficulty replacing our business with <i>the target customer</i> because there are a plenty of alternatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. We would not want to lose our business with <i>the target customer</i> because we have made a significant financial investment in order to supply them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. We would not want to lose our business with <i>the target customer</i> because we have invested a significant amount of time and effort in developing a relationship with them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. We would not want to lose our business with <i>the target customer</i> because of the financial investment we would have to make in order to replace them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48. We willingly do 'whatever it takes' to satisfy <i>the target customer's</i> demands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49. The target customer occasionally makes exceptional demands of us with which we are <b>not</b> willing to comply	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

50. Are there any further comments you would like to make about your relationship with *the target customer* – strengths, weaknesses, key areas for improvement?.....

**THAT'S IT! THANK YOU FOR YOUR COOPERATION**

# Survey 6 – Questionnaire for *chain captain* on their relationship with *intermediary 1*

## INTRODUCTION

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This questionnaire has been designed to measure the strength of relationships in *the channel captain's* supply chain for *the target product* from *the target country* and will be completed by people at different stages in the chain. The results will be used to identify opportunities for improvement, to make the supply chain stronger.

The questionnaire has been designed to be quick and easy – it should take no more than 10 minutes to complete. Please answer the questions as accurately as possible.

If you have any questions regarding this questionnaire please contact (*insert name of Project Manager*).

## YOUR BUSINESS – *THE TARGET PRODUCT*

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The first few questions are about your business and the importance of the target product

1. For how many years have you been buying *the target product*?

- <1yr       1–3yrs       3–5yrs       >5yrs

2. How much of *the target product* do you buy, on average? (*Please specify units of measurement, e.g. tonnes, kilograms, litres, stems, and time period, e.g. week, month, year*)

Quantity	Unit of measurement	Time period

3. Approximately what percentage of *the target product* comes from *the target country*?

- <10%       10–25%       25–50%       50–75%       >75%       Don't know

4. Approximately what percentage of *the target product* come from *Intermediary 1*?

- <10%       10–25%       25–50%       50–75%       >75%       Don't know

## YOUR RELATIONSHIP WITH *INTERMEDIARY 1*

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5. For how many years have you been buying *the target product* from *Intermediary 1*?

- <1yr       1–3yrs       3–5yrs       >5yrs

6. In your own words, how would you describe your relationship with *Intermediary 1*?

7. Is the price that *Intermediary 1* receives for their cut flowers fixed or does it vary according to the quality of the stems they supply?

- Fixed (*Go to Question 8*)       Variable (*Go to Question 11*)



Please indicate the extent to which you agree/disagree with the following statements about your relationship with *Intermediary 1*

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
8. We do not take advantage of our bargaining position to secure a better deal from <i>Intermediary 1</i> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. We recognize that both we and <i>Intermediary 1</i> need to benefit from doing business with each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. <i>Intermediary 1</i> is fairly rewarded for meeting our requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. We do not take advantage of our bargaining position to secure a better deal from <i>Intermediary 1</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. We recognize that both we and <i>Intermediary 1</i> need to benefit from doing business with each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. <i>Intermediary 1</i> is fairly rewarded for meeting our requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. The price premium we pay <i>Intermediary 1</i> for exceeding the minimum quality standards reflects the time and effort it takes to improve the quality of <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. The price premium we pay <i>Intermediary 1</i> for exceeding the minimum quality standards adequately compensates them for the additional financial costs associated with improving the quality of <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. We give <i>Intermediary 1</i> sufficient opportunities to express their views to us	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. <i>Intermediary 1</i> is able to influence decisions we take that might affect them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. We sometimes change decisions that might affect <i>Intermediary 1</i> , in response to their suggestions or concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. When making requests of <i>Intermediary 1</i> we always ensure we are aware of the challenges they face	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. When making requests of <i>Intermediary 1</i> we always ensure we understand the challenges they face	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. We are consistent in the way we treat <i>Intermediary 1</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. <i>Intermediary 1</i> has a good understanding of the way in which we determine the price we pay for <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. We are always honest when explaining decisions that might affect <i>Intermediary 1</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. We provide <i>Intermediary 1</i> with all the information they need to produce the target product according to our requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. We always provide valid reasons for any changes we make to decisions that might affect <i>Intermediary 1</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
26. We always treat <i>Intermediary 1</i> politely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. We never use threatening language when communicating with <i>Intermediary 1</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. We always treat <i>Intermediary 1</i> with respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. We expect our relationship with <i>Intermediary 1</i> will continue for a long time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. We would like to strengthen our relationship with <i>Intermediary 1</i> in the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. We are willing to invest financially to develop our business with <i>Intermediary 1</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. We are willing to devote time and effort to develop our business with <i>the target intermediary</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. We share the same ethical values as <i>Intermediary 1</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. <i>Intermediary 1's</i> commercial goals are compatible with ours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. We would have no difficulty replacing our business with <i>Intermediary 1</i> because there are a plenty of alternatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. We would not want to lose our business with <i>Intermediary 1</i> because we have made a significant financial investment in them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. We would not want to lose our business with <i>Intermediary 1</i> because we have invested a significant amount of time and effort in developing our relationship with them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. We would not want to lose our business with <i>Intermediary 1</i> because of the financial investment we would have to make in order to replace them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. <i>Intermediary 1</i> willingly does 'whatever it takes' to satisfy our demands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. We occasionally make exceptional demands of <i>Intermediary 1</i> with which they are unwilling to comply	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

41. Are there any further comments you would like to make about your relationship with *Intermediary 1* – strengths, weaknesses, key areas for improvement?

**THAT'S IT! THANK YOU FOR YOUR COOPERATION**

# Survey 7 – Questionnaire for *intermediary 2* on their relationship with the *chain captain (retailer)*

## INTRODUCTION

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This questionnaire has been designed to measure the strength of relationships in the supply chain for *the target product* from *the supply chain intermediary* to *the chain captain* and will be completed by people at different stages in the chain. The results will be used to identify opportunities for improvement, to make the supply chain stronger.

The questionnaire has been designed to be quick and easy – it should take no more than 10 minutes to complete. Please answer the questions as accurately as possible.

If you have any questions regarding this questionnaire please contact (*insert name of Project Manager*).

## YOUR BUSINESS – *THE TARGET PRODUCT*

---

The first few questions are about your business and the importance of *the target product*

1. How much of *the target product* do you sell, on average? (*Please specify units of measurement, e.g. tonnes, kilograms, litres, stems, and time period, e.g. week, month, year*)

Quantity	Unit of measurement	Time period

2. Approximately what percentage of *the target product* do you sell to *the target customer*?

<10%       10–25%       25–50%       50–75%       >75%       Don't know

## YOUR RELATIONSHIP WITH *THE TARGET CUSTOMER*

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3. For how many years have you been dealing with *the target customer*?

<1yr       1–3yrs       3–5yrs       >5yrs

4. In your own words, how would you describe your relationship with *the target customer*?

5. Are the prices you receive for the cut flowers you sell to *the target customer* fixed or do they vary according to the quality of stems you supply?

Fixed (*Go to Question 6*)       Variable (*Go to Question 14*)

Please indicate the extent to which you agree/disagree with the following statements about your relationship with *the target customer*

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
6. <i>The target customer</i> does not take advantage of their bargaining position to secure a better deal from us	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. <i>The target customer</i> recognises that we both need to benefit from doing business with each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. We are satisfied with the timing of payment offered by <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. We are satisfied with the method of payment offered by <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. We are satisfied with the profit we make from our business with <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. We are fairly rewarded for meeting <i>the target customer's</i> requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. The profit we make from our business with <i>the target customer</i> is fair given the time and effort we spend meeting their requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. The profit we make from our business with <i>the target customer</i> is fair given the financial costs we incur in meeting their requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. <i>The target customer</i> does not take advantage of their bargaining position to secure a better deal from us	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. <i>The target customer</i> recognizes that we both need to benefit from doing business with each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. We are satisfied with the timing of payment offered by <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. We are satisfied with the method of payment offered by <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. We are satisfied with the profit we make from our business with <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. We are fairly rewarded for meeting <i>the target customer's</i> requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. The profit we make from our business with <i>the target customer</i> is fair given the time and effort we spend meeting their requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. The profit we make from our business with <i>the target customer</i> is fair given the financial costs we incur in meeting their requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. The price premium we receive from <i>the target customer</i> for exceeding the minimum quality standards <b>does not</b> reflect the time and effort it takes to improve the quality of <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. The price premium we receive from <i>the target customer</i> for exceeding the minimum quality standards <b>does not</b> adequately compensate for the additional financial costs associated with improving the quality of <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
24. We have sufficient opportunities to express our views to <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. We are <b>unable</b> to influence decisions taken by <i>the target customer</i> that might affect our business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. <i>The target customer</i> will sometimes change decisions that might affect our business, in response to our suggestions or concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. When making requests of us <i>the target customer</i> always ensures they are aware of the challenges we face	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. When making requests of us <i>the target customer</i> always ensures they understand the challenges we face	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. <i>The target customer</i> is consistent in the way they treat us	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. We have a good understanding of the way <i>the target customer</i> determines the price we receive for <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. We are <b>unhappy</b> with the way <i>the target customer</i> determines the price we receive for <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

32. <i>The target customer</i> is <b>not</b> always honest when explaining decisions that might affect our business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. <i>The target customer</i> provides us with all the information we need to produce <i>the target product</i> according to their requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. <i>The target customer</i> always provides valid reasons for any changes they make to decisions that might affect our business.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

35. <i>The target customer's</i> staff always treat us politely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. <i>The target customer's</i> staff never use threatening language when communicating with us	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. <i>The target customer's</i> staff always treat us with respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
38. We expect our relationship with <i>the target customer</i> will continue for a long time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. We would like to strengthen our relationship with <i>the target customer</i> in the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. We are <b>unwilling</b> to invest financially to develop our business with <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. We are <b>unwilling</b> to devote time and effort to develop our business with <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. We share the same ethical values as <i>the target customer</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. <i>The target customer's</i> commercial goals are compatible with ours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. We would have <b>no</b> difficulty replacing our business with <i>the target customer</i> because there are a plenty of alternatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. We would not want to lose our business with <i>the target customer</i> because we have made a significant financial investment in order to supply them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. We would not want to lose our business with <i>the target customer</i> because we have invested a significant amount of time and effort in developing a relationship with them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. We would not want to lose our business with <i>the target customer</i> because of the financial investment we would have to make in order to replace them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48. We willingly do 'whatever it takes' to satisfy <i>the target customer's</i> demands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49. The target customer occasionally makes exceptional demands of us with which we are <b>not</b> willing to comply	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

50. Are there any further comments you would like to make about your relationship with *the target customer* – strengths, weaknesses, key areas for improvement?.....

**THAT'S IT! THANK YOU FOR YOUR COOPERATION**

# Survey 8 – Questionnaire for *chain captain* on their relationship with *intermediary 2*

## INTRODUCTION

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This questionnaire has been designed to measure the strength of relationships in *the chain captain's* supply chain for *the target product* from *the target country* and will be completed by people at different stages in the chain. The results will be used to identify opportunities for improvement, to make the supply chain stronger.

The questionnaire has been designed to be quick and easy – it should take no more than 10 minutes to complete. Please answer the questions as accurately as possible.

If you have any questions regarding this questionnaire please contact (*insert name of Project Manager*).

## YOUR BUSINESS – *THE TARGET PRODUCT*

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The first few questions are about your business and the importance of the target product

1. For how many years have you been buying *the target product*?

- <1yr       1–3yrs       3–5yrs       >5yrs

2. How much of *the target product* do you buy, on average? (*Please specify units of measurement, e.g. tonnes, kilograms, litres, stems, and time period, e.g. week, month, year*)

Quantity	Unit of measurement	Time period

3. Approximately what percentage of *the target product* comes from *the target country*?

- <10%       10–25%       25–50%       50–75%       >75%       Don't know

4. Approximately what percentage of *the target product* come from *Intermediary 2*?

- <10%       10–25%       25–50%       50–75%       >75%       Don't know

## YOUR RELATIONSHIP WITH *INTERMEDIARY 2*

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5. For how many years have you been buying *the target product* from *Intermediary 2*?

- <1yrs       1–3yrs       3–5yrs       >5yrs

6. In your own words, how would you describe your relationship with *Intermediary 2*?

7. Is the price that *Intermediary 2* receives for their cut flowers fixed or does it vary according to the quality of the stems they supply?

- Fixed (*Go to Question 8*)       Variable (*Go to Question 11*)

Please indicate the extent to which you agree/disagree with the following statements about your relationship with *Intermediary 2*

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
8. We do not take advantage of our bargaining position to secure a better deal from <i>Intermediary 2</i> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. We recognize that both we and <i>Intermediary 2</i> need to benefit from doing business with each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. <i>Intermediary 2</i> is fairly rewarded for meeting our requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. We do not take advantage of our bargaining position to secure a better deal from <i>Intermediary 2</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. We recognize that both we and <i>Intermediary 2</i> need to benefit from doing business with each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. <i>Intermediary 2</i> is fairly rewarded for meeting our requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. The price premium we pay <i>Intermediary 2</i> for exceeding the minimum quality standards reflects the time and effort it takes to improve the quality of <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. The price premium we pay <i>Intermediary 2</i> for exceeding the minimum quality standards adequately compensates them for the additional financial costs associated with improving the quality of <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. We give <i>Intermediary 2</i> sufficient opportunities to express their views to us	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. <i>Intermediary 2</i> is able to influence decisions we take that might affect them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. We sometimes change decisions that might affect <i>Intermediary 2</i> , in response to their suggestions or concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. When making requests of <i>Intermediary 2</i> we always ensure we are aware of the challenges they face	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. When making requests of <i>Intermediary 2</i> we always ensure we understand the challenges they face	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. We are consistent in the way we treat <i>Intermediary 2</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. <i>Intermediary 2</i> has a good understanding of the way in which we determine the price we pay for <i>the target product</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. We are always honest when explaining decisions that might affect <i>Intermediary 2</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. We provide <i>Intermediary 2</i> with all the information they need to produce the target product according to our requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. We always provide valid reasons for any changes we make to decisions that might affect <i>Intermediary 2</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
26. We always treat <i>Intermediary 2</i> politely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. We never use threatening language when communicating with <i>Intermediary 2</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. We always treat <i>Intermediary 2</i> with respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. We expect our relationship with <i>Intermediary 2</i> will continue for a long time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. We would like to strengthen our relationship with <i>Intermediary 2</i> in the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. We are willing to invest financially to develop our business with <i>Intermediary 2</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. We are willing to devote time and effort to develop our business with <i>Intermediary 2</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. We share the same ethical values as <i>Intermediary 2</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. <i>Intermediary 2's</i> commercial goals are compatible with ours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. We would have no difficulty replacing our business with <i>Intermediary 2</i> because there are a plenty of alternatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. We would not want to lose our business with <i>Intermediary 2</i> because we have made a significant financial investment in them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. We would not want to lose our business with <i>Intermediary 2</i> because we have invested a significant amount of time and effort in developing our relationship with them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. We would not want to lose our business with <i>Intermediary 2</i> because of the financial investment we would have to make in order to replace them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. <i>Intermediary 2</i> willingly does 'whatever it takes' to satisfy our demands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. We occasionally make exceptional demands of <i>Intermediary 2</i> with which they are unwilling to comply	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

41. Are there any further comments you would like to make about your relationship with *Intermediary 2* – strengths, weaknesses, key areas for improvement?.....

**THAT'S IT! THANK YOU FOR YOUR COOPERATION**





