

Appendix A: Questionnaires

A.1 Questionnaire for the First Empirical Study

Section I: Company Background

Respondent ID-No. (for internal use): _____

1. Which is your job title?

2. Which area do you belong to?

<input type="checkbox"/> Purchasing	<input type="checkbox"/> Business Development
<input type="checkbox"/> Sales	<input type="checkbox"/> IT
<input type="checkbox"/> Production	<input type="checkbox"/> Finance
<input type="checkbox"/> Pricing	<input type="checkbox"/> Strategy
<input type="checkbox"/> Controlling	<input type="checkbox"/> Other: _____

3. In which area of the process industry does your company operate?

<input type="checkbox"/> Chemical industry	<input type="checkbox"/> Pharmaceutical industry
<input type="checkbox"/> Oil industry	<input type="checkbox"/> Metal industry
<input type="checkbox"/> Glass industry	<input type="checkbox"/> Other industries: _____
<input type="checkbox"/> Paper industry	

4. How high are the total annual revenues of your company?

_____ million Euro

5. How many employees does your company have?

_____ employees

6. In how many markets does your company operate?

Number of markets: _____

7. In which markets are you active?
- Germany
 - Europe
 - USA
 - Worldwide
 - Other markets: _____
8. Are there production over-capacities?
- Yes
 - No
9. Does price pressure result e.g. from over-capacities?
- Yes
 - No

Section II: Application of RM

10. Which importance do RM applications have in relation to increasing over-capacities and stiffing price pressure in the process industry in general?

Please indicate your reply by circling the selected value in the following scale:

No importance	Medium importance	Strong importance
(1) _____ (2) _____ (3) _____	(4) _____ (5) _____ (6) _____	(7) _____

11. Is RM appropriate to increase revenues?

Please indicate your reply by circling the selected value in the following scale:

Not appropriate	Partially appropriate	Very appropriate
(1) _____ (2) _____ (3) _____	(4) _____ (5) _____ (6) _____	(7) _____

12. In which sectors of the process industry do you expect RM applications in the future?

Please indicate your reply by circling the selected value in the following scale:

Very little	Medium	Very strong
(1) _____ (2) _____ (3) _____	(4) _____ (5) _____ (6) _____	(7) _____

Process industry sectors	Degree of agreement
1. Chemical industry	(1)-(2)-(3)-(4)-(5)-(6)-(7)
2. Oil industry	(1)-(2)-(3)-(4)-(5)-(6)-(7)
3. Glass industry	(1)-(2)-(3)-(4)-(5)-(6)-(7)
4. Paper industry	(1)-(2)-(3)-(4)-(5)-(6)-(7)

(continued)

5. Pharmaceutical industry	(1)-(2)-(3)-(4)-(5)-(6)-(7)
6. Metal industry	(1)-(2)-(3)-(4)-(5)-(6)-(7)
7. Other industry:	(1)-(2)-(3)-(4)-(5)-(6)-(7)

13. How important do you assess RM for the profit maximization of the companies in the process industry?

Please indicate your reply by circling the selected value in the following scale:

No importance	Medium importance	Strong importance
(1) _____ (2) _____ (3) _____	(4) _____ (5) _____ (6) _____	(7) _____

Statement based on time horizon	Degree of agreement
1. Short term (within the next 6 months)	(1)-(2)-(3)-(4)-(5)-(6)-(7)
2. Medium term (in the next 6–18 months)	(1)-(2)-(3)-(4)-(5)-(6)-(7)
3. Long term (not before the next 18 months)	(1)-(2)-(3)-(4)-(5)-(6)-(7)

14. What are relevant implementation barriers of RM? Please do not indicate more than three.

<input type="checkbox"/> Lack of experience with RM	<input type="checkbox"/> Data availability
<input type="checkbox"/> No appropriate RM approach identified	<input type="checkbox"/> Appropriate IT systems
<input type="checkbox"/> No clearly defined price strategy	<input type="checkbox"/> Management support/culture
<input type="checkbox"/> Danger of a price level decrease	<input type="checkbox"/> Negative RM-experiences
<input type="checkbox"/> Lack of customer acceptance	<input type="checkbox"/> Other: _____

15. Which chances and risks do you see in the implementation of RM applications?

- _____
- _____
- _____

16. Do you see alternative approaches besides RM, to face increasing over-capacities and stiffing price pressure in the process industry?

- _____
- _____
- _____

17. Does your company apply RM?

- Yes ⇒ please continue with question number 15
- No ⇒ please continue with question number 16

18. **Please proceed with question number 15 only if RM is applied in your company:**

18.1 Which of the following RM approaches are implemented?

<input type="checkbox"/> Price management	<input type="checkbox"/> Price and capacity management
<input type="checkbox"/> Capacity management	<input type="checkbox"/> Other: _____

18.2 Since when is RM used in your company?

- Less than 2 years; number of years: _____
- Between 2 and (including) 5 years; number of years: _____
- Between 6 and (including) 10 years; number of years: _____
- More than 10 years; number of years: _____

18.3 In which form is RM applied?

<input type="checkbox"/> Manually	<input type="checkbox"/> Within Supply Chain Management/Customer Relationship Management applications
<input type="checkbox"/> System based	<input type="checkbox"/> Other form: _____

18.4 If RM is IT- or system-based, how was the application developed?

<input type="checkbox"/> Own development	<input type="checkbox"/> Other: _____
<input type="checkbox"/> IT-consultants	

18.5 Which organizational areas or functions are involved in RM applications and who is responsible for them?

Organizational area/Function	Involved	Responsible
(1) Marketing		
(2) Sales		
(3) Research & Development		
(4) Production		
(5) Strategic Planning		
(6) Project-/Program-Management		
(7) Logistics		
(8) Purchasing		
(9) Information Technology		
(10) Supply Chain Management		
(11) Controlling		
(12) Other:		

Please continue with question number 19!

19. Please proceed with this question only if RM is NOT applied in your company:

19.1 Which of the following RM approaches are planned?

<input type="checkbox"/> Price management	<input type="checkbox"/> Other: _____
<input type="checkbox"/> Capacity management	<input type="checkbox"/> No RM-applications are planned
<input type="checkbox"/> Price and capacity management	

19.2 When do you plan to use RM in your company?

- Not yet planned
- Planned within the coming 12 months; number of months: _____
- Between 1 and (including) 3 years; number of years: _____
- Between 3 and (including) 5 years; number of years: _____
- In more than 5 years; number of years: _____

19.3 In which form will RM be applied?

<input type="checkbox"/> Manually	<input type="checkbox"/> Within Supply Chain Management/Customer Relationship Management applications
<input type="checkbox"/> System based	<input type="checkbox"/> Other form: _____

19.4 If RM will be IT- or system-based, how will the application be developed?

<input type="checkbox"/> Own development	<input type="checkbox"/> Other: _____
<input type="checkbox"/> IT-consultants	

19.5 Which organizational areas or functions will be involved in RM applications and who will be responsible for them?

Organizational area/Function	Will be involved	Will be responsible
(1) Marketing		
(2) Sales		
(3) Research & Development		
(4) Production		
(5) Strategic Planning		
(6) Project-/Program-Management		
(7) Logistics		
(8) Purchasing		
(9) Information Technology		
(10) Supply Chain Management		
(11) Controlling		
(12) Other:		

Please continue with question number 20!

Section III: Statements on RM

20. To which degree do you agree with the following statements on RM?

Please indicate your reply by circling the selected value in the following scale:

I disagree	I neither disagree nor agree	I completely agree
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____		

Statement	Degree of agreement
1. RM clearly triggers revenue and is therefore very helpful.	(1)-(2)-(3)-(4)-(5)-(6)-(7)
2. Practical RM-applications are very limited in the process industry.	(1)-(2)-(3)-(4)-(5)-(6)-(7)
3. The process industry is very suitable for the application of RM.	(1)-(2)-(3)-(4)-(5)-(6)-(7)
4. The use of RM will strongly increase within the process industry.	(1)-(2)-(3)-(4)-(5)-(6)-(7)
5. The potential of RM has not yet been discovered in the process industry.	(1)-(2)-(3)-(4)-(5)-(6)-(7)
6. As in the airline industry, RM can be applied in the process industry as well, if certain prerequisites are fulfilled.	(1)-(2)-(3)-(4)-(5)-(6)-(7)
7. New technologies will speed up the adaptation of RM.	(1)-(2)-(3)-(4)-(5)-(6)-(7)
8. Companies need support in the implementation of RM.	(1)-(2)-(3)-(4)-(5)-(6)-(7)
9. RM based on price management is particularly valuable.	(1)-(2)-(3)-(4)-(5)-(6)-(7)
10. RM based on capacity management is particularly valuable.	(1)-(2)-(3)-(4)-(5)-(6)-(7)
11. RM based on both price and capacity management is particularly valuable.	(1)-(2)-(3)-(4)-(5)-(6)-(7)

21. Which current and future challenges/issues of your business do you recognize?

- _____
- _____
- _____

22. How can RM represent a solution to the mentioned challenges/issues?

- _____
- _____
- _____

A.2 Questionnaire for the Second Empirical Study

Section I: Company Background

Respondent ID-No. (for internal use): _____

1. Which is your job title?

2. Which area do you belong to?

<input type="checkbox"/> Purchasing	<input type="checkbox"/> Business Development
<input type="checkbox"/> Sales	<input type="checkbox"/> IT
<input type="checkbox"/> Production	<input type="checkbox"/> Finance
<input type="checkbox"/> Pricing	<input type="checkbox"/> Strategy
<input type="checkbox"/> Controlling	<input type="checkbox"/> Other: _____

3. In which area of the process industry does your company operate?

<input type="checkbox"/> Chemical industry	<input type="checkbox"/> Pharmaceutical industry
<input type="checkbox"/> Oil industry	<input type="checkbox"/> Metal industry
<input type="checkbox"/> Glass industry	<input type="checkbox"/> Other industries: _____
<input type="checkbox"/> Paper industry	

4. How high are the total annual revenues of your company?

_____ million Euro

5. How many employees does your company have?

_____ employees

6. In how many markets does your company operate?

Number of markets: _____

7. In which markets are you active?

- Germany
- Europe
- USA
- Worldwide
- Other markets: _____

8. Are there production over-capacities?

- Yes
- No

9. Does price pressure result e.g. from over-capacities?

- Yes
- No

Section II: Application of RM

10. Which importance do RM applications have in relation to increasing over-capacities and stiffing price pressure in the process industry in general?

Please indicate your reply by circling the selected value in the following scale:

No importance	Medium importance	Strong importance
(1) _____	(2) _____ (3) _____ (4) _____	(5) _____ (6) _____ (7) _____

11. Is RM appropriate to increase revenues?

Please indicate your reply by circling the selected value in the following scale:

Not appropriate	Partially appropriate	Very appropriate
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____		

12. In which sectors of the process industry do you expect RM applications in the future?

Please indicate your reply by circling the selected value in the following scale:

Very little	Medium	Very strong
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____		

Process industry sectors	Degree of agreement
1. Chemical industry	(1)-(2)-(3)-(4)-(5)-(6)-(7)
2. Oil industry	(1)-(2)-(3)-(4)-(5)-(6)-(7)
3. Glass industry	(1)-(2)-(3)-(4)-(5)-(6)-(7)
4. Paper industry	(1)-(2)-(3)-(4)-(5)-(6)-(7)
5. Pharmaceutical industry	(1)-(2)-(3)-(4)-(5)-(6)-(7)
6. Metal industry	(1)-(2)-(3)-(4)-(5)-(6)-(7)
7. Other industry:	(1)-(2)-(3)-(4)-(5)-(6)-(7)

13. How important do you assess RM for the profit maximization of the companies in the process industry?

Please indicate your reply by circling the selected value in the following scale:

No importance	Medium importance	Strong importance
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____		

Statement based on time horizon	Degree of agreement
1. Short term (within the next 6 months)	(1)-(2)-(3)-(4)-(5)-(6)-(7)
2. Medium term (in the next 6 to 18 months)	(1)-(2)-(3)-(4)-(5)-(6)-(7)
3. Long term (not before the next 18 months)	(1)-(2)-(3)-(4)-(5)-(6)-(7)

14. What are relevant implementation barriers of RM? Please do not indicate more than three.

<input type="checkbox"/> Lack of experience with RM	<input type="checkbox"/> Data availability
<input type="checkbox"/> No appropriate RM approach identified	<input type="checkbox"/> Appropriate IT systems
<input type="checkbox"/> No clearly defined price strategy	<input type="checkbox"/> Management support/culture
<input type="checkbox"/> Danger of a price level decrease	<input type="checkbox"/> Negative RM-experiences
<input type="checkbox"/> Lack of customer acceptance	<input type="checkbox"/> Other: _____

15. Which chances and risks do you see in the implementation of RM applications?

- _____
- _____
- _____

16. Do you see alternative approaches besides RM, to face increasing over-capacities and stiffing price pressure in the process industry?

- _____
- _____
- _____

17. Does your company apply RM?

- Yes => please continue with question number 18
- No => please continue with question number 19

18. Please proceed with this question only if RM is applied in your company:

18.1 Which of the following RM approaches are implemented?

<input type="checkbox"/> Price management	<input type="checkbox"/> Price and capacity management
<input type="checkbox"/> Capacity management	<input type="checkbox"/> Other: _____

18.2 Since when is RM used in your company?

- Less than 2 years; number of years: _____
- Between 2 and (including) 5 years; number of years: _____
- Between 6 and (including) 10 years; number of years: _____
- More than 10 years; number of years: _____

18.3 In which form is RM applied?

<input type="checkbox"/> Manually	<input type="checkbox"/> Within Supply Chain Management/Customer Relationship Management applications
<input type="checkbox"/> System based	<input type="checkbox"/> Other form: _____

18.4 If RM is IT- or system-based, how was the application developed?

<input type="checkbox"/> Own development	<input type="checkbox"/> Other: _____
<input type="checkbox"/> IT-consultants	

18.5 Which organizational areas or functions are involved in RM applications and who is responsible for them?

Organizational area/Function	Involved	Responsible
(1) Marketing		
(2) Sales		
(3) Research & Development		
(4) Production		

(continued)

(5) Strategic Planning		
(6) Project-/Program-Management		
(7) Logistics		
(8) Purchasing		
(9) Information Technology		
(10) Supply Chain Management		
(11) Controlling		
(12) Other:		

Please continue with question number 20!

19. Please proceed with this question only if RM is NOT applied in your company:

19.1 Which of the following RM approaches are planned?

<input type="checkbox"/> Price management	<input type="checkbox"/> Other: _____
<input type="checkbox"/> Capacity management	<input type="checkbox"/> No RM-applications are planned
<input type="checkbox"/> Price and capacity management	

19.2 When do you plan to use RM in your company?

- Not yet planned
- Planned within the coming 12 months; number of months: _____
- Between 1 and (including) 3 years; number of years: _____
- Between 3 and (including) 5 years; number of years: _____
- In more than 5 years; number of years: _____

19.3 In which form will RM be applied?

<input type="checkbox"/> Manually	<input type="checkbox"/> Within Supply Chain Management/Customer Relationship Management applications
<input type="checkbox"/> System-based	<input type="checkbox"/> Other form: _____

19.4 If RM will be IT- or system-based, how will the application be developed?

<input type="checkbox"/> Own development	<input type="checkbox"/> Other: _____
<input type="checkbox"/> IT-consultants	

19.5 Which organizational areas or functions will be involved in RM applications and who will be responsible for them?

Organizational area/Function	Will be involved	Will be responsible
(1) Marketing		
(2) Sales		
(3) Research & Development		
(4) Production		

(continued)

(5) Strategic Planning		
(6) Project-/Program-Management		
(7) Logistics		
(8) Purchasing		
(9) Information Technology		
(10) Supply Chain Management		
(11) Controlling		
(12) Other:		

Please continue with number 20!

Section III: Statements on RM

20. To which degree do you agree with the following statements on RM?

Please indicate your reply by circling the selected value in the following scale:

I disagree	I neither disagree nor agree	I completely agree
(1) _____	(2) _____ (3) _____ (4) _____ (5) _____	(6) _____ (7) _____

Statement	Degree of agreement
1. RM clearly triggers revenue and is therefore very helpful.	(1)-(2)-(3)-(4)-(5)-(6)-(7)
2. Practical RM-applications are very limited in the process industry.	(1)-(2)-(3)-(4)-(5)-(6)-(7)
3. The process industry is very suitable for the application of RM.	(1)-(2)-(3)-(4)-(5)-(6)-(7)
4. The use of RM will strongly increase within the process industry.	(1)-(2)-(3)-(4)-(5)-(6)-(7)
5. The potential of RM has not yet been discovered in the process industry.	(1)-(2)-(3)-(4)-(5)-(6)-(7)
6. As in the airline industry, RM can be applied in the process industry as well, if certain prerequisites are fulfilled.	(1)-(2)-(3)-(4)-(5)-(6)-(7)
7. New technologies will speed up the adaptation of RM.	(1)-(2)-(3)-(4)-(5)-(6)-(7)
8. Companies need support in the implementation of RM.	(1)-(2)-(3)-(4)-(5)-(6)-(7)
9. RM based on price management is particularly valuable.	(1)-(2)-(3)-(4)-(5)-(6)-(7)
10. RM based on capacity management is particularly valuable.	(1)-(2)-(3)-(4)-(5)-(6)-(7)
11. RM based on both price and capacity management is particularly valuable.	(1)-(2)-(3)-(4)-(5)-(6)-(7)

21. Which current and future challenges/issues of your business do you recognize?

- _____
- _____
- _____

22. How can RM represent a solution to the mentioned challenges/issues?

- _____
- _____
- _____

A.3 Questionnaire for the Third Empirical Study

Section I: Company Background

Respondent ID-No. (for internal use): _____

1. Which is your job title?

2. Which area do you belong to?

<input type="checkbox"/> Purchasing	<input type="checkbox"/> Business Development
<input type="checkbox"/> Sales	<input type="checkbox"/> IT
<input type="checkbox"/> Production	<input type="checkbox"/> Finance
<input type="checkbox"/> Pricing	<input type="checkbox"/> Strategy
<input type="checkbox"/> Controlling	<input type="checkbox"/> Other: _____

3. In what area of the process industry does your company operate?

<input type="checkbox"/> Chemical industry	<input type="checkbox"/> Pharmaceutical industry
<input type="checkbox"/> Oil industry	<input type="checkbox"/> Metal industry
<input type="checkbox"/> Glass industry	<input type="checkbox"/> Other industries: _____
<input type="checkbox"/> Paper industry	

4. How high are the total annual revenues of your company?

_____ million Euro

5. How many employees does your company have?

_____ employees

6. In how many markets does your company operate?

Number of markets: _____

7. In which markets are you active?

- Germany
- Europe
- USA
- Worldwide
- Other markets: _____

8. How strongly is the concept of RM linked to pricing and/or capacity management valued as important by the management of your company?

Please indicate your reply by circling the selected value in the following scale:

Completely unimportant	Partially important	Highly important
(1) _____	(2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____	

Section II: Application and Success of RM (For Companies Using It)

9. Do you apply RM in your company?
 Yes ⇒ please continue with the next question (question number 10)
 No ⇒ please continue with question no. 18
10. Do you think RM is appropriate for increasing revenues?

Please indicate your reply by circling the selected value in the following scale:

Not appropriate	Partially appropriate	Very appropriate
(1) _____	(2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____	

11. How long has RM been used in your company?

<input type="checkbox"/> 0 year	<input type="checkbox"/> 6 years
<input type="checkbox"/> 1 year	<input type="checkbox"/> 7 years
<input type="checkbox"/> 2 years	<input type="checkbox"/> 8 years
<input type="checkbox"/> 3 years	<input type="checkbox"/> 9 years
<input type="checkbox"/> 4 years	<input type="checkbox"/> 10 years
<input type="checkbox"/> 5 years	<input type="checkbox"/> More than 10 years (If possible, state how many years: _____)

12. How successful has your company been in increasing profits through RM?

Please indicate your reply by circling the selected value in the following scale:

Very unsuccessful	Medium	Very successful
(1) _____	(2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____	

13. How did your company estimate the profit impact of RM prior to its introduction? If possible indicate a percentage increase your company expected.
 _____%

14. By how much have the profits increased 1 year after the introduction of RM?

<input type="checkbox"/> There was no profit impact	<input type="checkbox"/> By 3.5 %
<input type="checkbox"/> By 0.5 %	<input type="checkbox"/> By 4 %
<input type="checkbox"/> By 1 %	<input type="checkbox"/> By 4.5 %
<input type="checkbox"/> By 1.5 %	<input type="checkbox"/> By 5 %
<input type="checkbox"/> By 2 %	<input type="checkbox"/> By 5.5 %
<input type="checkbox"/> By 2.5 %	<input type="checkbox"/> By 6 %
<input type="checkbox"/> By 3 %	<input type="checkbox"/> By 6.0 % or more
(if possible, state how much: _____%)	

15. What is the average yearly EBIT-impact due to RM?
 _____%

16. In your experience, how important is RM for the profit maximization of the companies in the process industry?

Please indicate your reply by circling the selected value in the following scale:

No importance	Medium importance	Strong importance
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____		

Statement based on time horizon	Degree of agreement
1. Short term (within the next 6 months)	No importance strong importance (1)-(2)-(3)-(4)-(5)-(6)-(7)
2. Medium term (in the next 6 to 18 months)	No importance strong importance (1)-(2)-(3)-(4)-(5)-(6)-(7)
3. Long term (not before the next 18 months)	No importance strong importance (1)-(2)-(3)-(4)-(5)-(6)-(7)

17. What are relevant implementation barriers of RM? Please rank the three most important barriers from 1 to 3 (1 for the most important one).

___ Lack of experience with RM	___ Appropriate IT systems
___ No appropriate RM approach identified	___ Management support
___ No clearly defined price strategy	___ Corporate culture
___ Danger of a price level decrease	___ Negative RM-experiences
___ Lack of customer acceptance	___ Fear of negative customer feed-back (RM seen as not appropriate)
___ Data availability	___ Other: _____

Pls. elaborate on the above:

17.1 How strongly does the lack of experience hinder the implementation of RM?

Please indicate your reply by circling the selected value in the following scale:

Very weakly	Medium	Very strongly
(1) _____ (2) _____ (3) _____	(4) _____ (5) _____ (6) _____	(7) _____

17.2 How strongly does the *lack of an appropriate RM approach* hinder the implementation of RM?

Please indicate your reply by circling the selected value in the following scale:

Very weakly	Medium	Very strongly
(1) _____ (2) _____ (3) _____	(4) _____ (5) _____ (6) _____	(7) _____

17.3 How strongly does the *not clearly defined price strategy* hinder the implementation of RM?

Please indicate your reply by circling the selected value in the following scale:

Very weakly	Medium	Very strongly
(1) _____ (2) _____ (3) _____	(4) _____ (5) _____ (6) _____	(7) _____

17.4 How strongly does the danger of a price level decrease hinder the implementation of RM?

Please indicate your reply by circling the selected value in the following scale:

Very weakly	Medium	Very strongly
(1) _____ (2) _____ (3) _____	(4) _____ (5) _____ (6) _____	(7) _____

17.5 How strongly does the *lack of customer acceptance* hinder the implementation of RM?

Please indicate your reply by circling the selected value in the following scale:

Very weakly	Medium	Very strongly
(1) _____ (2) _____ (3) _____	(4) _____ (5) _____ (6) _____	(7) _____

17.6 How strongly does the *lack of data availability* hinder the implementation of RM?

Please indicate your reply by circling the selected value in the following scale:

Very weakly	Medium	Very strongly
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____		

17.7 How strongly do *not appropriate IT systems* hinder the implementation of RM?

Please indicate your reply by circling the selected value in the following scale:

Very weakly	Medium	Very strongly
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____		

17.8 How strongly does the *management support* hinder the implementation of RM?

Please indicate your reply by circling the selected value in the following scale:

Very weakly	Medium	Very strongly
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____		

17.9 How strongly does the corporate culture hinder the implementation of RM?

Please indicate your reply by circling the selected value in the following scale:

Very weakly	Medium	Very strongly
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____		

17.10 How strongly do *negative RM-experiences* hinder the implementation of RM?

Please indicate your reply by circling the selected value in the following scale:

Very weakly	Medium	Very strongly
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____		

17.11 How strongly does *fear of negative customer feedback* (RM seen as not appropriate) hinder the implementation of RM?

Please indicate your reply by circling the selected value in the following scale:

Very weakly	Medium	Very strongly
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____		

17.12 How strongly do *other factors* hinder the implementation of RM?
 (If possible, state the other factors: _____)

Please indicate your reply by circling the selected value in the following scale:

Very weakly	Medium	Very strongly
(1) _____ (2) _____ (3) _____	(4) _____ (5) _____ (6) _____	(7) _____

Section III: Reasons for Not Employing RM (For Companies Not Using It)

18. In your experience, how important is RM for the profit maximization of the companies in the process industry?

Please indicate your reply by circling the selected value in the following scale:

No importance	Medium importance	Strong importance
(1) _____ (2) _____ (3) _____	(4) _____ (5) _____ (6) _____	(7) _____

Statement based on time horizon	Degree of agreement
1. Short term (within the next 6 months)	No importance strong importance (1)-(2)-(3)-(4)-(5)-(6)-(7)
2. Medium term (in the next 6 to 18 months)	No importance strong importance (1)-(2)-(3)-(4)-(5)-(6)-(7)
3. Long term (not before the next 18 months)	No importance strong importance (1)-(2)-(3)-(4)-(5)-(6)-(7)

19. Why do you not employ RM in your company? Please rank the three most important reasons from 1 to 3 (1 for the most important one).

<input type="checkbox"/> Other issues have higher priority (and thus lack of awareness) <input type="checkbox"/> Missing application prerequisites <input type="checkbox"/> We tried once but failed introducing it <input type="checkbox"/> Waiting for more applications of it in our industry <input type="checkbox"/> Limited visibility on it by top mgmt. <input type="checkbox"/> Lack of customer acceptance <input type="checkbox"/> Lack of experience with RM <input type="checkbox"/> No clearly defined price strategy	<input type="checkbox"/> Danger of a price level decrease <input type="checkbox"/> Negative RM experiences <input type="checkbox"/> No appropriate RM approach identified <input type="checkbox"/> Fear of negative customer feed-back (RM seen as not appropriate) <input type="checkbox"/> Management support <input type="checkbox"/> Corporate culture <input type="checkbox"/> Bad reputation of RM <input type="checkbox"/> Other: _____
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Please elaborate on the above (e.g. if the 1st reason on the top left was chosen, please mention which issues have a higher priority):

19.1 How important is that *other issues have higher priority* to explain the lack of application of RM in your company?

Please indicate your reply by circling the selected value in the following scale:

No importance	Medium importance	Strong importance
(1) _____ (2) _____ (3) _____	(4) _____ (5) _____ (6) _____	(7) _____

19.2 How important are *missing application prerequisites* to explain the lack of application of RM in your company?

Please indicate your reply by circling the selected value in the following scale:

No importance	Medium importance	Strong importance
(1) _____ (2) _____ (3) _____	(4) _____ (5) _____ (6) _____	(7) _____

19.3 How important is the *fact that you tried once but failed introducing it* to explain the lack of application of RM in your company?

Please indicate your reply by circling the selected value in the following scale:

No importance	Medium importance	Strong importance
(1) _____ (2) _____ (3) _____	(4) _____ (5) _____ (6) _____	(7) _____

19.4 How important is it to *wait for more applications of it in your industry* to explain the lack of application of RM in your company?

Please indicate your reply by circling the selected value in the following scale:

No importance	Medium importance	Strong importance
(1) _____ (2) _____ (3) _____	(4) _____ (5) _____ (6) _____	(7) _____

19.5 How important is the *limited visibility on it by top management* to explain the lack of application of RM in your company?

Please indicate your reply by circling the selected value in the following scale:

No importance	Medium importance	Strong importance
(1) _____ (2) _____ (3) _____	(4) _____ (5) _____ (6) _____	(7) _____

19.6 How important is the *lack of customer acceptance* to explain the lack of application of RM in your company?

Please indicate your reply by circling the selected value in the following scale:

No importance	Medium importance	Strong importance
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____		

19.7 How important is the *lack of experience with RM* to explain the lack of application of RM in your company?

Please indicate your reply by circling the selected value in the following scale:

No importance	Medium importance	Strong importance
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____		

19.8 How important is the *unclearly defined price strategy* to explain the lack of application of RM in your company?

Please indicate your reply by circling the selected value in the following scale:

No importance	Medium importance	Strong importance
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____		

19.9 How important is the *danger of a price level decrease* to explain the lack of application of RM in your company?

Please indicate your reply by circling the selected value in the following scale:

No importance	Medium importance	Strong importance
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____		

19.10 How important are *negative RM experiences* to explain the lack of application of RM in your company?

Please indicate your reply by circling the selected value in the following scale:

No importance	Medium importance	Strong importance
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____		

19.11 How important is that no appropriate RM approach has been identified to explain the lack of application of RM in your company?

Please indicate your reply by circling the selected value in the following scale:

No importance	Medium importance	Strong importance
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____		

19.12 How important is the *fear of negative customer feedback (RM seen as not appropriate)* to explain the lack of application of RM in your company?

Please indicate your reply by circling the selected value in the following scale:

No importance	Medium importance	Strong importance
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____		

19.13 How important is the *management support* to explain the lack of application of RM in your company?

Please indicate your reply by circling the selected value in the following scale:

No importance	Medium importance	Strong importance
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____		

19.14 How important is *corporate culture* to explain the lack of application of RM in your company?

Please indicate your reply by circling the selected value in the following scale:

No importance	Medium importance	Strong importance
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____		

19.15 How important is the bad reputation of RM to explain the lack of application of RM in your company?

Please indicate your reply by circling the selected value in the following scale:

No importance	Medium importance	Strong importance
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____		

19.16 How important are *other factors* to explain the lack of application of RM in your company? (If possible, state the other factors: _____)

Please indicate your reply by circling the selected value in the following scale:

No importance	Medium importance	Strong importance
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____ (7) _____		