**QUESTIONNAIRE OF THE RESEARCH**

**PART A. DEMOGRAPHIC DETAILS**

***Please provide responses to the following questions about your firm.***

1. How many full-time employees does your firm currently employ? \_\_\_\_\_\_\_\_(*please specify a number*)

2. What year was your company founded? \_\_\_\_\_\_\_\_ (*please specify a number*)

3. Is your firm (a) privately owned firm or (b) publicly listed firm (*please* *circle corresponding number)*

4. In which industry does your company mainly operate?

5. What is your position in your company?

**PART B. CONSTRUCTS OF THE STUDY**

**Stakeholder Relationship Management- Plaza-U´ beda et al, 2009**

*Please indicate whether you agree or disagree with the following statements with respect to your firm’s capability to manage stakeholder relationships;*

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | ***Knowledge of stakeholders*** | **Totally**  **Disagree** |  |  |  |  |  | **Totally Agree** |
| 1 | The company keeps documented information on the previous relationships with stakeholders (important meetings, conflicts, agreements, judicial or extrajudicial demands, etc.) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2 | Knowledge of all stakeholders and their demands is very important for the managers (performance, relationships among them, positions of power, importance and satisfaction…) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3 | The company obtains feedback on its repercussions on stakeholders | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4 | The company dedicates little time and few resources to knowing the characteristics of its stakeholders (relationships between different stakeholders, potential threats, cooperation, etc.) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5 | There is a lack of information and documentation on stakeholders’ demands (-) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|  |  |  |  |  |  |  |  |  |
|  | ***Interaction Capability*** | **Totally**  **Disagree** |  |  |  |  |  | **Totally Agree** |
| 6 | The company frequently has meetings with the stakeholders | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7 | The company consults the Stakeholders and asks them for information before taking decisions | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8 | The company’s formal or informal cooperation with its stakeholders is intense (commitments, collaboration agreements….) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9 | Stakeholders participate in the company’s decision-  taking process | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10 | The company strives to develop new contacts with all the stakeholders | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11 | The company dedicates time and resources to assessing and prioritizing the demands of the different stakeholders | 1 | 2 | 3 | 4 | 5g | 6 | 7 |
|  |  |  |  |  |  |  |  |  |
|  | ***Adaptation Capability*** | **Totally**  **Disagree** |  |  |  |  |  | **Totally Agree** |
| 12 | The company makes a special effort to prepare the information for the different stakeholders according to their needs | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 13 | There is frequent managerial debate about the demands of the stakeholders | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14 | The company is willing to change its objectives  in line with stakeholders’ demands | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15 | The company dedicates little time and few resources to adapting to Stakeholders | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 16 | The company’s policies and priorities are adapted  to Stakeholders’ demands | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**Knowledge Exchange- Kim & Shim, 2018**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Strongly Disagree** |  |  |  |  |  | **Strongly Agree** |
| 1 | We frequently exchange important information (such as market trends) with stakeholders | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2 | We often obtain valuable information through our relationships with stakeholders | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3 | We share our business experience with stakeholders | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4 | We learn a lot from our stakeholders | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**Firm Innovativeness- Calantone, R.J., Cavusgil, S.T. and Zhao, Y. (2002)**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Innovativeness** | **Strongly Disagree** |  |  |  |  |  | **Strongly Agree** |
| 1 | Our company frequently tries out new ideas | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2 | Our company seeks out new ways to do things | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3 | Our company is creative in its methods of operation | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4 | Our company is often the first to market with new products and services | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5 | Innovation in our company is perceived as too risky and is resisted | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6 | Our new product introduction has increased over the last 5 years | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**Efficiency- Yeung, (2007)**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Cost efficiency** | **Strongly Disagree** |  |  |  |  |  | **Strongly Agree** |
| 1 | Our firm has **very low** total quality costs relative to the total output | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2 | Our firm reveals low engineering change rates in the production | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3 | Our firm has very low unit costs of manufacturing | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|  | **Time efficiency** |  |  |  |  |  |  |  |
| 4 | Our firm reveals outstanding delivery speed and reliability | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5 | Our firm has a very short manufacturing lead time | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6 | Our firm reveals a high inventory turnover rate. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**Firm resilience- Ambulkar et al, 2015**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Strongly Disagree** |  |  |  |  |  | **Strongly Agree** |
| 1 | We are able to cope with changes brought by disruptions in our business environment | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2 | We are able to easily adapt to disruptions in our business environment | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3 | We are able to provide a quick response to disruptions in our business environment | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4 | We are able to maintain high situational awareness at all times | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| ***Please indicate the extent to which you agree or disagree with the following statement*** | | | | | | | |
|  |  | **Strongly Disagree** |  |  |  | **Strongly agree** | |
| 1 | Over the past 3 years, our financial performance has been outstanding | 1 | 2 | 3 | 4 | | 5 |
| 2 | Over the past 3 years, our financial performance has exceeded our competitors’ | 1 | 2 | 3 | 4 | | 5 |
| 3 | Over the past 3 years, our sales growth has been outstanding | 1 | 2 | 3 | 4 | | 5 |
| 4 | Over the past 3 years we have been more profitable than our competitors | 1 | 2 | 3 | 4 | | 5 |
| 5 | Over the past 3 years, our sales growth has exceeded our competitors’ | 1 | 2 | 3 | 4 | | 5 |

**Firm Performance- Powell & Dent-Micallef, 1997**

1. **Stakeholder culture- Boeso & Kumar, (2016)**

For each of the following issues please CIRCLE the response option (a) or (b) or (c) that most closely describes the way in which your company manages relationships with various stakeholder groups.

**moral orientation (self-regarding vs. other-regarding)**

1. *In managing stakeholder relationships my company […]*.
2. regards the interests of any stakeholder group as important only to the extent that the stakeholder can contribute to the company’s short-term financial success.
3. realizes that moral behavior is important but only to the extent that it is advantageous for the company to do so.
4. shows a genuine concern for every stakeholder’s interests.

**relevant stakeholders (shareholders vs. stakeholders)**

1. *In managing stakeholder relationships my company […]*
2. deals with stakeholder groups in ways that work to the best advantage of the company
3. acts in ways that appear to be moral but with the underlying goal of advancing company’s economic interests.
4. shows a prima facie respect for the rights of all stakeholder groups.

**stakeholder rights (shareholder rights only vs. prima facie respect for the rights of stakeholders**

1. *In managing stakeholder relationships my company […].*
2. would not hesitate in violating an agreement (made with a stakeholder group) if it is to the advantage of the company.
3. avoids treating a stakeholder group unfairly or poorly only in order to avoid negative public relations.
4. will make any compromises *only when* it seriously threatens the economic wellbeing of the company.

**moral philosophies (limited morality vs. broad morality)**

1. *In managing stakeholder relationships my company […].*
2. generally, interprets laws and contracts related to different stakeholder groups in ways that favor company profitability.
3. acts in ways that allow the company to project an image of being trustworthy with important stakeholder groups.
4. does not allow ethical standards to be violated for economic gains under any circumstances
5. **COMMENTS**

If you have any comments to make regarding any part of this survey, please feel free to do so in the space provided below .…………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………

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