

Section 1. Respondent's Work Setting

1.1 Please answer based on your personal knowledge or information you can easily obtain. Will your answers reflect:

- Your company as a whole
- Major operating division
- Business unit
- Plant
- Other _____(please specify)

1.2 Rank your **three most important markets** (1=*most important*).

- | | | |
|--|---|---|
| <input type="checkbox"/> Aerospace | <input type="checkbox"/> Industrial machinery | <input type="checkbox"/> Other (please specify) |
| <input type="checkbox"/> Apparel | <input type="checkbox"/> Instruments | _____ |
| <input type="checkbox"/> Appliances | <input type="checkbox"/> Machine tools | _____ |
| <input type="checkbox"/> Automotive | <input type="checkbox"/> Medical equipment | |
| <input type="checkbox"/> Chemicals | <input type="checkbox"/> Metal parts fabrication | |
| <input type="checkbox"/> Computers | <input type="checkbox"/> Metal production | |
| <input type="checkbox"/> Consumer products | <input type="checkbox"/> Office furniture | |
| <input type="checkbox"/> Defense | <input type="checkbox"/> Plastic parts fabrication | |
| <input type="checkbox"/> Electronics/communication | <input type="checkbox"/> Plastic production equipment | |
| <input type="checkbox"/> Food | <input type="checkbox"/> Wood products | |

1.3 What was your **organization's revenue in 1994**? *Check the appropriate response.*

- | | |
|---|--|
| <input type="checkbox"/> Less than \$1 million | <input type="checkbox"/> \$100 million - \$500 million |
| <input type="checkbox"/> \$1 million - \$5 million | <input type="checkbox"/> \$500 million - \$1 billion |
| <input type="checkbox"/> \$5 million - \$20 million | <input type="checkbox"/> Greater than \$1 billion |
| <input type="checkbox"/> \$20 million - \$100 million | <input type="checkbox"/> Not applicable |

1.4 What is your **title**? _____

1.5 What are your **duties relative to EDI**? *Check all that apply.*

- | | |
|---|---|
| <input type="checkbox"/> EDI coordinator | <input type="checkbox"/> Maintain EDI activities within my company |
| <input type="checkbox"/> In charge of Implementing EDI with trading partners | <input type="checkbox"/> Manage ongoing EDI relationships with trading partners |
| <input type="checkbox"/> Information system (IS) expert working for an IS group | <input type="checkbox"/> Support person for EDI activities |
| <input type="checkbox"/> IS expert working for a non-IS group, (e.g., accounting, purchasing, etc.) | <input type="checkbox"/> Material management |
| | <input type="checkbox"/> Other (please specify) _____ |

1.6 How many **years experience** do you have **working with EDI**? _____ years

1.7 How many **years of experience** do you have in this industry? _____ years

1.8 Does your business have **access to:**

	YES	NO	DON'T KNOW
Internet for:			
Electronic mail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data searching and/or file transfer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Network to connect computers within your immediate vicinity (e.g., building, department)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Network to connect computers across multiple sites within your company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proprietary electronic networks(e.g., Prodigy)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.9 What **keeps you from acquiring**, or making better use of, networking technology?

- **major inhibitor**
- **minor inhibitor**
- **don't know / not applicable**

	MAJOR	MINOR	DK/NA
Belief the technology is useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost:			
Hardware, software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Monthly access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Difficulty in getting started (e.g., obtaining equipment, establishing a network connection)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.10 Other than traditional EDI for structured business transactions, do you make any **use of network based communications?**

- Yes No

Yes: go to 1.11

No: go to section 2, page 4

1.11 What **electronic communication** do you or your colleagues use?

	NEVER	A FEW TIMES PER MONTH	A FEW TIMES PER WEEK	DAILY	DON'T KNOW
Electronic mail with:					
Customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Suppliers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Co-workers within your company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Colleagues or "trusted experts" outside of your company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Graphics (e.g., pictures)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Graphic network interface (e.g., NETSCAPE, MOSAIC)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Product data exchange (e.g., CAD, product specs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Queries to electronic bulletin boards or mailing lists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Searches of data bases that exist outside of your company for:					
Potential business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical specifications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.12 Is your company presently **engaged in EDI**?

yes no

If yes, proceed to the next page

If no, proceed to Section 8, page 23

Section 2. EDI Environment

2.1 What EDI software you are using? Check all that apply.

- | | |
|---|---|
| <input type="checkbox"/> ABC (American Business Computer) | <input type="checkbox"/> DNS Associates |
| <input type="checkbox"/> APL Group | <input type="checkbox"/> EDI*Express (GE) |
| <input type="checkbox"/> ACS (Advanced Communication Systems) | <input type="checkbox"/> EDI Solutions |
| <input type="checkbox"/> Blue Rainbow | <input type="checkbox"/> Future Three |
| <input type="checkbox"/> Competitive Solutions | <input type="checkbox"/> Harbinger EDI |
| <input type="checkbox"/> MPACT | <input type="checkbox"/> Supply Tech, Inc |
| <input type="checkbox"/> Perwill EDI | <input type="checkbox"/> Trans4M |
| <input type="checkbox"/> Perwill | <input type="checkbox"/> Translate |
| <input type="checkbox"/> Premenos | <input type="checkbox"/> Trinary Associates |
| <input type="checkbox"/> Radley | <input type="checkbox"/> TSI |
| <input type="checkbox"/> Release Management Systems | <input type="checkbox"/> Don't Know |
| <input type="checkbox"/> St. Paul Software | <input type="checkbox"/> Other (please specify) _____ |
| <input type="checkbox"/> Sterling (GENTRAN, Ordernet) | |

2.2 What EDI communications networks you are using? Check all that apply.

- | | |
|--|---|
| <input type="checkbox"/> ADVANTIS | <input type="checkbox"/> MCI International |
| <input type="checkbox"/> AT&T Easy Link | <input type="checkbox"/> ORDERNET |
| <input type="checkbox"/> Bell Atlantic | <input type="checkbox"/> Private Connection to Trading Partner (e.g., direct dial to company) |
| <input type="checkbox"/> BT North America | <input type="checkbox"/> Private Networks (please specify) _____ |
| <input type="checkbox"/> GEIS (GE Information Service) | <input type="checkbox"/> Transsettlements |
| <input type="checkbox"/> Harbinger EDI | <input type="checkbox"/> Don't Know |
| <input type="checkbox"/> Kleinschmidt | <input type="checkbox"/> Other (please specify) _____ |

2.3 What EDI standards you are using? Check all that apply.

- EDIFACT
- ANSI X12
- Proprietary (please specify all that apply) _____
- Don't know
- Other (please specify all that apply) _____

2.4 What EDI conventions or industry guidelines you are using? Check all that apply.

- | | |
|--|--|
| <input type="checkbox"/> ABCD | <input type="checkbox"/> PIDX |
| <input type="checkbox"/> AIA (Aerospace Industry Association) | <input type="checkbox"/> Rail Group of the National Association of Purchasing Managers |
| <input type="checkbox"/> AIAG (Automotive Industry Action Group) | <input type="checkbox"/> SAFLINC |
| <input type="checkbox"/> CIDX | <input type="checkbox"/> SPEC 2000 |
| <input type="checkbox"/> CIPX | <input type="checkbox"/> TALC |
| <input type="checkbox"/> Corporate (E.g., Caterpillar, K-Mart) | <input type="checkbox"/> TCIF |
| <input type="checkbox"/> EDIA/TDCC | <input type="checkbox"/> UCS |
| <input type="checkbox"/> EDIFICE | <input type="checkbox"/> UIG (Utility Industry Group) |
| <input type="checkbox"/> EDX | <input type="checkbox"/> VICS (Retail) |
| <input type="checkbox"/> EIAJ | <input type="checkbox"/> WINS |
| <input type="checkbox"/> EIDX | <input type="checkbox"/> None |
| <input type="checkbox"/> FASLINC | <input type="checkbox"/> Don't Know |
| <input type="checkbox"/> Joint Metals | <input type="checkbox"/> Others (please specify) _____ |

2.5 What **EDI do you do with your CUSTOMERS?** Please give us this information relative to three kinds of customers:

- level 1 = A customer who provides a large part of your business without which you would have to significantly cut back operations, reduce your work force, or close a facility.**
- level 2 = A customer who provides enough business to keep your work force and facilities busy but is not critical to your business' survival. Without this customer you would need to reduce hours or plant loading, perhaps with some workforce adjustments.**
- level 3 = A customer who's business is important but would have little or no impact on operations and workforce. Without this customer you could use your workforce and facilities to service other customers.**

	Level 1 Customer	Level 2 Customer	Level 3 Customer
Order related EDI (e.g., 850 Purchase Order, 830 Planning Requirements with Release Capability, 862 Shipping Schedule)			
use now	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
use w/in 2-3 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
don't/won't use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
don't know/ not applicable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Shipping and receiving related EDI (e.g., 856 Ship Notice/Manifest, 861 Receiving Advice)			
use now	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
use w/in 2-3 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
don't/won't use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
don't know/ not applicable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Financial EDI (e.g., 810 Invoice, 820 Payment/Remittance Advice, 859 Freight Invoice)			
use now	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
use w/in 2-3 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
don't/won't use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
don't know/ not applicable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.6 What **EDI do you do with your SUPPLIERS?** Please give us this information relative to three kinds of suppliers:

level 1 = A supplier you need to keep your business going. Supplies critical components or materials. A missed shipment could shut you down quickly.

level 2 = A supplier who provides components or material which are important but not critical. Items could be re-sourced without major interruptions in production.

level 3 = A supplier who provides materials and components which are easily stocked or readily obtainable from other sources

	Level 1 Supplier	Level 2 Supplier	Level 3 Supplier
Order related EDI (e.g., 850 Purchase Order, 830 Planning Requirements with Release Capability, 862 Shipping Schedule)			
use now	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
use w/in 2-3 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
don't/won't use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
don't know/not applicable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Shipping and receiving related EDI (e.g., 856 Ship Notice/Manifest, 861 Receiving Advice)			
use now	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
use w/in 2-3 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
don't/won't use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
don't know/not applicable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Financial EDI (e.g., 810 Invoice, 820 Payment/Remittance Advice, 859 Freight Invoice)			
use now	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
use w/in 2-3 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
don't/won't use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
don't know/not applicable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.7 Approximately **how many EDI transactions** do you process each **month**?

Send : 1-10 11-100 101-1000 1001-10000 10000+ 50,000 Don't know
 Receive: 1-10 11-100 101-1000 1001-10000 10000+ 50,000 Don't know

2.8 Approximately **how many EDI trading partners** do (or will) you have?

	1 - 10	11 - 25	26 - 50	51 - 100	101 - 200	201+
Now	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Within 2 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Within 5 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.9 In approximately **how many industrial sectors** (e.g., auto, plastic, electronics) does your company do EDI?

1-3 4-6 7-9 10+ Don't know

2.10 Approximately **how long have you been relying on EDI** for routine business with at least some of your customers?

	Within the year	1-2 years	3-5 years	5-10 years	10+ years
With Suppliers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
With Customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 3. Initiating EDI Relationships

3.1 Has your company been involved in *initiating* EDI transactions with either suppliers or customers?

If yes, please proceed to Question 3.2

If no, please proceed to Section 4, page 11

3.2 What are your **prime motivators** for engaging in EDI?

- **Critical, if not for this reason, we would not have done it.**
- **Important, not the single determining factor but a major consideration.**
- **Played a minor part in our decision making.**
- **Played a negligible part in our decision making.**
- **Don't know/Not applicable**

	Critical	Important	Minor	Negligible	Don't know/NA
Decreased labor costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electronic data needed for business process re-engineering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Faster delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fewer Setups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More predictable product delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Necessary for JIT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need, desire for more accurate information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pressure from our customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pressure from suppliers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduce errors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduce procurement cycle time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scheduling Stability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Smaller inventory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Timely Payment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.3 What **tactics** have you used to **choose EDI partners**, and how valuable was each tactic?

- **Major contributor to successful use of EDI**
- **Minor contributor to successful use of EDI**
- **No impact**
- **Don't know/Not used**

	Major Contri- butor	Minor Contri- butor	No Impact	Don't Know/Not Used
Analyze volume of <i>business with</i> potential partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Analyze volume of <i>transactions with</i> potential partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Briefings/meetings with groups of potential EDI partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business process re-engineering identified potential partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Informal discussions with potential partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Priority given to partners with EDI experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Survey of which partners were already doing EDI	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.4 What **tactics** do you use to **establish and maintain EDI relationships**. First tell us whether you:

- **Mandate its use**
- **Suggest its use**
- **Do not use the tactic**

Then, give us your opinion of the effectiveness of the tactics.

- **Major contributor to success**
- **Minor contributor to success**
- **No impact**
- **Don't Know/Not Applicable**

	Use			Impact			
	Mandate	Suggest	Do not use	Major Contri- butor	Minor Contri- butor	No Impact	Don't Know/ NA
Attendance at meetings sponsored by your company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participation in EDI users groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participation in pre-implementation planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular transaction sets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular value added networks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide implementation guidelines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Response to surveys regarding EDI capability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Specific consultants or consulting services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Specific EDI software packages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Target dates for implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.5 Please rate the **importance of the assistance** you provide to your trading partners.

- **Major contributor to success**
- **Minor contributor to success**
- **No impact**

- **Minor inhibitor of success**
- **Don't Know/Not Applicable**

	Provide		Important				
	yes	no	Major Contributor	Minor Contributor	No Impact	Minor Inhibitor	Don't Know/NA
Background literature on EDI	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consulting services, technical assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Discounts negotiated on software or other EDI services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EDI software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EDI tests with select users group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Formed EDI users group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
"Help desk" to answer partners' questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implementation manual with transaction details	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical data (e.g., part number listings, location costs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trading partner conferences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training or workshops	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Visits with trading partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 4. Complying With Requests to do EDI

4.1 Do you *comply with requests* from trading partners to do EDI?

If yes, please proceed to Question 4.2.

If no, please proceed to Section 5. Page 14

4.2 What are your **prime motivators** for engaging in EDI?

- **Critical, i.e., if not for this reason, we would not have done it.**
- **Important, i.e., not the single determining factor, but a major consideration.**
- **Played a minor part in our decision making.**
- **Played a negligible part in our decision making.**
- **Don't know/Not Applicable**

	Critical	Important	Minor	Negligible	DK/NA
Decreased labor costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electronic data needed for business process re-engineering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Faster delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fewer Setups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More predictable product delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Necessary for JIT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need for more accurate information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need for more timely information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pressure from our customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pressure from suppliers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promote business process re-engineering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduce production of business errors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scheduling Stability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Smaller Inventory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Timely Payment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.3 What **tactics** do your **trading partners use** to implement EDI? First tell us whether your partners:

- **Mandate its use**
- **Suggest its use**
- **Do not use the tactic**

Then, give us your opinion of the effectiveness of the tactic.

- **Major contributor to successful EDI**
- **Minor contributor to successful EDI**
- **No impact**
- **Don't Know/Not Applicable**

	Use			Effectiveness			
	Mandate	Suggest	Do not use	Major	Minor	None	Don't Know/NA
Joint pre-implementation planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meetings sponsored by the company requesting EDI	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular Transaction sets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular Value added networks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Specific EDI software vendors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Surveys regarding EDI capability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Target dates for implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.4 What **assistance** do your **trading partners offer to you**, and how good is it?

1 = Major contributor to successful EDI
2 = Minor contributor to successful EDI
3 = No impact

4 = Inhibits EDI implementation
5 = Don't Know/Not Applicable

	Major Contri- butor	Minor Contri- butor	No Impact	Inhibits	Don't Know/ NA
Access to EDI users groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Background literature on EDI	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consulting services, technical assistance services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Discounts on software or related EDI services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EDI software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
"Help desk" to answer questions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implementation manual with transaction details	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical partner conferences or workshops	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)					
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 5. Internal EDI Operations in Your Company

5.1 Who in your company is substantially involved in decisions about EDI?

	Yes	No	Don't Know/NA
Accounting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information Systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manufacturing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Materials management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Purchasing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sales/Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Traffic/Logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5.2 Please rate the importance of the tactics you use to **coordinate EDI within your organization**. If you do not use this tactic, please check "Don't Know/Not Applicable".

1 = Major contributor to successful EDI
 2 = Minor contributor to successful EDI
 3 = No impact

4 = Inhibitor of successful EDI
 5 = Don't Know/Not Applicable

	Major Contributor	Minor Contributor	No Impact	Inhibitor	Don't Know/NA
Ad hoc meetings and committees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corporate mandate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cross-functional teams	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EDI integrated in business practices and culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EDI Newsletter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Formal planning for information management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Formal planning for corporate strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Goal of seamless integration of systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In-house awareness meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Informal discussions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal EDI advisory board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal EDI users groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IS department pulls all areas together	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Systems planning committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5.3 Approximately what percentage of **EDI resources** are provided by a specialized **IS** department or function?

100% 99% - 50% 25 - 49% 0 - 24%

25% or more go to question 5.4. Otherwise, go to question 5.5

5.4 **How are** information system **services provided** to groups that do EDI, and **how good** are the methods?

1 = Major contributor to successful EDI
2 = Minor contributor to successful EDI
3 = No impact

4 = Inhibitor of successful EDI
5 = Don't Know/Not Applicable

	Major Contri- butor	Minor Contri- butor	No Impact	Inhibitor	Don't Know/ NA
	1	2	3	4	5
Budget transfer (internal contracting) to IS by groups needing EDI services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business units make EDI decisions with technical help from IS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Each department gets certain amount of IS resources assigned	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EDI is part of a formal IS priority setting mechanisms, eg: committees, yearly plans, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Informal negotiation and agreements with IS staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IS department coordinates EDI activities of other groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IS person sits on cross functional "EDI Operations" team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
"Ownership" of EDI located in IS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Some departments rely on IS for EDI, others do not.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)					
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5.5 How integrated is EDI into other business functions?

- 1 = Applications send/receive data to EDI, little or no manual intervention.**
- 2 = Applications send/receive data to EDI, some manual intervention.**
- 3 = No provision for automated data transfer.**
- 4 = Don't know/Not Applicable**

	No Manual Intervention	Manual Intervention	No Automated Transfer	Don't Know/NA
Accounting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Catalog maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Design Engineering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inventory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manufacturing process control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Materials resource management (MRP)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Order entry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Production scheduling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Purchasing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sales/Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shipping/receiving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-----	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 6. Costs and Benefits of EDI

6.1 Approximately how many "full time equivalents" were involved in **doing EDI** during the past year?

	1 or less	1-2	3-4	5-6	6+	Don't Know
Information system personnel for whom EDI support is a major responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other personnel (e.g. purchasing, accounting, etc.) for whom EDI is a major responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personnel with occasional involvement in EDI, (e.g. for planning, coordination with other activities, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6.2 During the last year, approximately how much did your company **spend on:**

- Acquisition of EDI translator software.....,000
- Communication through networks ,000
- Hardware (e.g. computers, modems).....,000
- Integration of EDI into other applications
 - File mapping.....,000
 - Local networks ,000
 - Upgrades for business applications.....,000
- Maintenance/upgrades for translator software.....,000
- Training.....,000
- VAN charges.....,000

6.3 Over the last year, what impact did EDI have on your company?

1 = Major contributor to success
2 = Minor contributor to success
3 = No impact

4 = Negative Impact
5 = Don't Know/Not Applicable

	Major Contri- butor	Minor Contri- butor	No Impact	Negative Impact	Don't Know/ NA
Interaction with Customers					
Customer good will	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop new business opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hours per week to send or receive information from customers or suppliers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lost sales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sales forecasting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vendor ratings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finished Goods					
Back orders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expediting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Final goods inventory - capital, space, service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Freight cost savings through consolidation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On-time delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partial shipments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shipment tracking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time for delivery to customer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal Operations					
Business process engineering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collection of payments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Errors in business data (e.g., order and payment processing)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Machine utilization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manufacturing time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Money/cash flow management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Order processing time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Paper and forms costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Production planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integration of other business applications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stock inventory - capital, space, service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transaction costs (e.g., cost or processing PO or cutting a check)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parts and Supplies Acquisition					
Information sharing (OEM schedules)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time for parts acquisition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Labor Costs					
Clerical personnel (e.g., data entry, paper handling)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deployment of workforce to more value added activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Material handling staff (e.g., shipping, receiving)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sales/customer service personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6.4 If any of the above items had **large negative consequences**, please explain briefly why this was so.

6.5 If you had it to do over again, would you **commit to EDI**? yes no

If not, why not?

6.6 Can you give an approximate quantitative **estimate** of how much **EDI benefited** your company last year?

Dollars saved _____ (thousands)

Personnel reductions _____ (full time equivalents)

Personnel redeployment to more value-added roles _____ (full time equivalents)

Time saved in important business activities

Activity	Time saved	hours	days	wks	months
_____	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6.7 Are these estimates based on formal data collection methods (e.g., project monitoring)?

yes no

If yes, what is it? _____

Section 7. Facilitators and Inhibitors of EDI Implementation

7.1 What inhibits your implementation or use of EDI?

- 1 = Major inhibitor of successful EDI
- 2 = Minor inhibitor of the successful EDI
- 3 = No impact
- 4 = Don't know/not applicable

	Major Inhibitor	Minor Inhibitor	No Impact	Don't Know/NA
Communication				
Bridges between networks do not pass data often enough.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bridges between networks lose data.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Critical information is not transmitted frequently enough (e.g., PO changes are received after order processing has begun)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Users do not check their mailboxes at appropriate times.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inadequate acknowledgement that information has been passed between VANs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resources				
EDI costs too much \$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EDI requires too much staff time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data structure and format				
Data elements are arranged in a complex hierarchy, making it difficult to change EDI configurations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Industry groups have not done an adequate job of developing rigorous guidelines for the use of X12 transaction sets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EDI does not have the transaction sets we need.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The same business functions can be addressed by multiple transaction sets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The same transactions sets have different data elements when received from different trading partners.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are too many choices of data elements within transaction sets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is difficult to track the history of a particular set of transactions (e.g., linking incorrect delivery to missed PO change acknowledgement)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
X12's variable length files make configuration management and transaction set changes difficult.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 7.1 continues on next page

Question 7.1 continued

	Major Inhibitor	Minor Inhibitor	No Impact	Don't Know/NA
Implementation dynamics				
Managers worry that EDI will negatively affect their jobs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other staff worry that EDI will negatively affect their jobs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EDI implementation requires change in business process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EDI requires cooperation among different groups (e.g., purchasing, IS, material handling, accounting).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adding a new transaction set requires a significant amount of work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information systems must often be changed to accommodate EDI.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is difficult and expensive to integrate EDI into other business applications (e.g., MRP, accounting).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It takes too much time and effort to implement EDI with a trading partner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Standards require an lot of unwritten knowledge to implement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EDI is too hard to maintain when there are lots of transactions or trading partners.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EDI Functionality				
EDI cannot be done continuously (on-line)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EDI does not allow for easy "negotiation" among partners, e.g., "I received your order for 100 widgets by April 15th. Is it acceptable if I only give you 75 by then?"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is difficult to transmit open-ended, unstructured data.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is difficult to transmit technical data.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal issues				
Negotiating new, legally binding trading partner agreements is too labor intensive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is uncertainty about the security of EDI data.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 7.1 continues on next page

Question 7.1 continued

	Major Inhibitor	Minor Inhibitor	No Impact	Don't Know/NA
Standards organizations				
Anyone can join the X12 committee and promote their own specific requirements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Different groups (e.g., trade associations) do not coordinate their EDI activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is not a 1:1 relationship between the transaction sets of EDIFACT and X12.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
X12 ID codes are redundant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7.2 What facilitates your implementation or use of EDI?

- 1 = Major facilitator of successful EDI**
- 2 = Minor facilitator of the successful EDI**
- 3 = No impact**
- 4 = Don't know/not applicable**

	Major Facilitator	Minor Facilitator	No Impact	Don't Know/NA
Access to outside training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to people in my company who have expertise with IS and EDI.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Active EDI user groups.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EDI can promote cooperation among different groups in a company (e.g., purchasing, IS, material handling, accounting)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EDI is part of the company's overall strategic goal.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EDI plays a part in larger efforts at business process improvement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Group discounts reduce the cost of EDI.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good information system in place to support EDI.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High-level management support for EDI.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Off the shelf business software can accept standard X12 functions and codes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prior experience implementing other types of automation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trading partners with EDI savvy who are willing to help.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Translators are effective in passing data among trading partners.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trading partners want us to do EDI	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VANS facilitate adding new EDI trading partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wide choice of transaction sets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Turn to back page for Section 8 

Section 8. Future of EDI in Your Company

8.1 What EDI activity is likely to take place in your company in the next 3-5 years?

	90% probability or more 60-89% probability 40-59% probability			10-39% probability less than 10% probability	
	90%	60 - 89%	40 -59%	10 - 39%	Less than 10%
Greater reliance on X12 standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Greater reliance on EDIFACT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase integration of EDI into manufacturing applications (e.g., material requirements)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase integration of EDI into procurement applications (e.g., parts ordering, quotes)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase integration of EDI into material management applications (e.g., shipping/receiving)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase integration of EDI into "financial" applications (e.g., billing, electronic funds transfer)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implement more transaction sets related to "manufacturing" (e.g., parts ordering, shipment tracking)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implement more transaction sets related to financial activity (e.g., billing, electronic funds transfer)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organizational or business change in support of EDI	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use of EDI for government reporting (e.g., tax, EPA)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use of EDI for human resources (e.g., insurance enrollment)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-----	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-----	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you would like a copy of our findings and recommendations, please provide us with your name and mailing address.