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Master Thesis

The effect of intelligence on preferred resource allocation

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Management summary

Competition between companies has become fierce throughout recent decades. Companies do not only compete anymore on the level of their sales to consumers, but buying companies are nowadays also competing for the favour of their suppliers. To win this competition for suppliers a buying firm needs to increase its attractiveness and to satisfy its supplier.

Throughout this study an extensive literature review is provided on different aspects as well as a presentation of the results. Moreover, a conceptual model is developed, which shows the relationship between preferred resource allocation, supplier satisfaction, customer attractiveness and the new concept of intelligence. Intelligence is made up of the elements of trust and power, which are in relation to literature a basis for increasing a company's attractiveness to suppliers as well as the satisfaction of a supplier with the buying company. When a company is buying from many different suppliers it needs to efficiently manage its supply resources and therefore building up trust and using its power to create the best possible buyer-supplier relationship to attain best resources.

To summarize the outcome of the collected data, in general all suppliers stated that they are satisfied with the relationship with the Dittmar Baugesellschaft mbH&Co KG. Further it can be said that the suppliers perceive the buying firm as one of their preferred customers. Additionally, the suppliers would like to continue this business relationship and believe this perception is mutual. This aligns with the expectations of the buying firm. The trust between the buyer and the suppliers seems to be mainly on a high level, despite the questionnaire item where it is asked whether the buying company would make sacrifices to support its suppliers the perceptions are more on a moderate level. Concerning the dependency of the supplier on the Dittmar Baugesellschaft mbH&Co KG, no clear pattern seems to be found. Answers on that are mixed on all levels. The same accounts for questions concerning market uncertainty, where a possible reason could be that the respondents could stem from different industries. When it comes to the aspect of the fulfilment of wishes, the opinions seem to be on a more neutral level where both firms are mostly seen equal in the fulfilment of their wishes.

All hypotheses build throughout this research were not be able to be supported. First, all respondents perceive the customer attractiveness of the buying company on the same level therefore all associated relations couldn't be tested. Accordingly, the hypotheses in relation to

this variable can neither be confirmed nor denied. Second, for all relations concerning the supplier satisfaction the hypotheses couldn't be supported due, to all P-values $> \alpha$. The main reason for the issues named above is the low response rate of lower 15% to the questionnaire.

All in all, this study is adding up to current literature as it provides a new conceptual model and a summary of the relations having an influence on preferred resource allocation. Further it provides the Dittmar Baugesellschaft mbH&Co KG with deeper insights on the relationships with their suppliers. Anyways, it is proposed to carry-out the study again and test the model on a bigger sample size to be able to test the conceptual model and gain insights on whether power and trust do have an influence on customer attractiveness and supplier satisfaction.

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1. Introduction

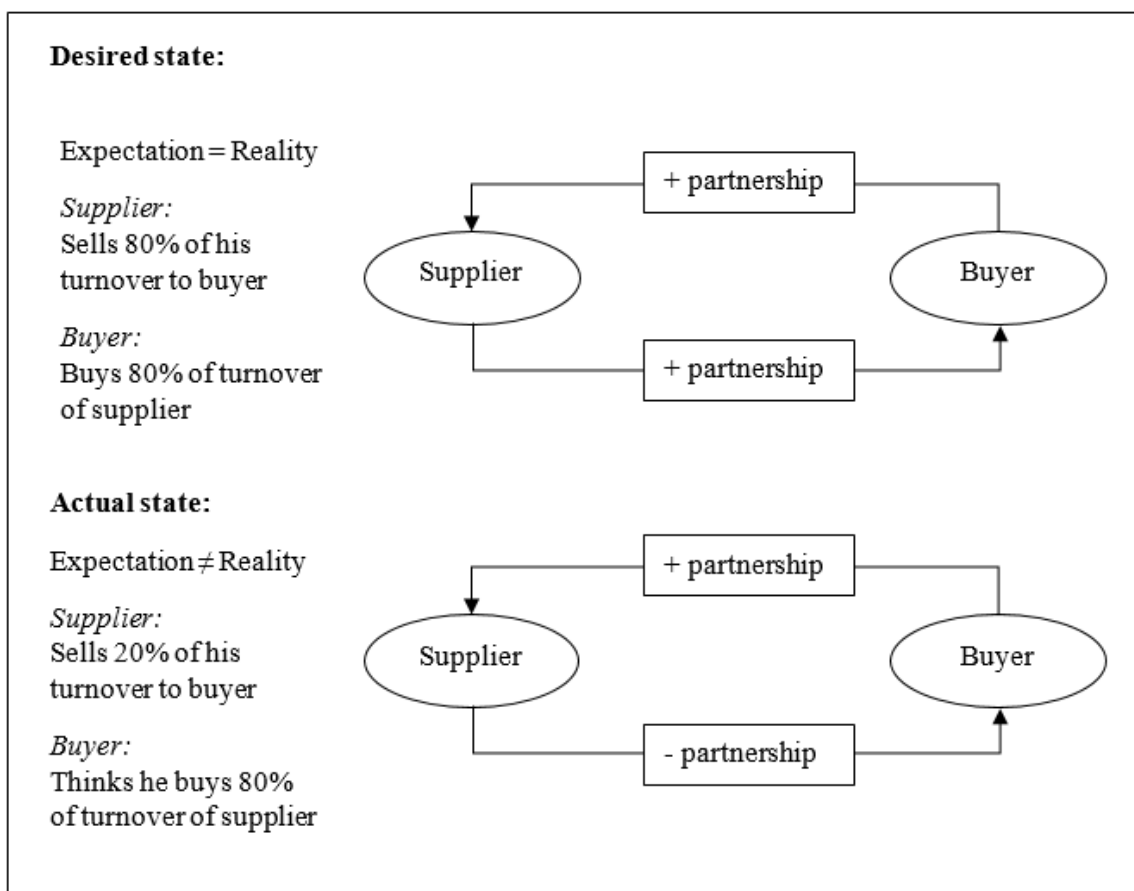
Throughout recent decades, the concept of buyer-supplier relationships has received growing attention within literature and practical application (e.g. Hüttinger, Schiele & Veldman, 2012; Dwyer, Schurr & Oh, 1987). As mentioned by Schiele (2012), there is only a limited number of suppliers who are able to meet buyer's needs. Hence, there is a high competition between buying companies to maintain or create a business relationship with these so called best-practice suppliers. This is especially important when it comes to acquiring needed resources. As can be found in the resource dependency theory (RDT), 'organizations must interact with those who control these resources. The survival of the organization is partly attributable to its ability to ensure the continuity of the resources it needs' (Kähkönen, Lintukangas & Hallikas, 2015, p. 152). This statement underlines the importance of getting in contact with best-practice suppliers and getting in favour of these to ensure supply. Moreover, an increased complexity in markets and within companies, due to extended possibilities in acquiring resources through globalization/internationalization, challenges firms in being successful. Hence, it is important to know with which suppliers to ally and how to manage them.

In the past, research has shown that the concepts of customer attractiveness and supplier satisfaction are playing an increased role in terms of buyer-supplier relationships considering the effects of preferred resource allocation resulting in attaining the so called preferred customer status (Schiele, Calvi & Gibbert, 2012). When considering the social exchange theory (SET), one can say that repeated interactions between different parties are generating obligations (Emerson, 1976). As stated in Cropanzano and Mitchell (2005, p. 874) 'these interactions are usually seen as interdependent and contingent on the actions of another person'. Moreover, the authors indicate that 'these interdependent transactions have the potential to generate high-quality relationships, although as we shall see this only will occur under certain circumstances' (Cropanzano & Mitchell, 2005, p. 875). Therefore, repeated interactions between companies occur when there is a certain kind of attractiveness and satisfaction present, making it desirable for companies to get into repeated contact with one another. While getting in touch more often, high-quality buyer-supplier relationships can occur opening the possibility of attaining preferred customer status.

It can be assumed that when interacting repeatedly with one another, more knowledge about the other party will be acquired throughout time. Each relationship is different as people

perceive situations differently, have different interests in certain relationships and perceive them differently. Knowledge is an important aspect when it comes to assessing a relationship, which is also part of this research. Earlier it has been said that it is important to know one's suppliers to be able to manage them. Moreover, it is of relevance for a buying firm to have knowledge on the value of conducting business with a supplier as well as to gain knowledge on how valuable the supplier itself perceives this relationship. For instance, every relationship has two points of views: the buyer and the supplier side. Figure 1 shows, it is recognizable that there is a desired state for a relationship and the actual state. The desired state in this sense means that the supplier and buyer perceive each other as mutual partners and both have acquired the same level of intelligence in knowing each other's perceptions and value regarding their business relationship. Both partners are equal and satisfied in their positions as they seem to conduct satisfactory business. On the other hand, the actual state displayed in Figure 1 shows the existing lack of knowledge within the relationship. From the supplier's point of view, at this point it does not seem to be a special relationship whereas from the buyer's perspective there is

Figure 1: Desired and actual state of buyer-supplier knowledge



a positive partnership. While the supplier is supplying 20% of its total turnover to the buyer and does not perceive the buying party as an (equal) partner, the buyer thinks that he acquires 80% of the total turnover of the supplier. Here expectation and reality are not equal.

From this example, it can be deduced that companies can perceive situations differently and it is important for a buyer to know where his company is standing. Moreover, it is important to acquire knowledge on how competitors are acting in the environment and with suppliers. Therefore, the idea is that the better one knows how an inter-company relationship is compound the better one has the chance to use mechanisms and strategies to manage a relationship. The term knowledge in this case can also be referred to as intelligence. The intelligence within a buyer-supplier relationship can present each other's perceptions, desires, needs and wants. Acquiring this kind of intelligence on a relationship provides the buying companies with significant advantages in becoming attractive to suppliers, creating satisfaction and reaching the state of being a preferred customer.

When referring to past literature, there has been a significant amount of research on the topic of preferred customer status, hence preferred resource allocation and the associated concepts of customer attractiveness and supplier satisfaction. Also, the concept of knowledge and intelligence started to gain attention in literature (e.g. Adidam, Banerjee & Shukla, 2012; Jaharuddin, Mansor & Yaakob, 2016, Chen & Miller, 2012), whereas there still is a lack of studies concentrating on the effects of intelligence on preferred resource allocation. Chen and Miller (2012) focus their study on the competitive dynamics between firms and indicate that a firm's knowledge about its environment is crucial for competition. In their study, the competitive dynamics are researched on a broad level from different micro and macro environmental perspectives in reference to strategy development. No in-depth information is gained on specific influences of a buyer-supplier relationship. Jaharuddin et al. (2016) talk in their study of supply chain intelligence as an analysis of the marketplace and environmental competitiveness, but there is less emphasis on the inter-company relationship between buyers and their suppliers. Similarly, Adidam et al. (2012) concentrate on competitive intelligence, which aims to identify threats and opportunities in the external company environment to give a company the possibility to prepare a mitigation plan. All these studies seem to mainly focus on the external environment of a company and the competitive situation whereas there seems to be a lack of studies on the intra-company perspective.

In contrary to the studies named previously this study aims to take a more inter-company

relationship approach and is meant to explore the concept of intelligence more in-depth in reference to its effects on customer attractiveness and supplier satisfaction. As mentioned previously, the more knowledge a buyer has about the supplier the more successful the buying company is in attaining the preferred customer status. This leads to the following research question:

To what extent do perceptions of intelligence affirm satisfaction and attractiveness?

The remainder of this research is structured as follows. First, the reader will gain deeper insights into the concepts of preferred customer status, customer attractiveness, supplier satisfaction, buyer-supplier knowledge and intelligence through a literature review. Based on findings from literature, hypotheses meant to be tested in this research are constructed and a conceptual model is developed. Thirdly, the methodology applied in this research will be outlined and the statistical method defined. Additionally, the case company, Dittmar Baugesellschaft mbH&Co KG will be introduced. The next section concerns the results of the study, where it is found that, despite serious efforts, no conclusions can be drawn regarding the proposed hypotheses, due to a too small sample size. Next, a short discussion is provided on what could have been found when statistical tests would have been able to be carried out. Lastly, a short overall conclusion is provided to the reader followed by insights on limitations and recommendations for further research.

2. Literature Review

This section of the paper is meant to provide the reader with deeper insights on the previously described topic. Several well-known search engines for scientific articles, such as Scopus, Google Scholar and Science Direct have been used to identify relevant literature. Major keywords used throughout the literature search are: preferred customer status, customer attractiveness, supplier satisfaction, intelligence, power, trust, buyer-supplier relationships and resource allocation.

2.1. Preferred customer status

Throughout the previous section, it has already been indicated that the concept of preferred customer status and hence, preferred resource allocation has increased in its importance throughout recent years. One can say that a shift has happened from firms operating more internally and inter-organizational competition to supply chain competition (Ketchen & Hult, 2007). As has been emphasized by Schiele (2012), there is an increased competition between buyers for the one best-practice supplier as there is only a limited amount of these existing within the supply base network. This already indicates how crucial it is to get in favour of these suppliers and relationships to attain best possible resources. Previous research shows that a buying firm, which is able to attain the preferred customer status with one of its suppliers, receives a preferred treatment over its competitors, for example through preferred resource allocation, better services and performance (Steinle & Schiele, 2008). Accordingly, a buyer needs to be attractive enough to a supplier to gain attention and receive this special treatment. Ramsay (2001) argues that it is important to gain the preferred customer status to be able to strengthen a company's market position, outperforming competitors by having access to better resources and decreasing supplier dependency. The 'idea of purposefully trying to become a preferred customer of suppliers is the opposite of the classic assumption that sellers must take all the responsibility for becoming well-positioned with buyers' (Schiele & Krummacker, 2011, p. 1141).

2.1.1. Defining preferred customer status

A remaining question is what the so called preferred customer status exactly means. Different authors have defined and evaluated the concept. Schiele, Veldman and Hüttinger (2011, p. 2) stated the preferred customer status 'refers to buyer attractiveness from a supplier's point of view'. Next to attractiveness, Schiele, Calvi and Gibbert (2012) also identify supplier satisfaction as being important to attain the preferred customer status. As in Schiele et al. (2012, p. 1181), 'a supplier awards a buyer with preferred customer status if this customer is perceived as attractive and if the supplier is currently more satisfied with this customer than with alternative customers. As a consequence of this satisfaction, a supplier reacts by providing privileged resource allocation to this preferred customer'. According to the previous definition Baxter (2012, p. 1251) states that 'the preferred customer treatment construct represents the intentions the supplier has to preferentially put resources into the relationship with the buyer in the future'. Moreover, a preferred customer has been defined as 'a buying organization who receives better treatment than other customers from a supplier, in term of product quality and availability, support in the sourcing process, delivery and/or prices' (Nollet, Robolledo & Popel, 2012, p. 1186). Further, Pulles, Schiele, Veldman and Hüttinger (2016, p. 130) stated that a preferred customer is a 'buying firm that is able to attain a preferential resource allocation position from suppliers that are shared with competitors'. Based on the definitions named previously for this study preferred customer status is defined as the preferred allocation of resources based on a preceding high buyer attractiveness and satisfaction of the supplier with its buyer.

2.1.2. Benefits of becoming a preferred customer

First, one of the main benefits of gaining the preferred customer status, as stated by several authors (Schiele et al. 2012; Baxter 2012; Harris, O'Malley & Patterson, 2003), is the preferred allocation of resources. Further it can be noted that a supplier is more likely to conduct business with one of his preferred customers than with a regular one. As according to Nollet et al. (2012), preferred customers can receive better treatment 'in terms of product quality and availability, support in the sourcing process, delivery or/and prices' (Nollet et al., 2012, p. 1187). Another advantage of being a preferred customer is the possibility of exclusivity agreements between the supplier and the buyer (Steinle & Schiele, 2008). There are five different areas of values existing resulting from the preferred customer status: product quality and innovation, support,

delivery reliability, price and costs (Nollet et al., 2012). Similar areas have been identified by Hald, Cordon and Vollman (2008) which define the areas of value as cost reduction, time compression, innovation, access to new buyers/supplier and competency development. Another element mentioned is the aspect of trust within a buyer-supplier relationship. One can assume that when a company gains the preferred customer status with a supplier, a certain kind of trust in one another exists. Hald et al. (2008) indicated that benefits of this created level of trust are loyalty, support, shared values, fairness and reliability. Regarding the value obtained by a buyer-supplier relationship it is important to say that 'buyers and suppliers appear to have a better shared understanding, in that they sense that the value they provide is compensated with equal value received, within the competitive relationship than the cooperative one' (Hüttinger, Schiele & Veldman, 2012, p. 1199). Thus, as in reference of SET which has been shortly outlined throughout the introduction, one can say that repeated interaction with a positive outcome will create value for both parties and will foster a good relationship and increase the likelihood of two parties to interact again.

2.1.3. Hampering factors of becoming a preferred customer

So far, the preferred customer status and reaching such has been only depicted in a positive way, although it is important to shortly outline affiliated drawbacks. As according to Ellis, Henke and Kull (2012, p. 1265) 'buyers gain little favour by accounting for a greater share of suppliers' sales'. Another finding has been presented by Hald et al. (2008, p.965) who found that 'the supplier will often obtain opinions on the buyer's integrity through third-party sources such as other suppliers. The supplier will develop a perception of the buyer's integrity. It may start from third-party sources or even rumors'. Impressions gained from such sources about a buying company can have an influence on the trust between the parties and if negative impressions have been gained can lead to less favoured business. Moreover, negative opinions or rumours can end a relationship before it has even started. Not only other suppliers can cause such relationship destroying activities but also competitors within the buying network who try to gain a competitive advantage by gaining into business with a supplier themselves and want to reach a preferred customer status. Another problem which can come up in a buyer-supplier relationship is that, according to Hüttinger et al. (2012, p. 1200), 'supplier satisfaction is driven primarily by a relationship-based supply chain strategy. Whereas buyers are more focused on performance and outcomes, suppliers appear to place more importance on the relationship atmosphere and the development of norms. Here, a potential mismatch and cause for

unsatisfactory relationships may emerge'. Further 'increased power on the part of the supplier could lead to opportunistic behaviour and relationship conflicts' (Schiele, Veldman & Hüttinger, 2011, p. 6). Next, there are also several risks associated with getting into a deep buyer-supplier relationship. For example, if a buyer is too dependent on one supplier and this supplier gets bankrupt the buyer will get into the risk of disruptions, which can cause negative effects for the buying company (Chopra & Sodhi, 2004). Villena, Revilla and Choi (2010, p. 561) therefore state that 'blindly calling for building higher levels of social capital within BSRs [(buyer-supplier-relationships)] can lead to a waste of resources and frustration'. One element which could cause frustration in a buyer-supplier relationship can be caused by differences in culture and goals, which will most likely result in continuously evolving disputes not enhancing the relationship nor the success of the business (Villena et al., 2010).

2.2. Elements of preferred customer status

The previous section has been devoted to the definition of the preferred customer status as well as its benefits and hampering factors. While gaining more insights into the concept of being a preferred customer, one can see that the aspects of customer attractiveness and supplier satisfaction are the main concepts making up the preferred customer status. Accordingly, this part of the paper is devoted to gain deeper understanding of these two concepts.

The hypotheses meant to be tested within this research will be built up based on existing literature.

2.2.1. Customer attractiveness

Throughout the previous sections, it has been made clear that the aspect of customer attractiveness plays an important role in buyer-supplier relationships. As mentioned earlier, the preferred customer status 'refers to buyer attractiveness from a supplier's point of view' (Schiele, Veldman & Hüttinger, 2011, p. 2). This statement is supported by Dwyer, Schurr and Oh (1987, p. 6) who stated that attraction 'results from the degree to which buyer and seller achieve – in their interaction with each other – a reward-cost outcome'. This complies with the definition of attractiveness by Schiele (2012, p. 1180) where 'customer attractiveness is based on the expectations that a supplier has towards the buyer at the moment of initiating or intensifying a business relationship.' Another definition explains attractiveness as 'a company's interest in exchanging with one another, based on the economic and social reward-cost

outcomes expected from the relationship over time' (Halinen, 1997, p. 160). Further, attractiveness has been defined 'as the extent to which relational partners perceive past, current, future or potential partners as professionally appealing in terms of their ability to provide superior economic benefits, access to important resources and social compatibility' (Harris, O'Malley & Patterson, 2003, p. 9). This complies with Cordon and Vollmann (2008, p. 962) who state that 'a customer need to be seen as more attractive than other choices for the best – smartest – suppliers'. Hence, it can be said that reaching the preferred customer status is relying on the attraction between a buyer and a supplier who prefer doing business with one another than with other buyers/suppliers from the business network (Schiele et al. 2012; Hald, 2009). According to the study of Hald et al. (2008), it can be said that this attraction between parties is made up of the expected value of a buyer-supplier relationship, the trust between the partners as well as the perceived dependence on the other party. Further the authors indicate that high levels of trust can benefit a buyer's attractiveness (Hald et al., 2008). Another important aspect for the preferred customer status is the value of a relationship. Accordingly, Pulles et al. (2016, p. 131) indicate that 'a customers perceived as attractive by a supplier if the supplier in question has a positive expectation towards the relationship with the customer. These expectations are based on the expected value of a given buyer leading to the supplier's interest to intensify or engage in a relationship with this buyer'.

According to Hüttinger et al. (2012) there are five categories for the driving factors which make up customer attractiveness: market growth factors, risk factors, technological factors, economic factors and social factors. A more in-depth overview on the factors of customer attractiveness can be found back in Table 1. W

When considering the written above and the findings of previous studies one can propose that:

H1a: Customer attractiveness has a positive impact on preferred resource allocation

Market growth factors	<ul style="list-style-type: none"> • Size • Market share • Growth rate • Influence on the market • Barrier to entry or exit • Access to new customers/markets 	Economic Factors	<ul style="list-style-type: none"> • Margins • Price/volume • Cost elements • Value creation • Leveraging factors • Capacity utilisation • Negotiating pressure
Risk factors	<ul style="list-style-type: none"> • Standardisation of product • Dependence • Level of transaction-specific assets • Demand Stability • Patent protection • Level of integration • Political risk • Market stability 		<ul style="list-style-type: none"> • Possibilities for extensive face-to-face contact • Supplier participation in internal teams • Tight personal relations • Familiarity • Similarity • Compatibility • Behaviour • Communication • Information exchange • Output factors
Technological factors	<ul style="list-style-type: none"> • Customer's ability to cope with changes • Depth of skills • Types of technological skills • Commitment to innovation • Knowledge transfer • Supplier trainings and field visits • Early R&D involvement and joint improvement 	Social Factors	

Table 1: Drivers of customer attractiveness as in Hüttinger et al. (2012, p. 1199)

2.2.2. Supplier satisfaction

Next to customer attractiveness, the concept of supplier satisfaction has been said to have an influence on the preferred customer status of a company. As has already been emphasized within this paper, supplier satisfaction is an important aspect when it comes to the preferred customer status and hence preferred resource allocation. As according to Schiele et al. (2012, p.1181), a consequence of supplier satisfaction is that a 'supplier reacts by providing privileged resource allocation' to the buying company. Also, Han, Wilson and Dant (1993) mention that satisfaction plays an important role as according to them, the most important factors within a buyer-supplier relationship are mutual trust and a satisfactory exchange. When looking at Pulles et al. (2016, p. 131) 'satisfaction refers to the perceived feeling of equity or fulfilment when the outcomes are actually achieved in the relationship'. Essig and Amann (2009, p. 104) define supplier satisfaction 'as a supplier's feeling of fairness with regard to buyer's incentives and supplier's contributions within an industrial buyer-seller relationship as relates to the supplier's need fulfilment, such as the possibility of increased earnings or the realisation of cross-selling'. Thus, if a supplier is satisfied with a relationship, he is more likely to continue business with the buyer as when he is unsatisfied. One could assume if a supplier is unsatisfied he would try

to change to become satisfied, which in this sense could also mean to drop a preferred customer and reach out to other buyers.

Further, satisfaction can be seen as a medium to gain competitive advantage. Dwyer et al. (1987, p. 19) states that ‘exchange partners have achieved a level of satisfaction from the exchange process that virtually precludes other primary exchange partners’, hence excluding other partners might be understood as having reached the preferred customer status and having an exclusive buyer-supplier relationship. Thus, the supplier is perceiving other possible customers as less attractive and prefers to stay with the preferred customer and the satisfactory relationship (Ping, 2003, p. 239).

In their research, Hüttinger et al. (2012) identified several factors influencing supplier satisfaction. These have been categorized in four different categories: technical excellence, supply value, mode of interaction and operational excellence. A more detailed summary on these factors can be found back in Table 2.

Additionally, it is important to state that ‘it is plausible to expect that supplier satisfaction will not be enough to obtain the preferred customer status and keep it’ in the long-run’ (Nollet et al., 2012, 1190). This indicates that there is a certain kind of relation between satisfaction and other factors influencing the preferred customer status, hence customer attractiveness.

According to the written above it can be expected that supplier satisfaction has an impact on reaching the preferred customer status. Therefore, the second hypotheses for this study is formulated as follows:

H1b: Supplier satisfaction has a positive impact on preferred resource allocation.

Technical excellence (R&D)	<ul style="list-style-type: none"> • Early supplier involvement • Technical competence • Supplier development • Response to supplier requests and suggestions for improvement • Join relationship effort 	Mode of interaction	<ul style="list-style-type: none"> • Communication • Structure • Reaction • Information
Supply value (purchasing)	<ul style="list-style-type: none"> • Profitability • Bargaining position • Substantial volumes • Long-term time horizons • Adherence to agreements • Cooperative relationships • Commitment to supplier satisfaction • Dedicated investments • Reward-mediated power sources • Non-mediated power sources 	Operational excellence (production)	<ul style="list-style-type: none"> • Forecasting/planning • Order process • Time scheduling • Billing/delivery • Payment habits • Required effort needed to delivery • Support Business competence

Table 2: Drivers of supplier satisfaction as in Hüttinger et al. (2012, p. 1201)

2.3. Intelligence

Throughout the literature review it has been explained that to reach the preferred customer status the customer needs to seem attractive to the supplier as well as needs to satisfy him throughout buyer-supplier interactions. However, to satisfy someone or seem attractive, one first needs to know what a company finds especially satisfying and attractive. At this point, the concept of buyer-supplier knowledge also called intelligence comes into act. Knowledge in this case means the knowledge a buyer has about its supplier. One could assume the deeper a relationship is between two parties, the more they know about each other. Thus, when being a preferred customer the likelihood of gaining more knowledge about once suppliers increases. Leonard and Sensiper (1998, p. 113) define knowledge as ‘information that is relevant, actionable, and based at least partially on experience’. Additionally, Duhon (1998, p. 9) indicates that knowledge (management) is ‘a combination of technology supporting a strategy for sharing and using both the brainpower resident within an organization’s employees and internal and external information found in ‘information containers’. As has been also outlined by Grant (1996) in his work on the knowledge-based view, there are different kinds of knowledge existing which can be used in different ways. Grant (1996) implies that knowledge generation with a company should be utilized to create value from relationships. As already indicated earlier throughout this paper, the more likely a relationship creates value for both parties, the more likely are repeated interactions and therefore reaching the preferred customer status. Whereas knowledge can exist in an unlimited amount, the concept of intelligence can be applied to support businesses in their decisions (Vajirakachorn & Chonwatpol, 2017). As

retrieved from the work of several authors (e.g. Philips-Wren, Iyer, Kulkarni & Ariyachandra, 2015; Vajirakachorn & Chonwarpol, 2017; Wieder & Ossimitz, 2015), intelligence can be defined as a process by which fragmented data gathered by companies or individuals gets transformed 'into information or knowledge about objectives, opportunities and positions of an organization' (Wieder & Ossimitz, 2015, p. 1164).

Generally, recent literature identifies two different types of intelligence: competitive intelligence and supply chain intelligence.

According to Kahaner (1997, p. 16), 'competitive intelligence is a systematic program for gathering and analysing information about competitors' activities and general business trends to further the own company's goals'. In reference, one can say that by fostering competitive intelligence within a company it can provide significant knowledge on the competitive network. In relation to having the goal of attaining a preferred customer status, competitive intelligence can help in analysing other buyers of the supplier and therefore gaining insights on what actions to undertake to be more attractive to the supplier and satisfy him. This can also be found back in the work of Köseoglu, Ross and Okumus (2016, p. 162) who believe that competitive intelligence 'is required to succeed in a fierce competitive environment'.

Similar to competitive intelligence, supply chain intelligence can be used as another source of competitive advantage (Yap & Zabid, 2016). According to Jaharuddin, Mohamed and Sambasivan (2014, p. 180) supply chain intelligence is 'a set of systematic intelligence processes concerning opportunities or developments that have the potential to affect the individual firms and their supply chain networks as a whole towards improving long-term performance'. Whereas competitive intelligence is bound to market boundaries and only assesses the actions within the market, supply chain intelligence seems, according to the definition, to assess a company's supply chain network more in-depth and takes more subjective aspects into account rather than objective. Further, referring to the definitions provided above, competitive intelligence concentrates in a major aspect on the activities of competitors, whereas supply chain intelligence concerns the whole supply chain network, which can, broadly spoken, also include competitors of a buying company.

Throughout this paragraph, it has been discussed that gaining knowledge and therefore intelligence on the surrounding network of a company, can create a kind of competitive

advantage. According to the resource based view (Barney, 1991) a resource is only as long to be a competitive advantage as it is valuable, rare, inimitable and non-substitutable. Hence, it is important for a company to keep their gained knowledge safe, that no competitor can use this same knowledge to gain an advantage over the company. Earlier it has been mentioned that by attaining a preferred customer status, a company is creating a competitive advantage, which is reached by being more attractive to a supplier than competitors as well as bringing the supplier more satisfaction.

Pulles et al. (2014 p. 21), states that two companies are more willing to share knowledge when they have trust in each other's competences. Accordingly, trust can be seen as one of the elements of knowledge and therefore intelligence. This also complies with the findings of Han, Wilson and Dant (1993) who have found that two of the most important aspects of a relationship are mutual trust and a satisfactory exchange. Another aspect related to trust is the concept of power. 'The successful application of buyer power results in the intended changes in the behaviour of the supplier' (Pulles et al., 2014, p. 19). As can be understood of the findings of Pulles et al. (2014), there are two types of power: reward power and coercive power. To use power, a company needs to gain knowledge in what way power can be applied to a certain situation. Accordingly, the information of how to use power is a certain kind of knowledge and therefore power can be seen as an element of intelligence.

2.3.1. Trust

This paragraph is meant to gain deeper insights on the concept of trust. As has been found by Fawcett & Magnan (2002), trust is important in a sense as if it is not sufficiently present a buyer and a supplier are less likely to get into a relationship. Thus, if mutual trust is not present it is less likely that there is a relationship existing between two parties. Moreover, the presence of trust is a facilitator when it comes to learning and knowledge integration within a relationship (Cai, Goh, Souza & Li, 2013). Hence, one can say the higher the trust level the more likely it is for a buyer to gain knowledge about his relationship with a supplier. It has been researched that there are two different kinds of trust, goodwill and competence trust (Pulles et al., 2014). According to Pulles et al. (2014, p. 18) trust 'exists when a firm has confidence in a partner's reliability and integrity'. Moreover, 'when a buyer and supplier trust one another, they are more willing to share resources without the fear of opportunistic behaviour by the other party' (Pulles et al., 2014, p. 19). Trust has been defined as 'the willingness of a party to be vulnerable to the

actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control the other party' (Mayer, Davis & Schoorman, 1995, p. 712). It can now be differentiated between the two different kinds of trust. Competence trust can be said to be 'the expectation of technically competent role performance (Barber, 1983, p. 14), which 'is based on the various resources and capabilities of a firm (Das & Teng, 2001, p. 257). Goodwill trust on the other hand 'is about one's good faith, good intentions, and integrity. It is about whether a firm has a reputation for dealing fairly and caring about its partner firm's welfare in alliances.' (Das & Teng, 2001, p. 256). Further, while having goodwill trust in a partner it is believed that the partner will exceed the expectations above the minimum requirements (Pulles et al. 2014).

Hence the following hypotheses will be examined:

H2a: The smaller the difference in the perception of trust the greater the positive impact on customer attractiveness

H2b: The smaller the difference in the perception of trust the greater the positive impact on supplier satisfaction

2.3.2. Power

Contrary to the previously explained concept of trust, power does not rely on believing in a partner but on the ability of one firm 'to control the behaviours or influence the decisions of other members of the value chain (Handley & Benton, 2011, p. 253). Pulles et al. (2014, p. 18) mention that 'power within the context of a buyer– supplier relationship can be defined as the ability of the buying firm to influence or control the decisions and behaviour of the supplying firm'. Where power can be said to be used to either achieve someone's goals by using punishments or threats or by using reward power to achieve the wanted. These kinds of power can be described as mediated and non-mediated power. Non-mediated power consists of expert power, referent power and legitimate power (Terpend & Ashenbaum, 2012) and mediated power is made up of reward power, coercive power and manipulative power (Benton & Maloni, 2005). To be able to influence a supplier in a right way and not cause negative effects with a wrong strategy, a buyer needs to have sufficient knowledge on his possibilities and to what kind of powers a supplier is resistant (Pulles et al., 2014). As when applying the wrong kind of power this could influence a buyer-supplier relationship negatively and instead of becoming a

preferred customer the supplier could decide to prefer other buyers.

The proposed hypotheses are:

H3a: The smaller the difference in the perception of power the greater the positive impact on customer attractiveness.

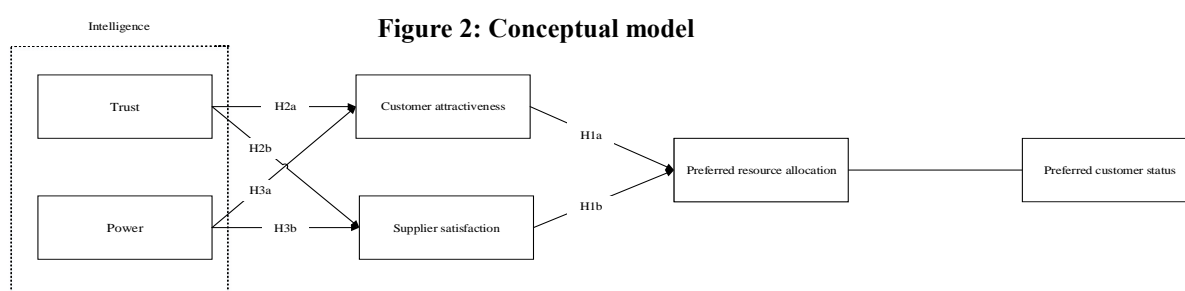
H3b: The smaller the difference in the perception of power the greater the positive impact on supplier satisfaction

When viewing the findings presented above, it seems that the aspects of trust and power can be seen as an important intelligence aspect when it comes to buyer-supplier relationships considering customer attractiveness and supplier satisfaction.

2.4. Conceptual model

Based on the findings from the reviewed literature and the found hypotheses, the following conceptual model is built for this research:

On the left-hand side, there is the concept intelligence which consists of the associated elements of trust and power. Trust and power are connected to both customer attractiveness and supplier satisfaction. Customer attractiveness and supplier satisfaction are displayed as having an impact on the preferred resource allocation. On the far right the preferred customer status is displayed resulting from preferred resource allocation. At this point no hypotheses are marked and the relation is also not marked with an arrow as this concept has already been tested (e.g. Schiele et al. 2012 and Hüttinger et al. 2012) and it has been proved that preferred resource allocation is an essential part of the preferred customer status. One could say that at this point the preferred customer status could be excluded from the model. However, it is important to show that this relationship exists as it is in the end indirectly influenced by trust and power through customer attractiveness and supplier satisfaction by reaching the preferred customer status.



3. Methodology

This part of the paper is devoted to the research design, introduction of the case company and the data collection.

3.1. Research design

This research is a quantitative research carried out with the help of an online questionnaire and will be supported by a semi-structured interview with a chosen case company to gain a basic knowledge on the company and the situation.

The online questionnaire consists of two components. First a survey for the suppliers of the company and one for the two purchasers of the buying company. The basic structure is that first the company informed all suppliers beforehand about the project and supportive emails and calls have been made to notify the suppliers in advance about the upcoming online questionnaire. All suppliers have been informed that all gained data will be held totally confidential, only the research team will see the direct answers from each supplier. Consequently, the case company has no insights and no advantage can be gained in doing business with the case company by answering the questionnaire in a certain way. All participants have the possibility to allow a publication of their results to the case company and show their interest in a further, deeper relationship. Moreover, they can request an overall management summary of the project. After the first round of information the link to the questionnaire has been sent out a couple of days later. The set time for the data collection is three weeks with sending a reminder to the suppliers of the company at the start of week three. After the data collection is completed, the case company will receive a link to the buyer questionnaire, which must be filled in for every supplier who has answered the questionnaire. The goal of using these two questionnaires is to gain different insights. The supplier questionnaire gives insights on the real situation and the buyer questionnaire shows insights on the expected situation and relationship between the buyer and supplier. A more detailed version of the supplier questionnaire can be found in Appendix 1 and the buyer questionnaire in Appendix 2. Both questionnaires are only available in German language as well as the correspondence with the suppliers and the case company. German has been chosen as corresponding language as the case company as well as all suppliers are located within Germany. This immediately eliminates the possibility of having biased results due to any

language barriers, which might have appeared when sending out the questionnaire in English. Moreover, it can be assumed that some people who perceive their English skills as not sufficient to fill in such a questionnaire might have hesitated to fill it in. By offering the questionnaire in German, this risk of missing responses due to language problems has been eliminated. Nearly all questions of the questionnaire are answered based on a five-point Likert scale by the respondents, reaching from 1 = strongly agree to 5 = strongly disagree.

Next to the previously named questionnaire a semi-structured interview has been conducted with the case company to gain deeper insights into the company processes and their idea on buyer-supplier relationship. Further, this interview was meant to understand how the buying company is handling their buyer-supplier relationships in their eyes. Guiding questions which have been asked throughout the interview can be found in Appendix 3.

The next section is meant to provide the reader with a short glance on the case company.

3.2. Case company: Dittmar Baugesellschaft mbH&Co KG

The case company chosen for this paper is the Dittmar Baugesellschaft mbH&Co KG founded in 1905 and located in Guxhagen, Germany. The company is a medium sized enterprise and has 28 employees. One could argue that this company might be too small for this type of research but it can be argued that most research in the field of buyer-supplier relationships has been carried out with the support of large enterprises. Therefore, a lack in research on small- and medium-sized enterprises exists to some extent and might be filled with this research. The industry in which the company is active is the construction and building industry. The company offers their services to private and commercial consumers. The scope of activities reaches from the first planning, to handing over full houses ready to move in as private person up to complete warehouses and office buildings.

The Dittmar Baugesellschaft mbH&Co KG has in total 74 suppliers whose are direct suppliers of materials, but also include sub-contractors supplying the company with their services. The general spending concerning purchasing in terms of materials, services and administrative costs are approximately 32% of the total turnover. As according to the company, the focus when it comes to procurement lies firstly on quality and secondly on price. Further, the relationship to suppliers is said to have an impact on the buying process as well as on responsibility and reliability in terms of delivery. When considering the point of availability of suppliers, the case

company indicates that there are no huge boundaries in finding new suppliers and that there are enough suppliers available in the supply chain network, which keeps the competition for supplies relatively low. Further this has an impact on the dependency on the suppliers, which seems therefore to be relatively low. Anyways, the company states that more long-term relationships are existing with their suppliers and suppliers are not fast switched although a switching could apparently be easily done. According to Dittmar Baugesellschaft mbH&Co KG uniformity and consistency plays a huge role in the relationship between the buying and the supplying company. This is also important when it comes to delivery as a just-in-time system is applied for the delivery of materials and the suppliers are delivering the materials directly to the construction site and not to the buying company itself.

When considering the kind of relationship between the company and their suppliers, the Dittmar Baugesellschaft mbH&Co KG is basing their relationships on trust. Trust is given to all suppliers and should not be misused as this is intended to have negative implications on the whole relationship and doing business. When conducting business, the most important elements for the company is first and foremost reliability. After that, important factors are flexibility and the ability to deliver fast when required. Also, a fast and uncomplicated payment procedure is important to the company. Advantages for a good supplier are if the supplier has a good performance. Then, it is likely to get granted more business. This can increase the attractiveness of the Dittmar Baugesellschaft mbH&Co KG. Moreover, the case company is providing their suppliers with a yearly demand planning, which can also be seen as an attractiveness factor. Next to the general business activities there are cooperation's in some of the relationships between the company and its suppliers, in terms of invites to seminars offered by the supplier to the buyer and facility site visits. Additionally, it has been mentioned earlier that quality is an important factor for the buying company and therefore a continuous exchange is happening between the Dittmar Baugesellschaft mbH&Co KG and its suppliers in terms of feedback on the materials received and discussing innovations on how material could be used better or in different ways.

The biggest problems and risks for the case company are so far related to late delivery of requested products from suppliers. When receiving ordered materials or services too late, the company can get into trouble when it comes to meeting their own deadlines and handing the end product over to their own clients. In order to fore come such risks a good implemented lean management, good working resource planning and procurement system are essential.

3.3. Data analysis

This section of the paper contains the data analysis of this study.

The questionnaire has been send out in total to all 74 suppliers and subcontractors of the Dittmar Baugesellschaft mbH&Co KG. In total 20 responses have been reported of which seven were incomplete and therefore will be excluded from this analysis. Additionally, one respondent clicked that he does not want to take part in the survey after reading the in-depth instructions. Moreover, one respondent didn't provide his company name and replaced it with a question mark which leads to the exclusion of his response as well, since it is therefore not possible to compare expected and reality values. Accordingly, 11 valid responses can be reported and can be used for the final data analysis, which creates a response rate of 14.86%.

In total data has been collected over a period of four weeks. The questionnaire has been send out via e-mail to all suppliers and to support the process of acquiring responses the suppliers have also been called personally. Descending from the calls the low response rate is to be explained by the following reasons: too sensitive data, no capacity to answer this questionnaire, holiday period and no willingness to participate in such studies. Most respondents filled in the questionnaire in the first and third week of the data acquisition period. The main reason for the gap in the data collection in the second week is the holiday period and many suppliers have been on holiday during that time.

Due to the low response rate, it is advisable to use the Structural Equation Modelling (SEM) to test the different hypotheses. In order to follow this approach, the SmartPLS software has been chosen as tool for carrying out the analysis. While carrying out the analysis it has been found that it is not possible to use this kind of analysis, since according to the software one variable has a zero-variance next to the issues of too little responses. Therefore, it has been decided to use SPSS as further statistical tool to carry out the analysis. The chosen method is to carry out several regression analyses to be able to test the different hypotheses although one variable shows zero variance.

As stated above, due to the small sample size, problems arise. The sample size of a study is the determinant of the statistical power. The 'statistical power, defined as the probability that a statistical test will correctly reject a null hypothesis' (Baroudi & Orlikowski, 1989, p. 87). Thus, a small sample size increases the likelihood of the occurrence of errors, which effects would be

easier to detect in studies completed with larger sample size. Referring to that, the greatest problem would be a Type II error, where a study would confirm results although they are not true. One example of a Type II error could be that there is no effect by intelligence on customer attractiveness, but will be interpreted as having an effect. Such an example is also stated in the study of Dimick, Welch and Birkmeyer (2004) who identify Type II errors as a problem of small sample sizes. The risk of errors corresponds to the margins of error set with the study, being the required precision of the findings. The narrower a margin of error is supposed to be, the larger sample size is required. Further, a small sample size decreases the possibility of significant and meaningful findings and therefore certainty of the results. By having a larger sample size, the certainty about data is increased as well as the confidence level. The confidence level shows the probability of finding the value in the data which is meant to be explored within a study. The higher the confidence level is supposed to be, the bigger the required sample size. Another aspect of a small sample size can mean that the study is of low quality. In the case of this study, the small sample size can also be referred to the low number of possible respondents. The last aspect to mention being negatively affected by a small sample size is the variability of the data. As can be seen in this research, not a full testing of the model is possible, due to a zero variance in some aspects. This has huge implications on the statistical analysis and makes it impossible to test some aspects. Hence, a bigger sample size would overcome that problem.

3.4. Measurement

Elements of this study are customer attractiveness, supplier satisfaction and preferred resource allocation. These three aspects are measured on a five-point Likert scale from 1 (stimme voll zu/strongly agree) to 5 (stimme überhaupt nicht zu/strongly disagree). The last element shown is the intelligence which comprises trust and power. This part of the model is measured with the help of the difference between expected and the reality values. The items of trust and power have been assessed based on the same five-point Likert scale as the other variables of this studies. Both questionnaires can be found back as extended version in Appendix 1 and 2.

In this paper, the measurement of customer attractiveness based on the study of Pulles et al. (2016). The items of the questionnaire consider the attractiveness of the buying in regard to the supplier. This aspect is to be meant to have a direct influence on preferred resource allocation. Three aspects of the questionnaire are allocated to customer attractiveness. Aspects here are attractiveness as partner for future collaborations, the expectation of positive outcomes and the

positive generation of value from the business relationship.

Supplier satisfaction is comprised of six different survey items and is based on Pulles et al. (2016) and Cannon (1998). This aspect concerns how satisfied the supplier is by engaging in a business relationship with the buying company. It measures the overall satisfaction of the relationship, the happiness of interaction, whether the supplier would choose the buyer again as business partner, whether they are satisfied with the generated value and whether the supplier never regretted the decision to get into a business relationship with the buyer.

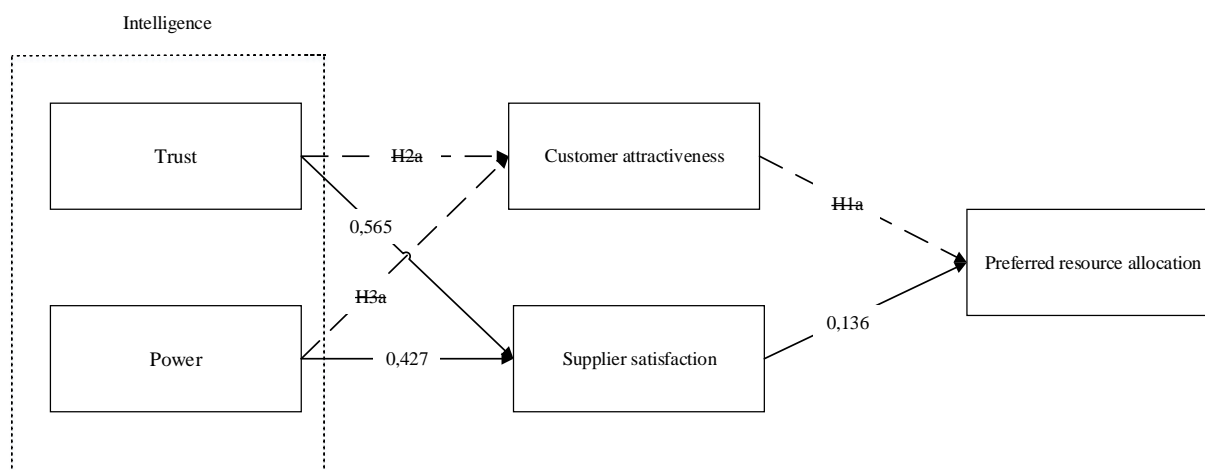
The third part, preferred resource allocation, is loosely based on Pulles et al. (2014) concerning the preferential resource allocation. Aspects here are the allocation of best employees, financial resources, physical resources and the sharing of capabilities for example in terms of skills and know-how.

As already mentioned earlier the last aspect intelligence is comprising the elements of trust and power and is measured on the differences of the reality and expected values. The buyer filled in the expected value on his side of the questionnaire and the supplier the reality values. Trust at this side is represented in the questionnaires by four items being based on Pulles et al. (2014). The questions concern the keeping of promises, consideration of welfare, the trust of keeping best interest in mind and perceiving the buyer as trustworthy. When looking at the element power, one can find back aspects of using reward and coercive power. The questionnaire items can be said to be loosely based on Pulles et al. (2014) and concern aspects such as the offering of rewards, being more favoured and aspects of punishments.

4. Results

This section of the paper is devoted to the presentation of the research results which can also be found in Figure 3.

Figure 3: Results of regression analysis



As found from the acquired data the business relationship between the Dittmar Baugesellschaft mbH&Co. KG and the suppliers who responded ranges from three up to around 30 years. Where most are between ten to 15 years. The respondents themselves are mostly already working longer together with the buying firm. Ranging from one up to around 30 years, with the majority being between three and 12 years. All respondents stated that they know the buying firm good enough to be able to answer all the questions in the questionnaire. Table 3 provides a summary of general data related to the sample of suppliers.

General data acquired by questions:	Mean
Duration of being a supplier of the Dittmar Baugesellschaft mbH&Co. KG:	14,40 years
Duration of being an employee at the supplying firm:	17,91 years
Duration of being a sales representative:	18,20 years
Duration as representative in cooperating with the buying company:	10,27 years
Annual turnover of the supplier:	12.694.444,46 €
Percentage of annual turnover with the buying company as of total annual turnover:	9,27 %
Number of employees:	65

Table 3: Means of general data acquired form supplier sample

4.1. Comparison of expectation and reality based on means

This section is meant to show a comparison of the expectations of the buying company and the reality as given through the answers of the supplying firm based on the means of the answers of the two questionnaires. Within this research it was meant to show whether the difference of perceptions is having an influence on the business relationship of the buyer and the supplier and consequently of the preferred resource allocation and preferred customer status.

4.1.1. Preferred treatment

Overall it can be said that when it comes preferential treatment expectation and reality are not that far apart from each other between the Dittmar Baugesellschaft mbH&Co KG and its suppliers. Table 4 shows a summary of the means from the supplier and the buyer side. Where within the questionnaire being 1 = Strongly agree and 5 = Strongly disagree.

Preferred customer status: Compared to other customers in supply base:		
	Supplier	Buyer
The Dittmar Baugesellschaft mbH&Co. KG is a preferred customer.	1,64	1,82
The supplier cares more for the Dittmar Baugesellschaft mbH&Co. KG.	1,64	1,64
The Dittmar Baugesellschaft mbH&Co. KG receives preferential treatment.	1,45	2,36
The supplier goes out on a limb for the Dittmar Baugesellschaft mbH&Co. KG.	1,64	1,82
The supplier's employees prefer collaborating with the Dittmar Baugesellschaft mbH&Co. KG to collaborating with other customers.	2,36	2,36
Preferential treatment: Compared to other suppliers, the supplier...		
... allocates its best employees to the relationship.	1,36	1,82
... allocates more financial resources (e.g. capital, cash) to the relationship	2,45	2,55
... grants the best utilization of its physical resources	1,82	2,09
... shares more of its capabilities	2,00	1,55

Table 4: Comparison of means for preferred treatment and customer status

On all aspects, one can see that the supplier does agree with the statements, which can show that the Dittmar Baugesellschaft mbH&Co KG is perceived as preferred customer and receives preferential treatment. Further, the expected values given by the buying company are close to the reality values. Only the aspect of receiving preferential treatment shows a difference of one point. Here The supplying companies state that they strongly agree that the Dittmar Baugesellschaft mbH&Co KG receives preferential treatment whereas the buying company only partially agreed, thus believing that they do not received full preferential treatment. Hence, it can be concluded that in this aspect of the relationship a high level of intelligence is existing

in the perceptions of the other party.

4.1.2. Commitment and dependency

When looking at the commitment of the two parties to one another, one can see that all suppliers would like to keep up this business relationship and believe that there is a high loyalty existing between the parties. When looking at the buyer side values, all aspects are rated on a similar level as the supplier did except one. This concerns the replacement of suppliers where the buyer is more likely to replace its supplier than the supplier to replace the buying company. Further when looking at the believes and expectations of one party to another it is seen that these are close and therefore each other's expectations of the preferences of the other party are corresponding. Table 5 shows a summary of the means from the supplier and the buyer side. Where within the questionnaire being 1 = Strongly agree and 5 = Strongly disagree.

Firm's commitment: We...	Supplier	Buyer
... want to remain a supplier/buyer	1,00	1,36
... do not want to replace the buyer/supplier as a partner.	1,00	2,36
... intend to maintain the relationship with the buyer/supplier for a long time.	1,00	1,45
... have a strong sense of loyalty to the buyer/supplier.	1,00	1,45
Commitment of the other party: We think the buyer/supplier...		
... wants to remain a customer/supplier to us.	1,09	1,36
... does not want to replace us as a partner.	1,18	1,36
... intends to maintain the relationship with us for a long time.	1,09	1,36
... has a strong sense of loyalty to us.	1,27	1,45

Table 5: Comparison of means of the commitment of the involved parties to one another

Where there seems to be a high commitment of the two parties there can also be a high dependency on another party, because of high investments or resource allocation. As can be seen in Table 6, the suppliers perceive their dependency as neither strong nor weak but with some aspects tending to be somewhat dependent on the buying company. On the side of the buying company the Dittmar Baugesellschaft mbH&Co KG sees itself moderately to not dependent on its suppliers. Whereas the supplying companies seem to be more dependent on the buyer when it comes to achieving their business goals the buying company seem less dependent on its suppliers. Table 6 shows a summary of the means from the supplier and the buyer side when it comes to the dependency on one another. Where within the questionnaire being 1 = Strongly agree and 5 = Strongly disagree.

Dependency:	Supplier	Buyer
In this relationship, our company is very dependent on the buyer/supplier.	3,09	3,0
To achieve our business goals, our company must maintain this relationship to the customer.	2,27	4,0
If the relationship were to end earlier than contracted, our business goals would be negatively affected.	3,18	4,0
Our company would face great challenges if the customer/supplier did not continue the contractual relationship.	3,91	3,0
We have no good alternatives to the buyer/supplier.	3,64	3,0

Table 6: Dependency of the two parties on one another based on means.

4.1.3. Trust and power perceptions

Throughout this paper it has been emphasized that trust and power in a relationship are of high importance. As seen from Table 7, there seems to exist a high trust between the supplying and the buying party. Further the expected and reality values seem to coincide to the most extent. The biggest difference can be noted in the perceptions of sacrifices the buying company would make to its suppliers. Whereas the suppliers perceive this on a little lower level (76,36%) the buying company indicates an 84,45% of being willing to make sacrifices for its suppliers. Table 7 shows a summary of the means from the supplier and the buyer side. Where within the questionnaire being 1 = Strongly agree and 5 = Strongly disagree.

Trust on one another	Supplier	Buyer
The buyer/supplier keeps promises it makes to our firm.	1,09	1,91
When making important decisions, the buyer/supplier considers our welfare as well as its own.	1,36	1,36
We trust the buyer/supplier to keep our best interests in mind.	1,27	1,36
We consider the buyer/supplier as trustworthy.	1,00	1,27
When the buyer makes a promise, the supplier trust that the Dittmar Baugesellschaft mbH&Co. KG has the capabilities to do what it says it will do.	98,09 %	95,00 %
The supplier believes that the Dittmar Baugesellschaft mbH&Co. KG would make sacrifices for the supplier to support its firm.	76,36 %	84,45 %

Table 7: Comparison of perceptions of trust

Next to trust also the level of power of the two parties can have a big impact on one another. When it comes to power, the perceptions of the suppliers and of the buying party do not seem to coincide. Where the buying party believes to neither have a strong or low power, the suppliers seem to disagree when it comes to the different aspects in the questionnaire. For example, the suppliers do not believe that the Dittmar Baugesellschaft mbH&Co KG offers rewards when

they go along with the companies wishes.

Power	Supplier	Buyer
The Dittmar Baugesellschaft mbH&Co. KG offers rewards so that the supplier will go along with their wishes.	4,46	3,18
The supplier feels that by going along with the Dittmar Baugesellschaft mbH&Co. KG, we will be favored on other occasions.	3,82	2,27
If the supplier does not do as asked, he will not receive the rewards offered by the Dittmar Baugesellschaft mbH&Co. KG.	4,55	3,00
The Dittmar Baugesellschaft mbH&Co. KG offers the supplier rewards if he agrees with their requests.	3,91	3,00
The Dittmar Baugesellschaft mbH&Co. KG makes it clear that failing to comply with their requests will result in penalties against the supplier.	4,55	3,00
If we do not agree with the Dittmar Baugesellschaft mbH&Co. KG suggestions, they could make things difficult for the supplier.	4,64	3,00

Table 8: Comparison of perception of power

4.2. Summary of results

To summarize the outcome of the collected data in general it can be said that all suppliers stated that they are satisfied with the relationship with the Dittmar Baugesellschaft mbh&Co KG. Further it can be said that the suppliers perceive the buying firm as one of their preferred customers. Additionally, the suppliers would like to continue this business relationship and believe this perception is mutual. This aligns with the expectations of the buying firm. The trust between the buyer and the suppliers seems to be mainly on a high level, despite the questionnaire item where it is asked whether the buying company would make sacrifices to support its suppliers, where the perceptions are more on a moderate level. Concerning the dependency of the supplier on the Dittmar Baugesellschaft mbH&Co KG no clear pattern seems to be found. Answers on that are mixed and on all levels. The same accounts for questions concerning market uncertainty, whereby a possible reason could be that the respondents could stem from different industries. When it comes to the aspect of the fulfilment of wishes the opinions seem to be on a more neutral level where both firms are mostly seen equal in the fulfilment of their wishes.

Earlier in this paper it has been mentioned that it was not possible to carry out the data evaluation by using the SmartPLS software as one variable has shown zero variance. When looking deeper into the data it has been found that all respondents of this questionnaire perceive the customer attractiveness of the Dittmar Baugesellschaft mbh&Co. KG as high. Invariably all

respondents replied to the different measurement items concerning customer attractiveness strongly agree. Accordingly, it is not possible to carry out the analysis any further on the variable of customer attractiveness and all related aspects. Thus, the hypotheses H1a, H2a and H3a cannot be further tested and therefore cannot be answered and no conclusions can be drawn on these. These are marked in Figure 3 with a dotted line.

For all further hypotheses regression analyses has been conducted. For detailed results and SPSS outputs see Appendix 4.

As can be seen from Figure 3 all p-values displayed are higher than $\alpha = 0,05$, meaning that the hypotheses H1b, H2b and H3b cannot be supported. H1b is close to $\alpha = 0,1$ but not lower, thus it is not possible to say that there is a tendency existing.

5. Conclusion, limitations and implications for further research

This section of the paper is devoted to a discussion and conclusion as well as a short section on the limitations of this research and implications for future studies.

5.1. Discussion and Conclusion

Within this paper, a new conceptual model has been developed comprising elements related to the preferred customer status and preferential treatment. It proposes trust and power as being part of the fairly new concept of intelligence and therefore expands the current perspective of knowledge and intelligence. This adds up to current literature as it connects the concept of intelligence and newly found elements of it with their influence on customer attractiveness and supplier satisfaction. For many companies, becoming a preferred customer and receiving preferential treatment becomes one of their major strategic goals and this study provides a theoretical overview on what aspects can have an effect to receive this status. Throughout, this paper current findings related to the different aspects of the model are summarized, which provides the reader with a good general overview on the concepts.

Within this research, no valid conclusion can be drawn to approve or reject the proposed hypotheses. This mainly occurred due to the small sample size and the zero-variance within the collected data. To conduct a better research, a bigger sample size is required. This could lead to the conclusion that medium-sized enterprises are not necessarily the best companies to conduct this research on, due to a small number of possible respondents in the first place. However, research can not only be conducted in large enterprises, as medium sized firms have the same importance and need to be taken into account when testing newly proposed models. One major problem was the zero variance in the variable customer attractiveness, which made it impossible to test any relationship related to it. With a bigger sample, it would have been more likely to gain more diverse results. One effect of a bigger sample size could have been that the value of customer attractiveness would have shown variance and therefore related relations could have been tested. Moreover, a result could have been that as already found in previous research (e.g. Pulles et al., 2016) customer attractiveness has a positive influence on preferred resource allocation. The same accounts for supplier satisfaction, whose influence on preferred resource allocation has neither been accepted nor rejected as results are not significant. Accordingly, a bigger sample size could have lead to a different result where supplier satisfaction has a positive

effect, see for example in Pulles et al. (2016) and Dwyer et al. (1987).

Further due to the small sample size and the zero variance in the data, it was not possible to fully test the effects of trust and power as intelligence factors on the other variables in the model. Here again a bigger sample size would have been required and tests should be done again in the future with a bigger sample. When doing the test with a bigger sample, possible results could have been either that there is an influence of the variables, there is a tendency or that there is no influence at all. When looking at the results, the p-values of the influence of trust and power on supplier satisfaction are fairly high, which could lead to the conclusion that also in a future research an effect of these couldn't be confirmed. Another set of data could deliver totally different results and it is still possible in further research to confirm the proposed hypotheses. Same accounts for the variables influence on customer attractiveness. In regard to current results one could assume that the elements of intelligence would show a similar p-value when there would have been a higher variance in the values gained for customer attractiveness. Here it is important to be careful about any conclusions in order to avoid Type I and Type II errors, by just jumping to a conclusion which is statistically non-significant.

Throughout this research paper, the concepts of preferred resource allocation, customer attractiveness, supplier satisfaction and the new aspect intelligence have been outlined more in-depth. The link between intelligence and trust and power has been proposed and the influences of them on the previously named variables. Within this research the related proposed hypotheses weren't either not possible to be tested or have not been supported by the collected data. One major problem that occurred throughout this research is the lack of data collected and the zero variance within the data gained. Therefore, another research on this model should be conducted with collecting a higher amount of responses to test the proposed hypotheses more in-depth. At this point it is not possible to say whether this model has any managerial implications or implications on literature.

5.2. Practical implications for the case company

Throughout this research, the relationship between the Dittmar Baugesellschaft mbH&Co KG and its suppliers has been used to gain deeper insights on the hypothesized relationships. Although it was not possible to fully analyse the proposed connections between the different variables a few aspects can be extracted from the collected data.

First, according to the gained data there is a mutual trust level existing between the Dittmar Baugesellschaft mbH&Co KG and its suppliers. In the literature review it has been stated that a high level of trust increases the likelihood of having a good buyer-supplier relationship. This is reflected in the average duration of the relationships. Accordingly, it is advisable for the case company to keep up its good work in being perceived as trustful to secure future business with the suppliers. It is important for the Dittmar Baugesellschaft mbH&Co KG to continue keeping its promises, considering the interests of both parties on a mutual level and keeping up to the expectation of making sacrifices to support the supplier. Since the buyer and its suppliers are planning to continue in business interactions this is in favour of all parties. Further, this is important as the Dittmar Baugesellschaft mbH&Co KG as well as its suppliers are to some extent dependent on each other. Therefore, it is crucial that both, the buyer and the suppliers, are meeting their business goals to stay successfully in business and being able to continue in further business interactions. By being trustful and supporting its suppliers, the company reduces its own risks of late or non-delivery, bad quality and losing the supplier. Moreover, by keeping up the business interaction in a good manner, the Dittmar Baugesellschaft mbH&Co KG has the chance to stay a preferred customer of its suppliers and is most likely to continue to receive preferential treatment as it does now.

Second, it is important for the Dittmar Baugesellschaft mbH&Co KG to review their power strategy in terms of reward and punishment. Here the expected values do not match with the reality values and the case company answered the questions mainly with neither agree nor disagree. This could be interpreted as that there is no specific reward and punishment system present and therefore a lack of strategy is existing when it comes to handle suppliers. It could be argued that the company either does not know on how to handle their suppliers or there is no clear structure and strategy present. Both requires the company to take action. According to the supplier, contrasting with the opinion of the buying company, there is no reward system present and no punishments existing. At this point it is advised to the Dittmar Baugesellschaft mbH&Co KG to rethink their strategy associated to power and assess whether rewards or punishments work best in their buyer-supplier relationship and create a clear structured system.

For the future, the company could develop an action plan on how to proceed in the relationship with which supplier. Answering the following questions might help in creating a strategic planning: (1) What do we want to achieve? (2) What favours can we get out of the relationship with the supplier? (3) How do we have to treat the supplier to gain the most benefits out of the

relationship? Moreover, the supply base should be assessed in-depth with which suppliers the Dittmar Baugesellschaft mbH&Co KG would like to continue the business relationship and with whom not and identifying possible new suppliers.

From the gained data, it could be concluded that the Dittmar Baugesellschaft mbH&Co KG is overall having positive relationships with their suppliers, but since the questionnaire has only been answered by such few suppliers and all of them are already in a long-term relationship with the company this conclusion can not be seen as reliable and shouldn't be projected on all suppliers in the supply base.

5.3. Limitations and implications for further research

This study was based on data gained with support from a medium sized company from the construction and building industry. The biggest limitation on this research was the too little data gained during the data acquisition period, due to the holiday season and no capacity or non-willingness to respond. Accordingly, this study should be conducted outside the holiday period when doing research again in this industry. Moreover, for future research more data is required to be able to provide significant findings. Maybe a company with more suppliers could be advisable to be used. During the search for a company for this research it has been found that companies are extremely reluctant to participate. Around 100 companies from different industries and of different sized have been contacted and the major responses on why they do not want to participate are first that they are not participating at all in any studies, second there is no capacity to support this research and third they are not willing to provide any supplier data as they perceive the information to be too sensitive.

The small sample size of this research created significant complications in carrying out the statistical analysis. According to Hoyle (1999, p. 16) researchers conducting research with small sample sizes 'are faced with three unsatisfactory options: (1) Find a way to increase the size of their samples. (2) Use a statistical approach that may not be a good fit to their research questions but is appropriate for small samples. (3) Reorient their research so that their research questions can be addressed by statistical methods appropriate for smaller samples'. Further, Dimick, et al. (2004) propose in their study, on surgical mortality as an indicator of hospital quality, that additional measurements are required to draw conclusions when testing with a small sample size. Cai, Zhag, Fng, Shang, Zhang and Zhang (2016) propose to compare the results from their

study with already published results to overcome the small sample problem. Although a small sample size shows disadvantages a ‘High efficiency in an experimental design has the obvious attraction that a result can be obtained after a much lower expenditure of time, money and other research resources.’ (Hamlin 2017, p. 167).

For future research, it is important to provide the questionnaire in the countries language the research is conducted in, as it eliminates language barriers and increases the likelihood of receiving responses. Especially when it comes to smaller local suppliers, which are not operating on a global basis and therefore are not in need of decent English skills.

Another suggestion for future research is that this research could be conducted with several companies and in the end providing a comparison of the different results to identify possible patterns.

Moreover, the variable intelligence could be extended by searching for items additional to power and trust, which could be of influence when it comes to reaching customer attractiveness and supplier satisfaction.

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Appendix

Appendix 2: Lieferantenbefragung

Allgemeine Info:

Sehr geehrte Dame oder Herr,

vielen Dank, dass Sie sich dafür entschieden haben bei dieser Lieferantenbefragung teilzunehmen. Die folgenden Fragen behandeln Aspekte in Bezug auf die Beziehung zwischen Ihrer Firma und der Dittmar Baugesellschaft mbH&Co KG. Alle Antworten die Sie geben werden anonymisiert und sind nur dem Studienteam zugänglich und werden nicht an dritte weitergegeben. Da die Antworten anonymisiert werden, können diese nicht als Marketinginstrument benutzt werden, um z.B. Ihre Firma positiv gegenüber der Dittmar Baugesellschaft mbH&Co KG darzustellen.

Der Fragebogen besteht aus 5 Blöcken von Fragen zu verschiedenen Themen. Bitte füllen Sie den Fragebogen vollständig und wahrheitsgemäß aus, da wir sonst ein verkehrtes Bild der Lieferantenzufriedenheit bekommen. Pro Frage ist immer nur eine Antwort möglich und alle Fragen müssen beantwortet werden. Die angesetzte Zeit zur Beantwortung dieses Fragebogens beträgt je nach Lesegeschwindigkeit maximal 10-15 Minuten.

Vielen Dank noch einmal für Ihr Interesse an dieser Umfrage.

Mit freundlichen Grüßen
Julia Diekmann

Möchten Sie an der Befragung teilnehmen?

- Ja, jetzt teilnehmen
- Nein, ich möchte nicht teilnehmen

Dimensionen der Lieferantenzufriedenheit

Die folgenden Fragen beinhalten Aspekte wie ökonomische, operative und kommunikative Zufriedenheit ihrer Beziehung mit dem Einkauf von der Dittmar Baugesellschaft mbH&Co KG. Diese werden als Kernaspekte der Zufriedenheit gesehen und helfen uns ein vollständiges Bild der allgemeinen Lieferantenzufriedenheit mit der Dittmar Baugesellschaft mbH&Co KG zu erstellen. Bitte füllen Sie den Fragebogen vollständig und wahrheitsgemäß aus.

Erreichbarkeit von der Dittmar Baugesellschaft mbH&Co KG

Es gibt bei der Dittmar Baugesellschaft mbH&Co KG eine Kontaktperson im Einkauf, die...

(Bewerten sie auf einer Skala von 1 bis 5: 1= Stimme voll zu ; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
...relevante Aktivitäten, die unsere Geschäftsbeziehung betreffen, innerhalb der Firma koordiniert.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...für unsere Mitarbeiter der Ansprechpartner für Angelegenheiten unserer Zusammenarbeit ist.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...Mitarbeiter von der Dittmar Baugesellschaft mbH&Co KG über Bedürfnisse unserer Firma informiert.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Operative Exzellenz von der Dittmar Baugesellschaft mbH&Co KG (gegenüber Ihrer Firma)

Die Dittmar Baugesellschaft mbH&Co KG...

(Bewerten sie auf einer Skala von 1 bis 5: 1= Stimme voll zu ; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
...hat eine jederzeit exakte und pünktliche Bedarfsplanung.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...stellt uns Prognosen zur Verfügung, auf die sich unsere Firma verlassen kann und auf deren Basis wir planen können.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...hat für uns einfache und transparente interne Prozesse.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...unterstützt kurze Entscheidungsfindungsprozesse im Einkauf.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...ist offen für Prozessoptimierungen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...hat eine ausgezeichnete Zahlungsmoral.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Beziehungsverhalten von der Dittmar Baugesellschaft mbH&Co KG (in seiner Gesamtheit)

(Bewerten sie auf einer Skala von 1 bis 5: 1= Stimme voll zu ; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
Probleme, die im Laufe der Beziehung auftreten, werden von der Dittmar Baugesellschaft mbH&Co KG als eher gemeinsame denn als individuelle Verantwortlichkeiten gehandhabt (gemeinsame Lösungen).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Dittmar Baugesellschaft mbH&Co KG fühlt sich Verbesserungen verpflichtet, von denen unsere Beziehung als Ganzes und nicht nur der Dittmar Baugesellschaft mbH&Co KG selbst profitiert.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wir beide profitieren und verdienen im Verhältnis zum Aufwand, den wir in die Beziehung stecken.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unsere Firma erhält gewöhnlich einen fairen Anteil an den Gewinnen und Kostenersparnissen aus der Beziehung mit der Dittmar Baugesellschaft mbH&Co KG.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Dittmar Baugesellschaft mbH&Co KG nimmt bereitwillig Anpassungen vor, um uns zu unterstützen, wenn dies nötig ist.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Dittmar Baugesellschaft mbH&Co KG verhält sich im Umgang mit unserer Firma flexibel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Zusammenarbeit mit der Fachstelle der Dittmar Baugesellschaft mbH&Co KG mit unserer Firma ist sehr gut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Zufriedenheit Ihrer Firma

Diese Fragen behandeln die aktuelle Beziehung zu der Dittmar Baugesellschaft mbh&Co KG

(Bewerten sie auf einer Skala von 1 bis 5: 1= Stimme voll zu ; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
Unsere Firma ist mit der Gesamtbeziehung sehr zufrieden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wenn wir uns noch einmal entscheiden müssten, würden wir wieder die Dittmar Baugesellschaft mbh&Co KG als Geschäftspartner wählen, auch wenn Alternativen vorhanden wären.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Insgesamt ist unsere Firma sehr zufrieden, die Dittmar Baugesellschaft mbh&Co KG als unseren Geschäftspartner zu haben.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unsere Firma bereut die Entscheidung nicht, mit der Dittmar Baugesellschaft mbh&Co KG Geschäfte zu machen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Insgesamt gesehen ist unsere Firma sehr glücklich mit der Dittmar Baugesellschaft mbh&Co KG.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unsere Firm ist sehr zufrieden mit dem Nutzen/ den Vorteilen die wir aus der Beziehung mit der Dittmar Baugesellschaft mbh&Co KG erhalten	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Attraktivität des Kunden.

Diese Fragen beziehen sich auf die Kundenattraktivität

Preferred Customer Status

Im Vergleich zu anderen Kunden in unserem Kundenstamm...

(Bewerten sie auf einer Skala von 1 bis 5: 1= Stimme voll zu ; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
...ist die Dittmar Baugesellschaft mbh&Co KG unser bevorzugter Kunde.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...kümmern wir uns mehr um die Dittmar Baugesellschaft mbh&Co KG.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...erhält die Dittmar Baugesellschaft mbh&Co KG bevorzugte Behandlung.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...reißen wir uns für die Dittmar Baugesellschaft mbh&Co KG ein Bein aus.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...bevorzugen es unsere Mitarbeiter mehr mit der Dittmar Baugesellschaft mbh&Co KG als mit anderen Kunden zusammenzuarbeiten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Bevorzugte Behandlung

Unsere Firma...

(Bewerten sie auf einer Skala von 1 bis 5: 1= Stimme voll zu ; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
...ordnet unsere besten Mitarbeiter (z.B. erfahren, ausgebildet, lösungsorientiert) der Geschäftsbeziehung mit der Dittmar Baugesellschaft mbh&Co KG zu.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...ordnet der Beziehung mit der Dittmar Baugesellschaft mbh&Co KG die meisten finanziellen Ressourcen (z.B. Kapital, Geldmittel) zu.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...gewährt der Dittmar Baugesellschaft mbh&Co KG die beste Nutzung unserer materiellen Ressourcen (z.B. Kapazität der Anlagen, knappe Materialien).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...teilt mit der Dittmar Baugesellschaft mbh&Co KG mehr unserer Fähigkeiten (z.B. Kenntnisse, Know-how, Erfahrung).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Bevorzugte Behandlung (physisch)

Im Vergleich zu anderen Kunden in unserem Kundenstamm...

(Bewerten sie auf einer Skala von 1 bis 5: 1= Stimme voll zu ; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
... geben wir der Dittmar Baugesellschaft mbh&Co KG eine bessere Verfügbarkeit der Produktionsmöglichkeiten/Dienstleistungen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...wir würden der Dittmar Baugesellschaft mbh&Co KG die höchste Priorität bei extremen Ereignissen (z.B. bei Naturkatastrophen) geben.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...bekommt die Dittmar Baugesellschaft mbh&Co KG die meisten Produkte/Dienstleistungen bei (Produktions-) Engpässen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Bevorzugte Behandlung (Innovationen)

Im Vergleich zu anderen Kunden in unserem Kundenstamm...

(Bewerten sie auf einer Skala von 1 bis 5: 1= Stimme voll zu ; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
... sind wir offener um mit der Dittmar Baugesellschaft mbh&Co KG technologische (Schlüssel-) Informationen zu teilen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... teilen wir Ideen mit der Dittmar Baugesellschaft mbh&Co KG zuerst	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... widmen wir mehr Innovationskapazitäten der Dittmar Baugesellschaft mbh&Co KG	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kundenattraktivität

Diese Fragen beziehen sich auf Ihre Erwartungen, die Sie an die Beziehung mit der Dittmar Baugesellschaft mbH&Co KG stellen.

(Bewerten sie auf einer Skala von 1 bis 5: 1= Stimme voll zu ; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
Wir sehen die Dittmar Baugesellschaft mbh&Co KG als einen Partner an, der attraktiv ist um damit in Zukunft zusammen zu arbeiten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wir erwarten positive Ergebnisse von der Zusammenarbeit mit der Dittmar Baugesellschaft mbh&Co KG.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unsere Firma hat positive Erwartungen was den Wert/ Nutzen der Beziehung mit der Dittmar Baugesellschaft mbh&Co KG betrifft	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Atmosphäre

Die folgenden Fragen beziehen sich auf die Atmosphäre in der Beziehung. Bitte beantworten Sie diese Fragen so ehrlich wie möglich. Wie mit allen anderen Fragen in diesem Fragebogen, werden Ihre Antworten anonymisiert und streng Vertraulich behandelt.

Bindung Ihrer Firma an die Dittmar Baugesellschaft mbh&Co KG

Wir ...

(Bewerten sie auf einer Skala von 1 bis 5: 1= Stimme voll zu ; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
...wollen ein Lieferant von der Dittmar Baugesellschaft mbh&Co KG bleiben.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...wollen die Dittmar Baugesellschaft mbh&Co KG als Partner nicht ersetzen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...zielen darauf ab, die Beziehung zu der Dittmar Baugesellschaft mbh&Co KG für eine lange Zeit aufrecht zu erhalten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...haben ein starkes Gefühl der Loyalität zu der Dittmar Baugesellschaft mbh&Co KG.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Bindung der Dittmar Baugesellschaft mbh&Co KG

Wir denken die Dittmar Baugesellschaft mbh&Co KG ...

(Bewerten sie auf einer Skala von 1 bis 5: 1= Stimme voll zu ; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
...wollen ein Kunde von uns bleiben.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...wollen uns als Partner nicht ersetzen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...zielt darauf ab, die Beziehung zu uns eine lange Zeit aufrecht zu erhalten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...hat ein starkes Gefühl der Loyalität zu uns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Vertrauen Ihrer Firma in die Dittmar Baugesellschaft mbh&Co KG

(Bewerten sie auf einer Skala von 1 bis 5: 1= Stimme voll zu ; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
Die Dittmar Baugesellschaft mbh&Co KG hält Versprechen ein, die es unserer Firma gegenüber macht.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bei wichtigen Entscheidungen beachtet die Dittmar Baugesellschaft mbh&Co KG das Wohlergehen unserer Firma genauso gut wie sein eigenes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wir vertrauen darauf, dass die Dittmar Baugesellschaft mbh&Co KG unsere Interessen beachtet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wir halten die Dittmar Baugesellschaft mbh&Co KG für vertrauenswürdig.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Bitte geben Sie in % an inwieweit der Dittmar Baugesellschaft mbh&Co KG vertrauen

Wenn die Dittmar Baugesellschaft mbh&Co KG uns etwas verspricht, vertrauen wir darauf, dass sie die technischen und innerbetrieblichen Fähigkeiten hat diese Versprechungen zu halten (in %, 0=am niedrigsten, 100=am höchsten)

Wir glauben, dass die Dittmar Baugesellschaft mbh&Co KG Opfer bringen würde um uns zu helfen. (in %, 0=am niedrigsten, 100=am höchsten)

Abhängigkeit und Kontext

Dieser Teil des Fragebogens wird für die Messungen von weiteren Einflussfaktoren und für wissenschaftliche Zwecke benutzt. Neuere Untersuchungen haben gezeigt, dass neben ökonomischen, operativen und kommunikativen Beziehungscharakteristiken, auch Aspekte wie Markt- und Technologieunsicherheit sowie Abhängigkeiten, einen Einfluss auf Lieferantenzufriedenheit haben können. Um den Einfluss dieser Aspekte auf ihre Zufriedenheit mit der Beziehung heraus zu rechnen, haben wir nun Ihre wahrheitsgemäßen Einschätzungen nötig

Abhängigkeit

(Bewerten sie auf einer Skala von 1 bis 5: 1= Stimme voll zu ; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
Mit Bezug auf die Beziehung mit der Dittmar Baugesellschaft mbh&Co KG ist unsere Firma sehr abhängig	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Insgesamt gesehen ist die Beibehaltung der Beziehung mit der Dittmar Baugesellschaft mbh&Co KG wichtig für das Erreichen unserer langfristigen Unternehmensziele	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wenn die Beziehung mit der Dittmar Baugesellschaft mbh&Co KG eher zu Ende geht als geplant, würden unsere Unternehmensziele stark negativ beeinflusst werden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unsere Firma würde große Schwierigkeiten bekommen wenn der Dittmar Baugesellschaft mbh&Co KG seine Beziehung mit uns nicht verlängern würde	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wir haben keine guten Alternativen zu der Dittmar Baugesellschaft mbh&Co KG in unserem Absatzmarkt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unsere Firma könnte leicht den Absatz der Dittmar Baugesellschaft mbh&Co KG mit Verkäufen zu anderen Kunden ersetzen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Es wäre relativ einfach für uns, einen anderen Kunden zu finden, für die Komponenten/Dienstleistungen die wir an die Dittmar Baugesellschaft mbh&Co KG verkaufen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wenn die Beziehung mit der Dittmar Baugesellschaft mbh&Co KG eher zu Ende geht als geplant, würde unser operatives Geschäft nicht beeinflusst werden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Marktunsicherheit*(Bewerten sie auf einer Skala von 1 bis 5: 1= Stimme voll zu ; 5 = Stimme überhaupt nicht zu)*

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
Kunden für unsere Produkte/Dienstleistungen zu bekommen ist schwierig/unsicher	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Der Markt in dem wir die Produkte/Dienstleistungen verkaufen ist sehr komplex	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Preise für die Produkte/Dienstleistungen sind unberechenbar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wir haben starken Wettbewerb in diesem Markt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Beziehungsaspekte

(Bewerten sie auf einer Skala von 1 bis 5: 1= Stimme voll zu ; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
Die Dittmar Baugesellschaft mbh&Co KG hat das Recht uns zu erzählen was wir zu tun haben	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Weil die Dittmar Baugesellschaft mbh&Co KG unser Kunde ist, sollten wir deren Anforderungen und Vorschläge akzeptieren	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kunden haben das Recht zu erwarten, dass Lieferanten deren Anweisungen folgen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Dittmar Baugesellschaft mbh&Co KG bietet uns Belohnungen an, wodurch wir uns deren Wünschen fügen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wenn wir den Wünschen der Dittmar Baugesellschaft mbh&Co KG nachkommen, werden wir in anderen Situationen dafür belohnt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wenn wir deren Anforderungen nicht nachkommen, bekommen wir nicht die Bonusse die von der Dittmar Baugesellschaft mbh&Co KG gegeben werden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Dittmar Baugesellschaft mbh&Co KG belohnt uns, wenn wir deren Wünschen nachkommen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Dittmar Baugesellschaft mbh&Co KG macht es uns klar, dass wenn wir deren Wünschen nicht nachkommen, wir dafür eine Strafe/Buße bekommen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wenn wir den Vorschlägen der Dittmar Baugesellschaft mbh&Co KG nicht zustimmen, könnten sie das Leben schwer für uns machen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wenn wir den Vorgaben nicht nachkommen, würden wir keine gute Behandlung von der Dittmar Baugesellschaft mbh&Co KG bekommen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wenn wir den Wünschen der Dittmar Baugesellschaft mbh&Co KG nicht nachkommen, würden diese wichtige Resources zurückhalten/zurücknehmen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Dittmar Baugesellschaft mbh&Co KG ist ein Experte in seiner Industrie/Dienstleistungssektor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wir respektieren die Beurteilungen und Vorschläge der Mitarbeiter der Dittmar Baugesellschaft mbh&Co KG sehr stark	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Dittmar Baugesellschaft mbh&Co KG hat Geschäftserfahrungen, die es ihr ermöglicht uns vorzuschlagen was die beste Arbeitsweise ist	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Anzahl der Konkurrenten

Bitte geben Sie an wie viele Kunden Ihre Firma hat, die ähnlich wie die Dittmar Baugesellschaft mbh&Co KG sind

Unsere Firma hat Kunden die ein ähnliches Einkaufsvolumen wie die Dittmar Baugesellschaft mbh&Co KG haben

Unsere Firma hat Kunden die ähnliche Produkte kaufen wie die Dittmar Baugesellschaft mbh&Co KG haben

Wunscherfüllung

	Immer meine Firma	Meistens meine Firma	Beiden Firmen zu gleichen teilen	Meistens der Kunde	Immer der Kunde
Welche Seite kann die andere dazu bewegen, das zu machen, was sie will?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Welche Firma hat eine große Macht?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Wünsche welcher Firma haben mehr Gewicht?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wer macht die Entscheidungen?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Länge der Geschäftsbeziehung

Wie lange ist Ihre Firma Lieferant von der Dittmar Baugesellschaft mbh&Co KG? (in Jahren)

Wie lange sind Sie bereits als Mitarbeiter bei Ihrer Firma beschäftigt? (in Jahren)

Wie lange sind Sie schon im Vertriebsbereich Ihrer Firma eingesetzt? (in Jahren)

Wie lange arbeiten Sie, als Mitarbeiter Ihrer Firma, bereits mit der Dittmar Baugesellschaft mbh&Co KG zusammen? (in Jahren)

Allgemeine Angaben zu der Beziehung und Firma

Als letztes würden wir Sie gerne noch um Allgemeine Angaben zu der Beziehung zu der Dittmar Baugesellschaft mbH&Co KG und über Ihre Firma bitten. Wenn Sie keine genauen Zahlen verfügbar haben, geben Sie bitte eine Schätzung an.

Allgemeine Angaben zu Ihrer Firma

Jährlicher Umsatz Ihres Unternehmens in €.

Umsatz mit der [Firma] als Anteil am Gesamtumsatz (in %, 0=am niedrigsten, 100=am höchsten, z.B. bei der Hälfte "50" angeben)

Anzahl der Mitarbeiter

Validisierung

(Bewerten sie auf einer Skala von 1 bis 5: 1= Stimme voll zu ; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
Ich kenne die Dittmar Baugesellschaft mbH&Co KG gut genug um alle Fragen in diesem Fragebogen beantworten zu können.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Wie ist ihr Firmenname?

Dieser wird der Dittmar Baugesellschaft mbH&Co KG nicht mitgeteilt und auch nicht namentlich in der Studie erwähnt, außer Sie wünschen dies. Ihr Firmenname dient lediglich zum abgleich der Daten welche von der Dittmar Baugesellschaft mbH&Co KG für diese Studie zur Verfügung gestellt werden.

Wären Sie damit einverstanden, dass Ihre Ergebnisse personalisiert werden und Ihr Firmenname der Dittmar Baugesellschaft mbH&Co KG mitgeteilt wird? Damit wäre für der Dittmar Baugesellschaft mbH&Co KG ein Rückschluss auf Ihre individuellen Antworten möglich. Erlauben Sie eine Personalisierung?

- Ja
 Nein

Wenn Sie eine Zusammenfassung der Ergebnisse der Studie erhalten möchten, hinterlegen Sie hier bitte Ihre E-Mail Adresse.

Haben Sie noch weitergehende Anmerkungen oder Kommentare? Bitte schreiben Sie diese dann in das Kommentarfeld

Appendix 2: Kundenbefragung

Sehr geehrter Einkäufer,
wir möchten Sie gerne zur Teilnahme an unserer Preferred Customer Umfrage einladen. Dieser Fragebogen ist Bestandteil einer Studie für eine Masterarbeit.
Im Rahmen dieses Projekts würden wir gerne Ihre Lieferanten intensiv beleuchten und Ihre Meinung zum Thema "Bevorzugte Behandlung" erfahren. Hierfür benötigen wir Ihre Unterstützung!
Daher bitten wir Sie, sich 7 Minuten Zeit zu nehmen und sich an dieser Umfrage zu beteiligen.
Eine Auswertung der Antworten wird auf aggregierter Ebene über die Summe aller Lieferanten hinweg stattfinden.
Zeitgleich fragen wir auch die Lieferanten nach Ihrer Zufriedenheit mit der Dittmar Baugesellschaft mbH&Co KG.

Vielen Dank,
Julia Diekmann

Möchten Sie an der Befragung teilnehmen?

- Ja, ich möchte teilnehmen.
- Nein, ich möchte nicht teilnehmen.

Allgemeine Angaben

Dieser Fragenblock beinhaltet Fragen zu allgemeinen Angaben.

Wie ist der Name des Lieferanten?

Für welches Segment sind sie Zuständig?

Wie ist ihr Name?

Preferred Customer Aspekte

Die folgenden Fragen beinhalten Aspekte wie bevorzugte Behandlung, Vertrauen und Abhängigkeit. Diese werden als Kernaspekte des Preferred Customer Status gesehen und helfen uns ein vollständiges Bild der allgemeinen Lieferanteneinschätzung durch die Dittmar Baugesellschaft mbH&Co KG zu erstellen. Auch wenn es sich oft nur um ein -Bauchgefühl- handelt, füllen Sie den gesamten Fragebogen bitte vollständig aus. Wir wollen gerne herausfinden, ob Ihre Einschätzung mit den Antworten der Lieferanten übereinstimmt. Pro Frage ist immer nur eine Antwort möglich.

Preferred Customer Status

Im Vergleich zu anderen Kunden in dem Kundenstamm unseres Lieferanten...

(Bewerten Sie auf einer Skala von 1 bis 5: 1 = Stimme voll zu; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
...sind wir der bevorzugte Kunde.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...kümmert sich der Lieferant mehr um uns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...erhalten wir bevorzugte Behandlung.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...reißt sich der Lieferant für uns ein Bein aus.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...bevorzugen es die Mitarbeiter des Lieferanten mit uns als mit anderen Kunden zusammenzuarbeiten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Bevorzugte Behandlung

Der Lieferant...

(Bewerten Sie auf einer Skala von 1 bis 5: 1 = Stimme voll zu; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme nicht zu	Stimme überhaupt nicht zu
...ordnet uns seine besten Mitarbeiter (z.B. erfahren, ausgebildet, intelligent) zu.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...teilt die besten Ideen (z.B. neu, innovativ) mit uns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...ordnet der Beziehung mit uns mehr finanzielle Ressourcen (z.B. Kapital, Geldmittel) zu.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...gewährt uns die beste Nutzung seiner materiellen Ressourcen (z.B. Kapazität der Anlagen, knappe Materialien).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...teilt mit uns mehr seiner Fähigkeiten (z.B. Kenntnisse, Know-how, Erfahrung).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Strategische Leistung

Die Beziehung mit diesem Lieferanten hat es der Dittmar Baugesellschaft mbH&Co KG ermöglicht...

(Bewerten Sie auf einer Skala von 1 bis 5: 1 = Stimme voll zu; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
...strategische Vorteile gegenüber Konkurrenten errungen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...die Kosten auf ein sehr konkurrenzfähiges Level zu drücken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...um sich gegen die Gefahr der Konkurrenz durchzusetzen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Operationale Leistung

Bitte geben Sie die Leistung des Lieferanten bezüglich der folgenden Aspekte an:

	Extrem gut	Eher gut	Weder gut noch schlecht	Eher schlecht	Extrem schlecht
Cycluszeit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Qualität der Lieferungen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reaktion auf Verbesserungsvorschläge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Lieferungen

% pünktliche Lieferungen (0% = nie pünktlich; 100% = immer pünktlich)

Innovative Leistungen

Unsere Beziehung mit diesem Lieferanten...

(Bewerten Sie auf einer Skala von 1 bis 5: 1 = Stimme voll zu; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
... hat einen positiven Einfluss darauf gehabt, darauf bestehende Produkte/Dienstleistungen zu verbessern	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... hat einen positiven Einfluss auf die Möglichkeiten neue Produkte/Dienstleistungen für den Markt zu entwickeln	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... hat uns geholfen in den letzten 3 Jahren eine Vielzahl an Product/Dienstleistungsverbesserungen durchzuführen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Preise

	Viel höher	Höher	Etwa gleich	Niedriger	Viel niedriger
Verglichen mit Lieferanten von ähnlichen Produkten/Dienstleistungen, wie würden Sie die Leistung dieses Lieferanten beurteilen?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Beziehung

Bindung der Dittmar Baugesellschaft mbH&Co KG an den Lieferanten

Wir...

(Bewerten Sie auf einer Skala von 1 bis 5: 1 = Stimme voll zu; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
...wollen ein Kunde von diesem Lieferanten bleiben.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...wollen den Lieferanten als Partner nicht ersetzen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...zielen darauf ab, die Beziehung zu diesem Lieferanten für eine lange Zeit aufrecht zu erhalten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...haben ein starkes Gefühl der Loyalität zu diesem Lieferanten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Bindung des Lieferanten

Wir glauben, dass der Lieferant...

(Bewerten Sie auf einer Skala von 1 bis 5: 1 = Stimme voll zu; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
...ein Lieferant von uns bleiben will	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...uns nicht als Partner ersetzen will	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...darauf abzielt die Beziehung mit uns für eine lange Zeit aufrecht zu erhalten	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...hat ein starkes Gefühl der Loyalität zu uns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Vertrauen in den Lieferanten

(Bewerten Sie auf einer Skala von 1 bis 5: 1 = Stimme voll zu; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
Der Lieferant hält Versprechen ein, die er der Dittmar Baugesellschaft mbH&Co KG gegenüber macht.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bei wichtigen Entscheidungen beachtet der Lieferant das Wohlergehen der Dittmar Baugesellschaft mbH&Co KG genauso gut wie sein eigenes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wir vertrauen darauf, dass der Lieferant unsere Interessen beachtet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wir halten den Lieferanten für vertrauenswürdig.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Schätzen Sie bitte ein wieviel Vertrauen der Lieferant gegenüber der Dittmar Baugesellschaft mbH&Co KG hat

Wenn wir etwas versprechen, vertraut der Lieferant darauf, dass wir die technischen und innerbetrieblichen Fähigkeiten haben diese

Versprechungen zu halten (in %, 0=am niedrigsten, 100=am höchsten)

Der Lieferant glaubt, dass die Dittmar Baugesellschaft mbH&Co KG Opfer bringen würde um dem Lieferanten zu helfen. (in %, 0=am niedrigsten, 100=am höchsten)

Marktkonzentration, Produkteigenschaften, Abhängigkeit und Unsicherheit

Abhängigkeit

(Bewerten Sie auf einer Skala von 1 bis 5: 1 = Stimme voll zu; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
Mit Bezug auf die Beziehung mit diesem Lieferanten sind wir sehr abhängig	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Um unsere Unternehmensziele zu erreichen, müssen wir die Beziehung mit diesem Lieferanten beibehalten	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wenn die Beziehung mit diesem Lieferanten eher zu Ende geht als geplant, würden unsere Unternehmensziele negativ beeinflusst werden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wir würden große Schwierigkeiten bekommen, wenn dieser Lieferant seine Beziehung mit uns nicht verlängern würde	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wir haben keine guten Alternativen zu diesem Lieferanten in unserem Beschaffungsmarkt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Marktunsicherheit

(Bewerten Sie auf einer Skala von 1 bis 5: 1 = Stimme voll zu; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
Die Verfügbarkeit der Produkte/Dienstleistungen im Beschaffungsmarkt ist sehr unsicher	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Der Beschaffungsmarkt, in dem wir die Produkte/Dienstleistungen kaufen, ist sehr komplex	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Preise für die Produkte/Dienstleistungen sind unberechenbar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wir haben starken Wettbewerb mit unseren Konkurrenten in diesem Beschaffungsmarkt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Beziehungsaspekte

(Bewerten Sie auf einer Skala von 1 bis 5: 1 = Stimme voll zu; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
Die Dittmar Baugesellschaft mbH&Co KG bietet Belohnungen an, wodurch sich Lieferanten unseren Wünschen fügen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wenn wir den Wünschen des Lieferanten nachkommen, werden wir in anderen Situationen dafür belohnt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wenn sie unseren Anforderungen nicht nachkommen, bekommen der Lieferant nicht die Bonusse die normalerweise von der Dittmar Baugesellschaft mbH&Co KG gegeben werden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Der Lieferant belohnt uns, wenn wir deren Wünschen nachkommen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Dittmar Baugesellschaft mbH&Co KG macht es den Lieferanten klar, dass wenn sie unseren Wünschen nicht nachkommen, wir dafür eine Strafe/Buße auferlegen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wenn sie den Vorschlägen der Dittmarbaugesellschaft mbH&Co KG nicht zustimmen, könnten wir das Leben unserer Lieferanten schwer machen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Allgemeine Angaben zu der Beziehung

Länge der Beziehung in Jahren

Wie lange ist die Dittmar Baugesellschaft mbH&Co KG Kunde von diesem Lieferanten? (in Jahren)

Wie lange sind Sie bereits als Mitarbeiter bei der Dittmar Baugesellschaft mbH&Co KG beschäftigt? (in Jahren)

Wie lange sind Sie schon bei der Dittmar Baugesellschaft mbH&Co KG im Einkauf beschäftigt? (in Jahren)

Wie lange arbeiten Sie bereits mit diesem Lieferanten zusammen? (in Jahren)

Volumen

Einkaufsvolumen mit diesem Lieferanten als Anteil am Gesamtvolumen in Ihrem Einkaufssegment (in%)

Umsatzanteil

Einschätzung des Lieferanten: Umsatz mit Wacker als Anteil am Gesamtumsatz des Lieferanten (in %). Falls der Lieferant zu einer

Unternehmensgruppe gehört, bitte geben Sie Ihre Einschätzung nur für den Standort an, den Sie in diesem Fragebogen bewertet haben.

Kontaktpunkte

Wieviel Stunden pro Monat haben Sie üblicherweise mit dem Lieferant, Produkt oder Sachgebiet zu tun? (in Stunden)

Zusätzliche Fragen

(Bewerten Sie auf einer Skala von 1 bis 5: 1 = Stimme voll zu; 5 = Stimme überhaupt nicht zu)

	Stimme voll zu	Stimme teilweise zu	Weder noch	Stimme teilweise nicht zu	Stimme überhaupt nicht zu
Ich kenne den Lieferanten gut genug, um alle Fragen in diesem Fragebogen beantworten zu können	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich habe intensiv mit diesem Beschaffungsmarkt zu tun	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix 3: Questions Semi-Structured Interview

1. Number of Employees
2. Number of Suppliers
3. Industry
4. Focus when it comes to sourcing?
 - Quality
 - Price
 - Time
5. Competition
 - High-low
 - Easy to get new/change suppliers
6. Description of current relationship between buying firm and supplier
7. What is meant to be achieved when having deeper buyer-supplier relationships?
8. Opportunities resulting from buyer-supplier relationships?
9. Benefits and threats for suppliers and you as buyer?
10. What is done to seem more attractive to suppliers?
11. What distinguishes a preferred supplier from all other suppliers?
12. Risks associated with sourcing? What were the biggest challenges and problems, which have occurred so far?
13. Add on activities when being in the buyer-supplier relationship?
 - On site visits
 - Trainings
 - Innovation

Appendix 4: SPSS output

H1b: Supplier satisfaction – Preferred resource allocation

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Sat_Total ^b	.	Enter

a. Dependent Variable: Pref_Total

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,479 ^a	,230	,144	2,16059

a. Predictors: (Constant), Sat_Total

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12,532	1	12,532	2,685	,136 ^b
	Residual	42,014	9	4,668		
	Total	54,545	10			

a. Dependent Variable: Pref_Total

b. Predictors: (Constant), Sat_Total

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,446	5,416		3,037	,014
	Sat_Total	-1,365	,833	-,479	-1,638	,136

a. Dependent Variable: Pref_Total

H2b: Trust – supplier satisfaction

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Trust_Diff ^b	.	Enter

a. Dependent Variable: Sat_Total

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,195 ^a	,038	-,069	,84794

a. Predictors: (Constant), Trust_Diff

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,256	1	,256	,356	,565 ^b
	Residual	6,471	9	,719		
	Total	6,727	10			

a. Dependent Variable: Sat_Total

b. Predictors: (Constant), Trust_Diff

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,532	,287		22,783	,000
	Trust_Diff	,066	,110	,195	,597	,565

a. Dependent Variable: Sat_Total

H3b: Power – supplier satisfaction

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Power_Diff ^b	.	Enter

a. Dependent Variable: Sat_Total

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,267 ^a	,071	-,032	,83311

a. Predictors: (Constant), Power_Diff

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,481	1	,481	,693	,427 ^b
	Residual	6,247	9	,694		
	Total	6,727	10			

a. Dependent Variable: Sat_Total

b. Predictors: (Constant), Power_Diff

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,032	,567		10,642	,000
	Power_Diff	,049	,059	,267	,832	,427

a. Dependent Variable: Sat_Total