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.)

   ______________________________________________________
   ______________________________________________________
   ______________________________________________________

3. Is this firm one of a group of companies?
   
   Yes 1
   No 2

   If YES, please give details:

   ______________________________________________________
   ______________________________________________________
   ______________________________________________________
   ______________________________________________________

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?

<table>
<thead>
<tr>
<th>Turnover Range</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;USD 250,000</td>
<td>1</td>
</tr>
<tr>
<td>USD 250,001-USD 500,000</td>
<td>2</td>
</tr>
<tr>
<td>USD 500,001-USD 750,000</td>
<td>3</td>
</tr>
<tr>
<td>USD 750,001-USD 1,000,000</td>
<td>4</td>
</tr>
<tr>
<td>USD 1,000,001-USD 2,500,000</td>
<td>5</td>
</tr>
<tr>
<td>USD 2,500,001-USD 5,000,000</td>
<td>6</td>
</tr>
<tr>
<td>Over USD 5,000,000</td>
<td>7</td>
</tr>
<tr>
<td>Unknown</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Proportion Range</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;10%</td>
<td>1</td>
</tr>
<tr>
<td>10%-20%</td>
<td>2</td>
</tr>
<tr>
<td>20%-40%</td>
<td>3</td>
</tr>
<tr>
<td>40%-60%</td>
<td>4</td>
</tr>
<tr>
<td>60%-80%</td>
<td>5</td>
</tr>
<tr>
<td>&gt;80%</td>
<td>6</td>
</tr>
<tr>
<td>Unknown</td>
<td>7</td>
</tr>
</tbody>
</table>

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?

<table>
<thead>
<tr>
<th></th>
<th>Full-time</th>
<th></th>
<th>Part-time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td></td>
<td>Female</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Male</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Female</td>
<td></td>
</tr>
</tbody>
</table>

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)

   ________________________________________________________________
10. Do any transport decision require the approval of the Board or Managing Director?

Yes 1
No 2

If Yes, please specify: _______________________________________________________________________

11. Do you provide information to your superiors on transport expenditure?

Yes 1
No 2

12. How is the transport function seen within the firm? (More than one can be used)

As a clearly defined task 1
As an integral part of the firm’s operations 2
As a profit center in its own right 3
Others: ___________________________ 4

13. Is transport considered an important activity within the firm?

Yes 1
No 2
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:

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:

   ______________________________________________________
   ______________________________________________________
   ______________________________________________________

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?
___________________________________________________________________________
___________________________________________________________________________

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

Some  1
None   2

Please specify:________________________________________________________________
___________________________________________________________________________

8. Have you any formal contract with a haulier?

Yes    1
No     2

If Yes, typically for what period?
___________________________________________________________________________

9. Have you any informal arrangements with particular hauliers?

Yes    1
No     2

Please Specify:
___________________________________________________________________________

353
10. Are you expecting to make more or less use of road haulage in the future?

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>More</td>
<td>1</td>
</tr>
<tr>
<td>Less</td>
<td>2</td>
</tr>
<tr>
<td>Same</td>
<td>3</td>
</tr>
</tbody>
</table>

If More, why?:

___________________________________________________________________________
___________________________________________________________________________

If Less, why?:

___________________________________________________________________________
___________________________________________________________________________

11. What is the average weight of your consignments?

___________________________________________________________________________

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

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>More</td>
<td>1</td>
</tr>
<tr>
<td>Less</td>
<td>2</td>
</tr>
<tr>
<td>Same</td>
<td>3</td>
</tr>
</tbody>
</table>

If More, why?:

___________________________________________________________________________
___________________________________________________________________________

If Less, why?:

___________________________________________________________________________
___________________________________________________________________________

13. What is the average weight of your consignments?

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

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>More</td>
<td>1</td>
</tr>
<tr>
<td>Less</td>
<td>2</td>
</tr>
<tr>
<td>Same</td>
<td>3</td>
</tr>
</tbody>
</table>

If More, why?:
___________________________________________________________________________
___________________________________________________________________________

If Less, why?:
___________________________________________________________________________
___________________________________________________________________________

15. What is the average weight of your consignments?

___________________________________________________________________________

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

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>More</td>
<td>1</td>
</tr>
<tr>
<td>Less</td>
<td>2</td>
</tr>
<tr>
<td>Same</td>
<td>3</td>
</tr>
</tbody>
</table>

If More, why?:
___________________________________________________________________________

If Less, why?:
___________________________________________________________________________

17. What is the average weight of your consignments?

___________________________________________________________________________

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

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>More</td>
<td>1</td>
</tr>
<tr>
<td>Less</td>
<td>2</td>
</tr>
<tr>
<td>Same</td>
<td>3</td>
</tr>
</tbody>
</table>

If More, why?:
___________________________________________________________________________

If Less, why?:
___________________________________________________________________________
19. What is the average weight of your consignments?

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?

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?

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

Less 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:
___________________________________________________________________________

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

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

Please give details:____________________________________________________________
___________________________________________________________________________
___________________________________________________________________________

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

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

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)

<table>
<thead>
<tr>
<th>% Value</th>
<th>% Weight</th>
<th>% Consignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parent Company</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Warehouse</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Wholesaler</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Customer Direct</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Other:</td>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>

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:

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?

<table>
<thead>
<tr>
<th>YES</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>NO</td>
<td>2</td>
</tr>
</tbody>
</table>

If YES, please explain:

___________________________________________________________________________
___________________________________________________________________________

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

<table>
<thead>
<tr>
<th>YES</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>NO</td>
<td>2</td>
</tr>
</tbody>
</table>

If YES, how?

___________________________________________________________________________

8. Does your product require any special handling facilities?

<table>
<thead>
<tr>
<th>YES</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>NO</td>
<td>2</td>
</tr>
</tbody>
</table>

If YES, please give details:

___________________________________________________________________________
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.

\[ 1 = \text{Very Unimportant} \quad 2 = \text{Somewhat Unimportant} \]
\[ 3 = \text{Neither Important nor Unimportant} \quad 4 = \text{Somewhat Important} \]
\[ 5 = \text{Very Important} \]

- **Product-related**

<table>
<thead>
<tr>
<th>Feature</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Length of haul</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Consignment weight</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Dimensions</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Value</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Value density (value: weight ratio)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Fragility</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Toxicity</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Perishability</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Types of packaging</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Special handling characteristics</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

- **Decision maker-related**

<table>
<thead>
<tr>
<th>Feature</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size of firm</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Investment priorities</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Marketing strategy</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Stockholding policy</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Management structure</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>System of modal/carrier evaluation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

- **Service-related**

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

*Source: Adapted from McKinnon (1989)*
PART 7: PERSON RESPONSIBLE FOR TRANSPORT DECISIONS/OPERATIONS

1. Title of person: __________________________________________

2. Numbers of year with the company?
   
<table>
<thead>
<tr>
<th>Range</th>
<th>Numbers</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 4.9</td>
<td>4.9</td>
<td>1</td>
</tr>
<tr>
<td>5 - 9.9</td>
<td>9.9</td>
<td>2</td>
</tr>
<tr>
<td>10 - 14.9</td>
<td>14.9</td>
<td>3</td>
</tr>
<tr>
<td>15 - 19.9</td>
<td>19.9</td>
<td>4</td>
</tr>
<tr>
<td>20 - 29.9</td>
<td>29.9</td>
<td>5</td>
</tr>
<tr>
<td>30 - 39.9</td>
<td>39.9</td>
<td>6</td>
</tr>
<tr>
<td>40 and over</td>
<td></td>
<td>7</td>
</tr>
</tbody>
</table>

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
   None 5

   If “Other”, please specify: (training, own initiative, etc.)
6. What level of responsibility do you have?

- Manage 1
- Manage & Account 2
- Other, please specify: 3

7. With which mode of transport do you usually work?

___________________________________________________________________________
___________________________________________________________________________

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

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>Please specify:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

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

___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________

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

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>Do not Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

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