Appendix 1: Interview Guide

1.1.1 Presentation

Good morning, first of all I would like to thank you for accepting this interview. My name is Kaoutar Guerrouj, I worked at the Skechers European Distribution Center last summer and I am currently an intern at the corporate offices in Manhattan Beach.

I am a student at the Louvain School of Management and this interview will be used for a case study as part of my Master's thesis based on sustainable supply chain management. More specifically, the link between cooperation with stakeholders and decision-making. This interview is aimed at collecting information from members of the supply chain about how they manage the relations with external and internals protagonists. Basically, we will discuss and collaboration between the members of the supply chain (internal and external stakeholders), decision making processes and sustainability performance.

If you do not want to answer a question, you do not have to. However, you should know that the information gathered during this conversation will only be use to build the case study. If confidentiality is desired please let me know.

Do you mind if I record this interview?

1.1.2 Questions

Could you start by presenting Skechers and yourself? What is your vision/understanding of the company?

How long have you been working for Skechers and what is your current role in the company?

What are the daily tasks that you oversee? Who do you manage?

What is the ultimate mission of the distribution center? What the goal of the logistics department?

1.1.2.1 Sustainability performance

First of all, is there an environmental or sustainability policy for your department?

Any specific CSR actions that you take in this department?

1.1.2.2 Collaboration

What are the departments you need to closely work with?

What type of relationship is there between the different departments?

Is collaboration visibly present? And what are the means put in place to facilitate internal and external collaboration?

I know the marketing department stores equipment in the DC, who communicates to who to manage that? Also, are you familiar with CTpat program?

According to you, who are Skechers' external stakeholders? What kind of relationship do you maintain with them? Are there specific processes to ensure collaboration and communication?

1.1.2.3 Decision making

Would you qualify the company as hierarchical or egalitarian?

Do you need to follow very specific technical standards or operating processes determined by Skechers?

Who takes the final decisions in your field of work? Who do you ask for approval?

Are the decisions coming from upper management easily applicable? Do you ever get pushback? Who is held accountable?

Have you ever experienced a gap between what is asked of you to do and the wishes of external stakeholders?

What is the most challenging issues you have faced when dealing with external stakeholders and how do you solve them? Who did you have to report it to?

1.1.3 Ending

We have reached the end of this interview, would you like to add anything?

I would like to sincerely thank you for your time and the information provided.