

## APPENDIX

### Appendix A:

#### Questionnaire

##### 1. Introduction

- Can you present yourself and your function in your company?
- What is your global company and Procurement department strategy?
- How is organized the purchasing department?

##### 2. Supplier Relationship Management

- How do you define a “partnership”?
- How many strategic suppliers/partners do you have? (Activities, location)
- What are the main objectives to achieve a partnership in your company?
- What are the main types of partnership developed with your suppliers?
- What are the main Advantages/Issues faced during the implementation of a partnership?
- How do you stay attractive for your strategic suppliers?

##### 3. Structure

- Who is the person in charge of strategic suppliers/ partners in your organization?
- Who is the person in charge of your company in the side of your strategic supplier?
- What is the role of this person in the partnership process (e.g.: Coordinator, facilitator, project manager, etc.)
- Is there direct collaboration between internal stakeholders (your organization collaborators) and external stakeholders (supplier’s collaborators)? Are they aligned?

##### 4. Education

- What is the educational background of the person in charge of SRM? Does he receive a specific training?
- What would be the key skills and experiences needed in order to establish and manage a SRM?
- Is there a clear training program provided in your organization which is adapted to the realities of a partnership?

## **5. Information systems**

- What are the data-sharing technologies used in Procurement? For your key suppliers?
- Are they directly connected to your suppliers?
- What type of data do you share? Do you have the feeling that the supplier has more analytics than your organization?

## **6. Preliminary phase**

- How do you define the strategic need of a partnership? Who is in charge of this process?
- Is there a “sponsor” with a high hierarchical level who ensures that the partnership is aligned with the Business objectives? Is he involved in the whole partnership process?

## **7. Segmentation**

- On which criteria do you categorize your strategic suppliers?
- Is there a clear selection protocol applicable for all suppliers in order to select Strategic Suppliers?
- What are the features analyzed in order to only select the future partners?

## **8. Negotiation**

- Is the negotiation similar than for classic suppliers? Is it focused on classic operational attributes or on other attributes?
- Do you consider that the negotiation is based as a “collaborative process”? Is it open-book?
- How much time does last a contract with a partner?

## **9. Governance**

- Is there a Governance Structure that defines a strategic roadmap and objectives? Is it agreed on both sides?
- Is there a Charter of Partnership or a formal statement where are defined information roles descriptions, objectives definition, indication of the skills or competences needed, communication channels, process owner, etc.?
- From where does come the SRM policy? Top management or other stakeholders?

- Is there a good involvement from the finance department in order to evaluate the partnership and build a convincing business case to the top management?
- Do you have a supplier development model? Can you describe it?

## **10. Performance assessment**

- How do you assess the performance of your partners? Are they different from traditional suppliers?
- Is there a two-ways assessment (e.g. survey)?
- Is there an assessment of the quality of the relationship itself?
- Are the scorecards automated thanks to a software?
- Do you record past performance and interactions from your suppliers?
- Is this assessment done regularly?
- Do you hold supplier summits? Do you communicate partnership initiatives over there?
- Do you recognize and reward positive performance?

## **11. Risk Management:**

- How do you secure supplies coming from partners?
- How do you mitigate this risk? Is it done jointly with your partner?
- Is the risk managed as firefighting in a structured approach incorporated in the planning and control?

## **12. Continuous development**

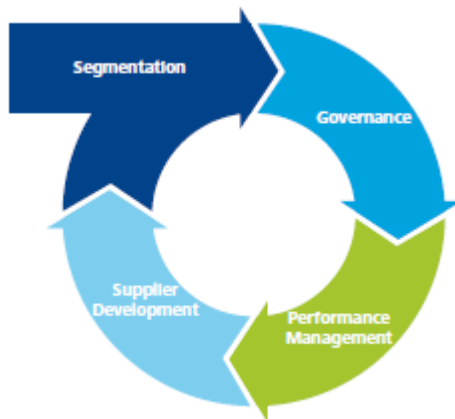
- How your organization react when a partner proposes new advises in order to improve a product, process, etc.? Do you take it into account
- Do you analyzed the performance indicators together with the partners.
- Are these meetings frequent?
- Who is involved in these meetings?

## **13. Conclusion**

- What are the key success factors of a partnership?
- Can you give an example of a successful partnership and explain how it succeeded?

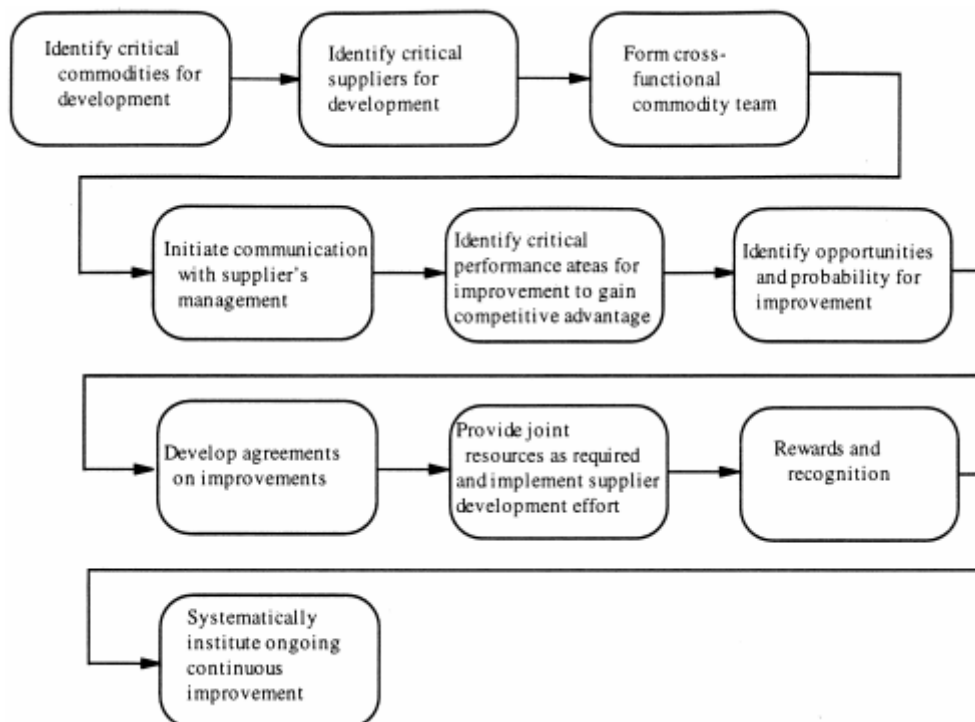
## Appendix B:

Continuous cycle of SRM activities (Source: Deloitte, 2015)



## Appendix C:

Strategic supplier Development process (Source: Krause et al., 1998)



**Appendix D:**

**9+1 Supplier performance grid of Volvo Construction Equipment ( Source: VCE Interview, 2017)**

**9 Plus 1 Supplier performance**

QDC Performance	Outstanding	Awarding new business only if Relationship development plan is in place with improvement trend. Check with Commodity leader required.	Award new business in line with sub commodity strategy. Consider SoM, Business growth, strategic identified projects and most efficient business award process.	
	Good			
	Acceptable	Acceptable Supplier: Awarding new business requires review & P&SM alignment.	Awarding new business only if QDC corrective actions plans are in place with improvement trend. Check with SD Leader required.	
	Underperforming: New Business on Hold & if supplier remains in category becomes phase out candidate	Supplier	Supply Partner	Business
<b>Relationship</b>				