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Glossário

Cliente final: pessoas ou empresas que fazem o uso final de determinado bem ou serviço.

Comprador intermediário chave: comprador intermediário mas que é parceiro. Ou seja, compradores estrategicamente importantes para a sobrevivência e crescimento dos fornecedores.

Comprador intermediário: empresa que compra bens ou serviços de outras empresas, porém não são os consumidores finais dos produtos, ou seja, usam estes produtos ou serviços para fornecer para outras empresas ou diretamente ao cliente final.

ANEXO

Supply Chain Partnerships in the Fresh Produce Industry Centre for Food Chain Studies



Imperial College at Wye

February 1st, 2002

Dear Sir/Madam

In recent years the issues surrounding the trading relationships in the food chain have attracted growing interest and attention from all parts of the food industry. The MMC enquiry into relationships between supermarkets and their suppliers highlighted some of the problems that exist in this highly competitive sector and the recently published report from the Food Commission highlights the need for greater co-operation and vertical co-ordination throughout the food supply chain.

This survey is part of our on-going research into supply chain partnerships and builds on an earlier study, a summary of which is enclosed for you information. The results will provide further insights into the benefits of supply chain partnerships and the key factors necessary to make them work.

In order for our results to be meaningful it is essential that we obtain the views of a significant proportion of fresh produce suppliers, so we sincerely hope you will find time to complete the questions overleaf and return the questionnaire in the pre-paid envelope provided. We are well aware of the pressures on your time and we have designed the questionnaire with ease of completion foremost in our minds. The questionnaire has been rigorously piloted with a sample of fresh produce company chief executives. It should take no more than ten minutes to complete. Your responses will be treated in strict confidence and only aggregate responses will be reported.

We look forward to receiving your views.

Yours sincerely

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This questionnaire is concerned with your commercial relationship(s) with your key customer(s), of which you may have just one or several.

Q1 - In your opinion, which of the following statements **best** describes the term 'key customer' for **your** business (Please **tick one** only).

The best way of describing a key customer for our business is one who...

- Enables us to make efficient use of our production capacity
- Provides us with essential cash flow to sustain the business
- Gives us the confidence to invest in the long term development of the business
- Has a significant share of the market we serve
- Contributes a significant proportion of our sales revenue
- Offers the potential for sales growth in the long term
- Provides us with above-average profit margins
- Offers the potential for increasing our profit margins

Q2 – Please answer the following questions regarding your customer base

How many customers do you have in total: Retail: Food service: Other:

How many would you regard as key customers: Retail: Food service: Other:

Approximately what proportion of your revenue comes from your key customer(s)?

0-25% 26-50% 51-75% 76-100% Don't know

Approximately what proportion of your management time is dedicated to your key customer(s)?

0-25% 26-50% 51-75% 76-100% Don't know

Approximately what proportion of your capital investment is dedicated to your key customer(s)?

0-25% 26-50% 51-75% 76-100% Don't know

Q3- In your opinion, how important are the following requirements for suppliers who want to develop sustainable partnerships with **their key customers**

	Not All important	Quite Important	Very important	Critically important
Structured processes to meet key customer needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to measure the costs of improving customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff commitment to meeting key customer needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic orientation in line with key customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Understanding of the needs of final consumers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integrated electronic communication systems with key customer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to develop innovative new products	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to improve service levels with key customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Structured approach to measurement of relationship performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate your level of agreement/disagreement with the following statements

Q4 - The relationships we have with our key customers help us to achieve:

	Strongly disagree	Disagree	Neither Agree or Disagree	Agree	Strongly agree
a) Lower costs of production	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) A higher percentage of successful new products	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Lower cost of warehousing and transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) A higher return on assets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Less product waste	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) A higher percentage of on-time product deliveries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g) Shorter order cycle times	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h) More flexible production schedules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i) Lower stock levels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j) A product mix that more effectively meets consumer needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k) Better knowledge about the needs of final consumers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l) Higher sales volumes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m) Less price volatility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n) Higher average prices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o) Higher margins	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q5- To capture the benefits of partnerships with their key customers suppliers must:

	Strongly disagree	Disagree	Neither Agree or Disagree	Agree	Strongly agree
a) Measure all the costs associated with servicing customer needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Measure the full cost of increasing customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Measure the direct profitability of individual product lines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Measure the benefits and costs of new product development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Develop new products faster than their competitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) Have some input to their key customers' plans for the merchandising of their products in-store	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g) Support their key customers' category management plans with relevant consumer information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h) Provide training for their staff in the use of their business systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i) Add value to the sales data they receive from their customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j) Make strategic investments in computer hardware technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k) Make strategic investments in integrated computer software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l) Motivate their staff to be innovative in the way they work internally	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m) Develop strategic alliances with other companies to improve logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q6- Sustainable partnerships between suppliers and their key customers require **both** suppliers **and** their key customers to:

	Strongly disagree	Disagree	Neither Agree or Disagree	Agree	Strongly agree
a) Share information for accurate demand forecasting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Use demand forecasts to minimise stock levels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Share information on consumer preferences for specific product attributes (e.g. pack size, quality, price, provenance)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Have an effective traceability system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Have compatible business processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) Motivate their staff to be innovative in the way they work together	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g) Have compatible approaches to management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h) Encourage staff from both businesses to spend time with each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i) Have young people with open minds in management positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j) Discuss training needs for management staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k) Discuss their capital expenditure plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l) Work together to develop new products	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m) Share the costs associated with new product development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n) Work together in the strategic planning process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o) Share financial information relating to costs and margins	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p) Work together to formulate production plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
q) Evaluate the performance of the partnership in a structured manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
r) Discuss the measures to be used for the evaluation of the partnership's performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
s) Discuss openly the strengths and weaknesses of the partnership on a continuing basis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
t) Make investments on the basis of the performance evaluation to improve the performance of the partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
u) Use the performance evaluation to avoid unwarranted price pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q7- Finally, what is the approximate annual turnover of your business?

≤ £10m £11-25m £26-50m £51-100m > £100m

Thank you for your co-operation

Please return the completed questionnaire in the pre-paid envelope provided

This ID Number will enable us to send you a summary of the results: