

## APPENDIX C: QUESTIONNAIRE

### PART 1: GENERAL INFORMATION

**Name of establishment:** \_\_\_\_\_

**Address of establishment:** \_\_\_\_\_

\_\_\_\_\_

**Telephone number:**

**Fax number:**

**Name of interviewee:**

**Position held in the company:**

Managing Director	1
Director	2
Company Secretary	3
General Manager	4
Production Manager	5
Export/Import Manager	6
Distribution Manager	7
Transport Manager	8
Other – please specify:	9

**Interviewer:**

**Date:**

**Time Started:**

**Time Finished:**

**Note:** Where answers are unknown enter “9”, where question is not appropriate leave answer blank

**PART 2: CURRENT STATUS OF THE FIRM**

**1. Does this firm run any other establishments beside this one?**

- Yes 1
- No 2 go to 3

**2. Please give details of the structure of the firm:**  
(No. of establishments, addresses, parent company, levels of control, products, size, etc.)

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**3. Is this firm one of a group of companies?**

- Yes 1
- No 2

If YES, please give details:

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**4. Type of business**

- Manufacturing final products 1
- Manufacturing components 2
- Processing 3
- Other – please specify: 4

**5. What do you produce at this site?**

Product(s): \_\_\_\_\_

**6. Could you give an indication of the overall turnover from this establishment last year?**

<USD 250,000	1
USD 250,001-USD 500,00	2
USD 500,001-USD 750,000	3
USD 750,001-USD 1,000,000	4
USD 1,000,001-USD 2,500,000	5
USD 2,500,001-USD 5,000,000	6
Over USD 5,000,000	7
Unknown	

**7. Of this sum, what proportion is attributable to the costs of transport?**

<10%    10%-20%    20%-40%    40%-60%    60%-80%    >80%

**8. Does your firm export its product?**

Yes	1
No	2

If Yes, please state the INCOTERM usually used:\_\_\_\_\_

**9. Does your firm import raw materials, semi-finished or finished product?**

Yes	1
No	2

If Yes, please state the INCOTERM usually used:\_\_\_\_\_

**PART 3: EMPLOYMENT & ORGANISATION OF THE FIRM**

**1. How many people (on average) did you employ at this establishment last year?**

Full-time		Part-time	
Male	Female	Male	Female

**2. Total employees:**

**3. Could you give me a brief detail of the management structure of the firm?  
(Who is responsible to whom, who controls what, etc.)**

**4. How many organisational levels are there, including the Managing Director and the production line workers?**

1 level	1	
2 level	2	
3 level	3	
4 level	4	
5 level	5	
6 level	6	
More than 6 levels	7	Specify Number:

**5. The transport/distribution function falls into which organisational level? (Identify level as in question 4)**

**6. How many people are there in this firm who are purely concerned with transport and or distribution (or export and import)?**

**7. Are the transport decisions taken solely by someone within this establishment?**

Yes	1
No	2

If Yes, please give position:

And go to 9

**8. What is the position and location within the firm of the person with overall responsibility for transport?**

Position: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**9. If there is a transport manager, to whom is he responsible ? (Identify level as in question 4)**



**PART 4: TRANSPORT USAGE**

**1. What mode of transport do you use to transport your product? (More than one can be used)**

- |                     |   |                   |
|---------------------|---|-------------------|
| Own account trucks  | 1 | Go to question 2  |
| Public road haulage | 2 | Go to question 6  |
| Inland waterways    | 3 | Go to question 12 |
| Rail                | 4 | Go to question 14 |
| Sea transport       | 5 | Go to question 16 |
| Air transport       | 6 | Go to question 18 |
| Others:             | 7 | Please specify:   |
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**2. As you have your own road fleet, do you have sufficient capacity to meet fluctuations in demand?**

- |     |   |
|-----|---|
| Yes | 1 |
| No  | 2 |

If No, do you use public operators to meet fluctuation in demand?

- |     |   |
|-----|---|
| Yes | 1 |
| No  | 2 |

**3. What advantages do you get from having your own vehicles rather than using other hauliers?**

Please specify:

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**4. Who is responsible for the purchase/disposal of your own vehicles?**

Position: \_\_\_\_\_

**5. Could you put the following reasons for buying a particular vehicle in order of their importance to you? (Most important = 1)**

- |   |                    |     |
|---|--------------------|-----|
| A | Price of vehicle   | :__ |
| B | Cost of ownership  | :__ |
| C | Residual Price     | :__ |
| D | Reliability        | :__ |
| E | Fuel consumption   | :__ |
| F | Model availability | :__ |

**6. Do you always employ the same public road hauliers?**

Yes	1
No	2

If No, what is the reason for this?

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**7. Are there any deficiencies in the road haulage service, which matter to you?**

Some	1
None	2

Please specify: \_\_\_\_\_

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**8. Have you any formal contract with a haulier?**

Yes	1
No	2

If Yes, typically for what period?

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**9. Have you any informal arrangements with particular hauliers?**

Yes	1
No	2

Please Specify: \_\_\_\_\_

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**10. Are you expecting to make more or less use of road haulage in the future?**

- More 1
- Less 2
- Same 3

If More, why?:

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If Less, why?:

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**11. What is the average weight of your consignments?**

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**12. Are you expecting to make more or less use of inland waterways in the future?**

- More 1
- Less 2
- Same 3

If More, why?:

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If Less, why?:

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**13. What is the average weight of your consignments?**

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**14. Are you expecting to make more or less use of rail in the future?**

- More 1
- Less 2
- Same 3

If More, why?:

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If Less, why?:

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**15. What is the average weight of your consignments?**

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**16. Are you expecting to make more or less use of sea transport in the future?**

- More 1
- Less 2
- Same 3

If More, why?:

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If Less, why?:

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**17. What is the average weight of your consignments?**

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**18. Are you expecting to make more or less use of air transport in the future?**

- More 1
- Less 2
- Same 3

If More, why?:

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If Less, why?:

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**19. What is the average weight of your consignments?**

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**20. Is the decision as to the mode of transport made at this establishment?**

Yes	1
No	2

**21. Has any major change occurred in the last five years in the mode of transport that you use?**

Yes	1
No	2

If Yes, what was the nature of and reasons for this change?

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**22. Do you plan any major changes in the modes of transport used in the future?**

Yes	1
No	2

If Yes, what will be the nature of and reasons for this change?

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**23. Could you give me an indication of how much this establishment spends on transport per year?**

Les than USD 5,000	1
USD 5,001-USD 10,000	2
USD 10,001-USD 20,000	3
USD 20,001-USD 40,000	4
USD 40,001-USD 60,000	5
USD 60,001-USD 80,000	6
USD 80,001-USD 100,000	7
Over USD 100,000	8
Unknown	9

**24. Have the firm invested in a particular mode of transport?**

- Yes            1
- No             2

If Yes, please specify:

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Level of investment: \_\_\_\_\_

**25. As a firm do you have and revise your transport and/or logistic strategy?**

- Continually            1
- Monthly                2
- Quarterly              3
- Half Yearly            4
- Annually                5
- Irregularly            6
- Never                    7

**26. Do you use computers and/or EDI technology to plan your transport and/or logistic strategy?**

- Yes            1
- No             2

**27. Have you ever obtained information from other modes of transport or transport service providers?**

- Yes            1
- No             2

**28. Have you experience difficulty in getting information and quotations?**

- Yes            1
- No             2

Please Specify: \_\_\_\_\_

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**29. Do you use the services of a Freight Forwarder (or equivalent organizations)?**

- Yes            1
- No             2

Please give details: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**30. Do you use the services of Couriers Service Providers?**

- Yes            1
- No             2

Please give details: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**PART 5: LINKAGE PATTERNS & PRODUCT CHARACTERISTICS**

**1. Where do you transport your to/from this establishment? (more than one can be used)**

		% Value	% Weight	% Consignment
Parent Company	1			
Warehouse	2			
Wholesaler	3			
Customer Direct	4			
Other:	5			
_____				

**2. Numbers of customers:**

**3. Who bears the cost of transporting your product? (More than one can be used)**

This establishment	1
Parent Company	2
Customer	3
Other, please specify:	4
_____	

**4. Do any customer specify a particular mode of transport?**

YES	1
NO	2

If YES, give reasons:

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**5. Could you tell me what proportion (approximately) of your total sales is sold in the following countries?**

- China
- Vietnam
- Kampuchea
- Myanmar
- Thailand
- Malaysia
- Singapore
- Other ASEAN countries
- Japan
- European countries
- North America

**6. Does destination of product affect mode of transport used?**

YES	1
NO	2

If YES, please explain:

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**7. If a consignment is required more urgently than usual, does this affect the mode of transport used?**

YES	1
NO	2

If YES, how?

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**8. Does your product require any special handling facilities?**

YES	1
NO	2

If YES, please give details:

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## PART 6: ATTITUDES

When considering the transport of your product, how important to you are the following features? Please assign the number you consider to be the most appropriate.

*1 = Very Unimportant      2 = Somewhat Unimportant*  
*3 = Neither Important nor Unimportant      4 = Somewhat Important*  
*5 = Very Important*

### • Product-related

Length of haul	1	2	3	4	5
Consignment weight	1	2	3	4	5
Dimensions	1	2	3	4	5
Value	1	2	3	4	5
Value density (value: weight ratio)	1	2	3	4	5
Fragility	1	2	3	4	5
Toxicity	1	2	3	4	5
Perishability	1	2	3	4	5
Types of packaging	1	2	3	4	5
Special handling characteristics	1	2	3	4	5

### • Decision maker-related

Size of firm	1	2	3	4	5
Investment priorities	1	2	3	4	5
Marketing strategy	1	2	3	4	5
Stockholding policy	1	2	3	4	5
Management structure	1	2	3	4	5
System of modal/carrier evaluation	1	2	3	4	5

### • Service-related

Speed (transit time)	1	2	3	4	5
Reliability	1	2	3	4	5
Cost	1	2	3	4	5
Product care	1	2	3	4	5
Customer relation	1	2	3	4	5
Urgency	1	2	3	4	5
Regularity of shipment	1	2	3	4	5
Geographical coverage	1	2	3	4	5
Accessibility	1	2	3	4	5
Availability of handling equipments	1	2	3	4	5
Monitoring goods in transit	1	2	3	4	5
Unitisation	1	2	3	4	5
Provision of ancillary services (e.g. storage, breaking bulk, etc.)	1	2	3	4	5
EDI	1	2	3	4	5
Accuracy of documentation	1	2	3	4	5
Multimodal transport services	1	2	3	4	5

*Source: Adapted from McKinnon (1989)*

**PART 7: PERSON RESPONSIBLE FOR TRANSPORT DECISIONS/OPERATIONS**

**1. Title of person:** \_\_\_\_\_

**2. Numbers of year with the company?**

0	-	4.9	1
5	-	9.9	2
10	-	14.9	3
15	-	19.9	4
20	-	29.9	5
30	-	39.9	6
40 and over			7

**3. Have any of your previous jobs given you experience in transport?**

Yes	1
No	2

If Yes,

Industry?: \_\_\_\_\_

Years of experience: \_\_\_\_\_

**4. Did you have any post-school education?**

None	1
College	2
University	3

**5. Have you undertaken any formal education in transport and or distribution?**

Short Course	1
Diploma Course	2
Degree Course	3
Other:	4
<hr/>	
None	5

If "Other", please specify: (training, own initiative, etc.)

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**6. What level of responsibility do you have?**

- Manage 1
  - Manage & Account 2
  - Other, please specify: 3
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**7. With which mode of transport do you usually work?**

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**8. Do you have any knowledge of alternative modes of transport?**

- YES 1
  - NO 2
- Please specify: \_\_\_\_\_

Prompt: Charges; reliability; propensity to damage product; recently looked at options; acceptance of status quo.

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**9. Do you experience any constraints on freedom to choose your mode of transport?**

- YES 1
- NO 2
- Do not Know 3

If YES, please specify:  
Prompt: Company customer requirements; detailed knowledge of alternatives; volumes.

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**10. Are there any areas in your transport/logistics/distribution operations that can be improved?**

Prompt: documentation; integrated logistics systems, human resource development, rules and regulations, etc.

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**THANK YOU FOR YOUR COOPERATION**

If you require an abstract of the research results, please inform the interviewer

**YES            NO**