Actions that Damage Business Relationships and how Their Impact may be Mended

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ABSTRACT,
Business relationships have been studied a lot, especially buyer-supplier relationships as the scarcity of accomplished suppliers continues. There have been multiple studies on how to achieve the preferred customer status through attractiveness, supplier satisfaction and their antecedents. Only little literature and few studies are available when looking at what actually damages relationships. Thus, in this research the focus lies on understanding what factors and actions negatively impact a business relationship and how possible damages to a relationship can be mended. This is especially relevant, as it is not enough to achieve the preferred customer status but also necessary to understand how to keep it and refrain from actions that could negatively impact the relationships and therefore impact the preferred customer status. Furthermore, this study, where 42 interviews were conducted across industries, shows breach of commitment and the lack of communication are the most frequent negative actions. In addition, companies that are less successful tend to be more aware and have more experience with damaging actions and opportunism, it can be argued that they may be less successful because they are acting opportunistic and damage their business relationships. The findings also indicate that the fixing of a relationship is only advisable, if the supplier or business partner is a long-term partner or of strategic or emotional relevance to the company.

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1. INTRODUCTION - THE IMPORTANCE OF BUSINESS RELATIONSHIPS

The view on procurement has changed within the past years, as it is ceasing to be a secondary business function and has played a fundamental role in its responsibility to purchase resources that are needed for internal operations (Pereira, Christopher, & Lago Da Silva, 2014, p. 628). One reason for this shift in the traditional dynamics between buyers and suppliers can be found in the 1990s , when the way companies innovated changed from a closed off and laboratory-centred model to an open model, which allocated higher responsibilities to suppliers (Chesbrough, 2003, p. 24; Schiele, Calvi, & Gibbert, 2012, p. 1178). Over time it became increasingly important to secure the best suppliers for joined development projects (Schiele et al., 2012, p. 1178), as they directly contribute to the competitiveness of the buying firm (Mortensen & Arlbjørn, 2012, p. 152). Pereira et al., (2014, p. 636), also found that procurement activities deliver a significant contribution to creating supply chain resilience and therefore makes it more stable to disruptions and uncertainty. Over the past years and decades there has been growing interest in purchasing practices and supplier relationships as companies have become more dependent on fewer suppliers, as often certain materials can only be sourced from two to three suppliers, this supplier scarcity is increasing in business to business markets (Schiele et al., 2012, p.1178). Due to that, the way business to business and buyer-supplier relationships are conducted has been changing, as suppliers are a known determinate of success and failures across industries (Dwyer, Schurr, & Oh, 1978, p. 18).This intensifies the focus on partnerships between buyers and suppliers as they can only succeed if the supplier's needs are fulfilled, therefore supplier satisfaction plays an important role in the relationship (Wong, 2002, p. 570). Supplier satisfaction is a feature of buyer-supplier relationships (Essig & Amann, 2009, p. 104). According to Christiansen and Maltz (2002, p. 178) the type of buyer-supplier relationship mostly depends on the decision of the buyer. How a buying firm manages these relationships is affected to a large extent by purchasing and supply management strategies (Gelderman & Van Weele, 2003, p. 207). Furthermore, the benefits of having satisfied suppliers range from general benefits, such as a more stable business relationship (Padin, Ferro, & Svensson, 2017, p. 11) to the achievement of preferential resource allocation (Pulles, Schiele, Veldman, & Huettinger, 2016, p. 137). Successful collaborations with suppliers can improve the performance of a firm due to the fact that suppliers can "provide resources such as ideas, capabilities, and materials that build competitive advantages that might not be achieved otherwise" (Pulles et al., 2016, p. 129). Firms competing for innovation will benefit from working with the most innovative suppliers (Schiele, 2012, p. 44). More importantly, as early as 1991, there was evidence that a supplier first serves the needs and requirements of their preferred customers and afterwards the less preferred customers (Williamson, 1991, p. 83). This is especially important because within business to business markets a decline in supplier availability has been found, which was already previously mentioned and also discovered by Schiele, Ellis, Essig, Henke, & Kull (2015, p. 132). As the business environment is getting more and more competitive with fewer suppliers available it becomes especially important to achieve the preferred customer status and crucial to maintain it once it has been achieved. Supplier satisfaction is also strongly affected by the quality of the buyer-supplier relationship (Benton & Maloni, 2005, p. 16). Additionally, a buyer's deceitful practice has a significant negative effect on supplier satisfaction (Carter, 2000, p. 204). Therefore, it is necessary to be aware of what events can negatively impact an existing relationship with a supplier and eventually also how negative impacts may be mended in a business relationship. Thus, the purpose of this study is identifying what activities, across industries can negatively impact business relationships. In addition, a small part of the research also focuses on the possible dangers of having multiple contact persons per company and how a damaging act of one may affect the other business relationships. Moreover, the research also, investigates which activities can be conducted to rehabilitate damaged relationships.

Therefore, the following research question has been defined:

Q1: What should be avoided in order to not damage supplier or buyer relationships?

With the following sub-questions:

Q2: If a company has multiple contact persons per partner company, does one negative relationship have a negative impact on the remaining partnerships?

Q3: How can a company mend a relationship once it has been negatively impacted?

2. LITERATURE REVIEW

2.1 Short Review of Preferred Customer Status via the Cycle of Preferred Customership.

In order to examine the importance of relationship management and its relation to the preferred customer status it is important to understand the cycle of preferred customership. Therefore, the preferred customer cycle will be explained with regards to the research. Vos, Schiele, & Hüttinger (2016, p. 4621) proved that supplier satisfaction is an aspect that can gain competitive advantage and positively inclines the supplier to award a preferred customer status. Customer attractiveness is generally understood as how someone attracts a customer but, in this research, it is meant to explain how a customer (buying firm) attracts a supplier (Hüttinger, Schiele, & Veldman, 2012, p. 1195). This phenomenon is known as "reverse marketing" (Leenders & Blenkhorn, 1988, p. 2). Customer attractiveness is the initiator of the circle and is the first step for suppliers to initiate a new relationship or intensify an existing relationship (Schiele et al., 2012, p. 1180). Before the first contact multiple factors such as customer size, market share, market influence and growth rate determine the attractiveness of potentially preferred customers (Hüttinger et al., 2012, p. 1202).

Already in 1964 Blau (1964, p. 20) described that the expected outcome is relevant as he stated that an individual is attracted to another if he expects a rewarding experience from associating with that individual. Since then Schiele et al., (2012, p. 1181) have furthered the topic as they clearly state that supplier satisfaction is achieved when the buyer is able to "meet or exceed the suppliers'

expectations". Moreover, social factors, for example close personal relationships, play a crucial role in determining whether a customer is seen as attractive since attraction in a business context still is based on inter-personal relationships. (Ellegaard, Johansen, & Drejer, 2003, p. 354). Therefore, regular face-to-face contacts with buyers (Christiansen & Maltz, 2002, p. 180; Ramsay & Wagner, 2009, p. 131) as well as familiarity and similarity between the partners have a positive influence on the perceived attractiveness (Harris, O'Malley, & Patterson, 2003, p. 17). In addition, trust and commitment are both attractive elements within the relationship (Ellegaard & Ritter, 2007, p. 5) that are positively influenced by the customer's loyalty and support but also by shared values, fairness and reliability within the relationship (Hald, Cordón & Vollmann, 2009, p. 964). Lastly, risk factors are another variable that influence customer attractiveness since suppliers are often confronted with high risks and uncertainty (Ramsay & Wagner, 2009, p. 130). Thus, customer attractiveness is impacted by the demand stability, the customer's risk sharing and forecast reliability (Ramsay & Wagner, 2009, p. 131; Tanskanen & Aminoff, 2015, p. 136). Next to the stability of the customer's markets (Fiocca, 1982, p. 57), attraction is also influenced by the supplier's perceived dependence on the customer, which can make the overall perception of attraction either weaker or stronger for a supplier (Hald et al., 2009, p. 964). Supplier satisfaction is based on satisfied suppliers, they tend to be more satisfied with buyers who offer growth opportunities (Hüttinger et al., 2014, p. 712; Vos et al., 2016, p. 9) and show financial stability (Meena & Sarmah, 2012, p. 1239). Moreover, supply value can be derived from the customer's adherence to agreements (Maunu, 2003, p. 95). Supplier satisfaction can also be driven by the applied interaction mode between buyer and supplier. This involves e.g., effective communications (Maunu, 2003, p. 96) and the direct contact in the buying firm (Essig & Amann, 2009, p. 109). In this regard, supplier satisfaction is also influenced by the accuracy and timeliness of the customer's provided information (Whipple, Frankel, & Daugherty, 2002, pp. 75-76). Lastly, also factors such as openness, trust and commitment are important when it comes to satisfaction within business relationships (Benton & Maloni, 2005, p. 9; Essig & Amann, 2009, p. 103; Maunu, 2003, p. 96; Nyaga, Whipple, & Lynch, 2010, p. 111).The literature suggests different influencing factors of the preferred customer status. Hüttinger et al., (2012, p. 1202) integrated these antecedents into three categories: Economic value, relationship, and strategic compatibility. The "Economic value" which includes the rewards and costs that determine value creation for a supplier plays an important role in the supplier's decision to award a preferred customer status (Hüttinger et al., 2012, p. 1202). Thus, such factors as high purchase volumes, profitability and the supplier's perception of the future financial performance of the relationship can be named as drivers for the preferred customer status (Baxter, 2012, p. 1255; Bew, 2007, p. 3; Moody, 1992, p. 52; Steinle & Schiele, 2008, p. 11; Williamson, 1991, p. 81). The relationship within the buyer-supplier relationship presents a significant factor as to why suppliers treat selected customers better than others (Hüttinger et al., 2012, p. 1202). In this regard, Williamson (1991, p. 81) stated that a customer's long-term loyalty towards the supplier is an important contributor towards establishing a preferred status. Suppliers also place high importance on mutual trust, respect and fairness, but also commitment to and satisfaction within the relationship are valuable traits that are related to the assignment of the preferred customer status (Baxter, 2012, p. 1255; Moody, 1992, pp. 52, 55). Additional drivers of the preferred customer status can be found within the customer's attentiveness (Moody, 1992, p. 53) as well as the customer's willingness to truly collaborate with suppliers (Bew, 2007, p. 2). Another factor that influences the preferred customer status is based on the strategic compatibility between the two firms (Hüttinger et al., 2012, p. 1202). Suppliers appear to place high importance on the strategic fit with a buying firm (Bew, 2007, p. 3) which has a positive impact on the preferred customer status. Relations are also enhanced if key players from both firms are located near each other (Lambert, Emmelhainz, & Gardner, 1996, p. 8) making it easier to achieve a preferred customer status with suppliers (Steinle & Schiele, 2008, p. 11). Figure 1 represents the cycle of preferred customership and its actors.

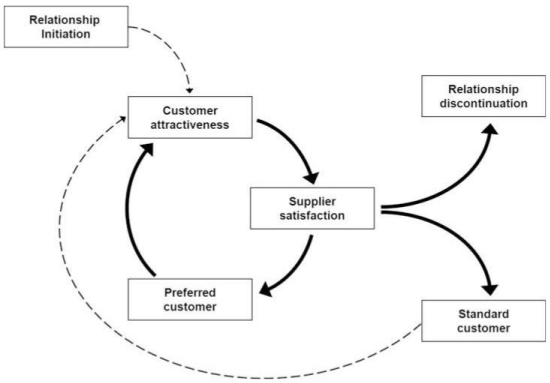

Figure 1: The virtuous cycle of preferred customership represents the development of a buyer-supplier relationship (Schiele, Veldman, Hüttinger, & Pulles, 2012, p. 142).

2.2 Relevant Factors as Drivers of Relationship Failure in Buyer-Supplier Relationships

2.2.1 Antecedents of Opportunism

One of the factors that is negatively impacting business relationships between parties is power. If components are not rare and the buying firm acts in a highly competitive supply market, they can easily terminate the relationships with its suppliers. This indicates that one party is in the position of power (Rindfleisch & Heide, 1997, p. 30). Power cannot be ignored in a business relationship as it always exists and has influence on the buyer supplier relationship (Caniels & Gelderman, 2005, p. 150). Power or more specifically the difference in power between relationship partners can lead to asymmetrical relationships and power disparity (Johnsen & Lacoste, 2016, p. 85). The research conducted by Wathne and Heide, (2000, p. 48) offers further insight into the thematic as it states, "information asymmetry enables one party to supply lower levels of quality or output than was contracted for". Power is mostly seen as something negative based upon the potential misuse. The party with more power is less dependent on the other party, whereas the less powerful party is more dependent on the powerful party. Therefore, dependency is used to show the existence of power and is defined as the opposite of power (Emerson, 1964, p. 282). This power disparity can lead to opportunism, since dependence is an antecedent of

opportunism and opportunistic behaviour. Not only is dependence an antecedent of opportunism, but also the predominant variable that is affecting opportunism (Hawkins, Wittmann, & Beyerlein, 2008 p. 897). There are various definitions of opportunism, it is most commonly defined as behaviour within a relationship that is driven by self-interest and is executed with guile (Williamson, 1975, p. 6). There is a variance of actions and behaviour that is classified under opportunism, among them are cheating, withholding of information and undersupplying with regards to an implicit or explicit contract. (Wathne & Heide, 2000, p. 48). Another antecedent of opportunism is uncertainty, "Combining uncertainty with market contracts often leads to a series of renegotiations and contingency clauses as disputes arise and the uncertainty is resolved" (Schilling & Steensma, 2002, p. 390). Thus, a more powerful buyer or supplier can take advantage of their less powerful business partner, in situations with high uncertainty and renegotiate contracts in their advancement or tighten contract terms.

2.2.2 Consequences of Opportunistic Behaviour and Equal Actions on Business Relationships

Performance is often mentioned when it comes to the negative impacts that opportunism has. Research has shown that opportunism has a negative impact on performance of a business relationship and therefore also on the performance of a company. (Crosno & Dahlstrom, 2008, p. 199). Another domain that is negatively affected by opportunism is trust. Morgan and Hunt (1994, p. 23) characterized trust as `when one party has confidence in an exchange partner's reliability and integrity," while Moorman, Deshpandé, & Zaltman (1993, p. 82) defined trust as "a willingness to rely on an exchange partner in whom one has confidence". When it comes to interorganisational trust and the role opportunism has the following can be said between business associates, "trust takes a long time to develop but an instant to destroy through opportunistic behaviour." (Johnsen, 2009, p. 195). Trust develops through repeated positive interactions between two actors in a relationship (Doney & Cannon, 1997, p. 37; Weber, Malhotra, & Murnighan, 2004, p. 76). Doney and Cannon (1997, p. 37) argued further that trust develops through the expectations of one party about motives and behaviours of the other party. The fulfilment of those set expectations can either result in trust or antitrust, where antitrust again negatively impacts the business relationship (Doney & Cannon, 1997, p. 38). Another consequence of opportunistic behaviour is the weakening of commitment within a relationship. Commitment has been defined in the literature as "the desire to continue the relationship and ensure its continuance" (Wilson, 1995, p. 337). Commitment in a business context focuses on the (emotional) attachment, the identification with the other party, on mutual goals, norms and values between the relationship partners (Solinger et al., 2008, p. 70). Also "an implicit or explicit pledge of relational continuity between exchange partners" (Dwyer and Schurr, & Oh, 1987, p. 19). Moreover, commitment can be on two different levels, inter-organisational commitment is formalised through contracts and obligations. This element of formality distinguishes inter-personal commitment from organisational commitment (Mavondo & Rodrigo 2001, p. 112). In addition, commitment is crucial to further increase relationship success, by minimize potential conflicts and trust breaches among the parties, it is important to invest in relationship commitment throughout organisational levels (Zhang et al., 2019, p. 656). Opportunism is not uncommon within business relationships and has the proven potential of eroding long-term relationships, since opportunism is negatively associated with trust and commitment (Mysen, Svensson, & Payan, 2011, p. 446).

2.2.3 Other Factors that Impact Business Relationship Failures

Relationships almost inevitably become damaged over time, understanding how and why is important in order to maintain and repair them. As theorised earlier opportunism seems to be an important variable when it comes to actions that potentially harm business relationships. However, in a direct comparison with perceived unfairness opportunism seems less important. Perceived unfairness has not only more negative implications but also stronger effects on channel relationships. In addition, perceived unfairness even amplifies the negative effects that opportunism has on other variables. (Samaha, Palmatier, & Dant, 2011, p. 110). The failure to meet what is perceived by the other party as just and fair can not only have a negative impact on commitment but erase commitment completely, which can ultimately lead to the dissolution of the relationship (Duffy, Fearne, Hornibrook, Hutchinson, & Reid, 2013, p. 24). Another factor that needs to be considered when looking at potential factors that deteriorate a relationship is, time. The length of business relationships can act as a moderator and protect relationships from the harm that would be caused otherwise. Benito, Pedersen, & Petersen (1999, p. 222) noted that "in order to take full advantage of an ongoing relationship, companies gradually adapt their organisational resources and routines to the specific needs of the relationship, which in turn represents a barrier to exit". Therefore, the longer the duration of the business relationship the weaker is the impact of actions that negatively impact business relationships. An additional factor that can slightly moderate a negative impact is supplier satisfaction. Benton & Maloni (2005, pp. 15-17), discovered that supplier satisfaction can make both parties feel equal and reduce therefore the impact of power imbalances. Communication is an additional dimension that impacts the failure of relationships. Communication can be defined as "the formal as well as informal sharing of information or meaning" between organisations (Anderson & Narus, 1990, p. 66). In addition, Murphy & Sashi (2018, p. 3) created a conceptual model to show that different communication modes (personal, digital and impersonal) have multiple dimensions (dyadic contacts, rationality, social interaction, reciprocal feedback) and have an effect on satisfaction. (see Figure 2)

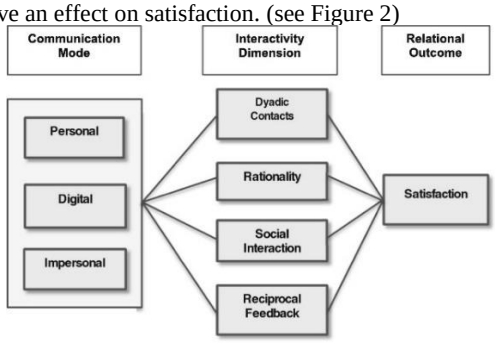

Figure 2: Conceptual model. Murphy & Sashi (2018, p. 3)

As effective communication is an important driver for satisfaction according to Maunu; (2003, p. 96; Meena & Sarmah, 2012, p. 1249) it can be theorised that a lack of effective communication can be harmful to a relationship. In this regard, supplier satisfaction is also influenced by the accuracy and timeliness of the customer's provided information (Whipple, Frankel, & Daugherty, 2002, pp. 75-76). Other parts of communication such as feedback, constructive controversy and effective conflict management have been found to be relevant in multiple studies (Benton & Maloni, 2005, p. 10; Maunu, 2003, p. 96; Wong, 2000, p. 429). Moreover, direct contact to a buying firm (Essig & Amann, 2009, p. 109) and the level and amount of information exchange (Ghijsen, Semeijn, & Ernstso, 2010, p. 24; Nyaga et al., 2010, p. 110), are also factors that are part of communication. Lastly, to avoid conflicts between buyer and supplier it is necessary to detect miscommunication and prevent poor information exchange (Bai, Sheng, & Li, 2016, p. 14).

3. METHODOLOGY

3.1 Research Design

The framework for the research is based on a literature review and desk research. With a quantitative approach and a descriptive design. There is no hypothesis formulated in the beginning, just data collected open to any outcome. Thus, the research is also following an inductive design. The data collected however is qualitative data as qualitative research methods "provide strategies for exploring experiences, practices and phenomena in sociocultural worlds" (Moen & Middelthon, 2015, p. 322), therefore a qualitative approach might help to enhance the understanding of the underlining factors that explain what causes relationship deterioration. In addition, the design as a whole follows a mixed methods approach. The qualitative data is collected by designing two questionnaires (Appendix B1.1, B1.2) one that is aimed at procurement managers and one at sales manager from companies. The companies operate in a B2B context across all industries. After the completion of the interview the interviewees fill in a survey that gives information on the size, structure and self-perceived standing with suppliers and customers. From the 42 conducted interviews 41 surveys were returned. The companies are in descending order from Germany, The Netherlands, Vietnam, Sweden and the United States of America. In total 42 interviews were conducted with 29 different companies. From those 42 interviews, 31 were conducted with buying firms and 11 with supplying firms. 38 interviews were conducted in English and four in German, those were later translated.

3.2 Data Collection

The questionnaire used for the interviews was designed in collaboration with other BSc students and the supervisor. Each questionnaire therefore had 7 main questions with 1 to 3 sub questions. These questions were aimed to give insight regarding the topics: 1) positive episodes (war stories), 2) attractiveness, 3) satisfaction, 4) preferred customer, 5) regular activities, 6) negative events, 7) ease of implementation. However, only the outcomes of topic 6) are discussed and analysed in this paper. As during the interviews further clarification or examples were required the design followed was semi-structured (Gill, Stewart, Treasure, & Chadwick, 2008, p. 292). The interviews were collected face to face, via video calls or phone calls. Further data collection was conducted with surveys where interviewees had to fill in scores for each of the topics: Supplier satisfaction/satisfaction with customers, preferred customer status, status, success of supplier management/customer relationship management. The scores ranged from 1 to 5 (5=very much agree). Moreover, general. information regarding the annual turnover, number of employees, ownership, position within the company and years spend in purchasing/sales in the company was filled in. Lastly, they had to provide information on the ecl@ss classification to make it possible to classify the industry (Appendix B 1.3)

3.3 Content Analysis

In order to transcribe the voice recorded interviews, the software amber script was used to convert the audio files into text files. Then the interviews were manually corrected, and errors and missing punctuation adjusted.

3.3.1 Content Analysis via Natural Language Understanding Tool from IBM Watson

Moreover, IBM Watson software "natural language understanding" was used to draw primary conclusions from the data. The software tool is designed to analyse texts and extract meta data from content which it is able to highlight, keywords, give their frequency and score their importance. The keywords given by the natural language understanding tool are elected as most relevant to understanding the content of an article or text. (Buzek, 2018). The relevance score assigned to each key word is the score of how confident the algorithm is. This can be understood as how confident he is in what he has discovered and how prominent the keywords are in the content. The score of the language tool range from 0 (little confidence/prominence) to 1 (very high confidence/prominence) (Coatney, 2017). This was done for the data sets C1 "all data", C2 "RQ1", C3 "RQ2", C4 "RQ3' (Appendix). Later those four separate datasets were again divided by successful and not successful companies. This was done based on D1 (Appendix), based on their customer satisfaction, the median was 4.0. So, any company under or with the exact score of the median were classified as "not successful" anything above 4.0 was classified as "successful". This resulted in 12 different Watson outputs. One interview I2 had to be excluded from the successful vs not successful as the survey was not returned and therefore excluded. This built the foundation for comparison as the interviews were also manually analysed any human error could be checked due to the language tool.

3.3.2 Content Analysis via Language Classifier Weka

In addition to the first artificial intelligence tool, Weka was used, which is a language classifier. The Weka software operates with a test and main data set which requires the input data to be manually coded first and then with the learned codes it attempts to code the remaining set. The language classifier got a sample of 21 interviews as a training set with the task to code the 21 remaining interviews automatically. Multiple text strings were extracted per interview, which means that one interview could consist of multiple text strings relating, mentioning or explaining a code. This is necessary as the more specific input the system has the clearer it gets on a concept behind the code. To reduce a company or interviewer bias every second interview was used for the Weka dataset, I1, I3, I5, I7, I9, I11, I13, I15, I17, I19, I21, I23, I25, I27, I29, I31, I33, I35, I37, I39, I41. Weka was only trained with the five predominant codes: power, commitment, trust, communication and future performance as the remaining

two codes had a number smaller than five in the test set, which is not enough to train the classifier. The trainings set has 57 strings of text that were pre classified as (A, B. C, D, E), while the test set has 46 strings of text that the programme had to classify.

3.3.3 Content Analysis via Manual Coding

The third tool that was used was manually coding all 42 interviews, initially only to train the Weka tool and later all interviews were coded due to low reliability and validity in both software tools, which will be further sown in the analysis. Manual codes were created based on the failure factors identified in the literature review. The interviews were coded according to: A= Power, B= Commitment, C= Trust, D= (future growth and performance), E=Communication. The coding was done differently than in the Weka case. Every interview could only display a certain code once, with multiple actions. This is done so an easier comparison is later possible. Therefore, the maximum occurrence of a code for example communication can be 42 due to the number of interviews. However unlimited amount of actions can be described. So, a possible outcome could be communication was mentioned in all 42 interviews with the count of 65 actions which relate to five main activities. Later on, the findings were compared within the two groups, "successful" and "not successful", one interview was excluded as the survey was not returned. This left the "successful" set with a n= 15 and "not successful" set with n= 26.

4. FINDINGS

4.1 Findings via the Natural Language Understanding Tool from IBM Watson

In order to get a general idea of the data presented the Watson language understanding tool was used. The first file that was analysed by the natural language tool had a size of approximately 16,000 words and included the answers of research question 1 to 3. The Watson tool file C1 (see Appendix) identified the following keywords based on their importance in the relation to the text. The top 5 key words based on their relevance score are: supplier development (0.5989), new supplier (0.5675), next time (0.5585), key thing (0.5573), much pressure (0.5552). The top five key words based on their frequency are: Suppliers (44), example (22) end of the day (4), negative impact (3), next time, key thing and needs (2). Important to notice is that those are just the frequency of what Watson has identified as keywords.

The second file that was analysed had a size of approximately 9,400 words and included the answers to the first research question (What should be avoided in order to not damage supplier or buyer relationships?). C2 (see Appendix), identified following top 5 keywords based on their score: supplier development (0.5981), new suppliers (0.5670), next time (0.5590), key thing (0.5580), much pressure (0.5556), smaller companies (0.5552). Based on frequency: supplier (42), example (22) end of the day (4), negative impact (3), next time, key thing and important thing (2)

The third file C3 (see Appendix), contained approximately 3,200 words and held the answers to research question two. Based on their score the five most important key words are: different areas of business (0.6754), good relationship (0.5894), customer solution (0.5861), key account manager (0.5731), part of the business (0.5721). Based on their frequency: guy (10), good relationship (7), little bit, business lines, suppliers, high level, different products (3).

The fourth file, C4 (see Appendix), contained approximately 3,500 words and based on their scores for research question three: powerful supplier (0.6434), good basis (0.5660), much choice (0.5655), common case (0.5505), open communication (0.5441). Based on their frequency supplier (21), relationship (14), Company (8) case, example (6), main supplier (4)

4.1.1 Findings via Natural Language Understanding Tools from IBM Watson, Successful Companies

The sets were then divided into successful company sets and not successful company sets. The fifth set E1 (see Appendix), contained all data regarding all research questions for the successful companies. Based on score the 5 most important key words are: early needs (0.6009), good account supplier management structure (0.5598), much pressure (0.5494), different negotiation path (0.5444), price reduction (0.5413). Based on the frequency the five most important are: supplier (23), relationship (21), business, customers (9), end of the day, buying party (3).

The sixth file E2 (see Appendix), has all the text belonging to the successful companies and RQ1, based on their scores: early needs (0.6269), Compliance compliance (0.5986), much pressure (0.5662), Price reductions (0.5496), long term investment (0.5448). The keywords with the highest frequency are relationship, customer (15), example (12), supplier (11), problem (7) customers (6).

The seventh data file, E3 (see Appendix), holds the text for RQ2 successful companies score: key account manager (0.6444) different organisational contacts (0.6185), business environment (0.6044), sides people (0.5896), negative event (0.5728). The most mentioned key words are: customer (13), supplier (9), business (5), good relationship, relationship (4). In addition, E4 (see Appendix), the eight data file for successful companies and the answers to RQ3 revealed following key words based on their scores: month length (0.5879), next level (0.5815), extra charge (0.5784) , set plan (0.5782), sales people (0.5707) The keywords with the highest frequency are: supplier, customer (3), set plan, higher level, example, process, price, table, volumes (2). This gives an indication that the topics form the successful company interviews are about early needs, good account supplier management structure, much pressure, different negotiation path, price reduction, supplier, relationship, business, customers, end of the day and buying party. It can be seen as a short review of those 15 successful companies that can give one a first impression, without having to read the interviews.

4.1.2 Findings via Natural Language Understanding Tools from IBM Watson, not Successful Companies

F1, the ninth file (see Appendix), contained all data regarding not successful companies. Based on score the key words are: supplier development (0.6052), smaller companies (0.5855), new suppliers (0.5713), much effort (0.5597), key thing (0.5551). Based on their frequency: supplier (42), end of the day, important thing, negative impact (3), new suppliers, next time, supplier relationship big times, people management skills and good way (2).

The tenth F2 (see Appendix), with the text belonging to RQ1 and not successful companies came up with the following key word scores: supplier development (0.6190), new suppliers (0.5816), key thing (0.5769), smaller companies (0.5598), huge huge issue (0.5561). The most repeated key words are suppliers (34), key thing,

important thing, next time, people management skills, private company (2). The 11th file, F3 (see Appendix), with the answers to RQ2 regarding the not successful companies has the following top five keywords based on scores: chief sales officers of those companies (0.6158), local company (0.6111), different areas of business (0.5927) big conglomerate (0.5838), good relationship (0.5819). Based on the frequency following key words were mentioned: relationship (11), guy (10), buyer (5), little bit, high level, level, supplier, conflict (3). The 12th and final data set F4 (see Appendix), for the RQ3 and the not successful companies identified the following scores: powerful suppliers (0.6618), much choice (0.6060), common case (0.5609), good basis (0.5602), year contract (0.5574) The top 5 keywords with the highest frequency are: supplier (18), relationship (12), business (11), company (8), case (5).

Again, this gives a short description about the existing topics within the 25 not successful companies and the interview content. According to Watson the interviews relate to supplier development, smaller companies, new suppliers, much effort, key thing, supplier, end of the day, important thing, negative impact, new suppliers, next time, supplier relationship, big times, people management skills and good way.

4.2 Findings via the Language Classifier Weka

Both data sets for the language classifier had the data that was associated with an n=21 with regards to the interviews. The training set had 57 strings of text and each string of text was manually pre-classified as (A, B. C, D, E) and were the input for the software to learn what each code meant. The test set had 46 strings of text that the program had to classify. Weka managed an accuracy of 65.2%, with 30 right classifications and 16 wrong classifications, see Appendix G1, G1.1 and G1.2.

4.3 Findings via the Manual Coding

For the first research question, out of the 42 interviews following codes and frequencies emerged (see Appendix H1) after manual coding based on the literature review. For all interviews the distribution was the flowing: Power (A)= 6, Commitment (B)= 32, Trust (C)= 10, Future Performance (D)= 2, Communication (E)= 21. After splitting the data in successful and not successful companies the codes and frequencies for successful companies were: Power (A)= 1, Commitment (B)= 11, Trust (C)= 3, Future Performance (D)= 1, Communication (E)= 6. For the unsuccessful companies the frequency emerged: Power (A)= 5, Commitment (B)= 20, Trust (C)= 7, Future Performance (D)= 1, Communication (E)= 14. For the second research question there was no manual coding used since it was a yes or no question. The question was asked in 19 interviews and in 7 of those interviews' companies said that it would negatively impact the relationships or that they imagine it could negatively impact the relationship. The third research question was asked in 25 interviews, when and how they mend relationships will be further analysed in the analysis.

5. ANALYSIS

5.1 Analysis of Research Question 1 – Breach of Commitment and Lack of Communication are the Biggest Causes for Relationship Deterioration

Based on the Watson findings, especially at the frequency analysis it could be theorised that suppliers are important which makes sense as mostly procurement managers were asked. Moreover, the frequency of example goes to show that in many of the interviews the question was answered by giving an example. The more detailed analysis (Table E) shows which codes could be identified based upon the literature review. For research question 1, out of the 42 interviews following codes were mentioned with the frequency: Power (A)= 6, Commitment (B)= 32, Trust (C)= 10, Future Performance (D)= 2, Communication (E)= 21 and Other= 4. Figure 3 shows the frequency of codes, actions and the individual frequency of each action.

Codes	Frequency of codes (Interviews)	Actions and their individual frequency	Frequency of all actions
Power (A)	6	- Abuse of power when negotiating for price reductions (3)	3
Commitment (B)	32	- Under delivery of amount, standards or time (14) - Late payment, partial payment, no payment (13) - Supplier switching (1) - Returning after switching (1) - Selling to someone else based on price (1)	30
Trust (C)	10	- Criminal activities e.g. asking for lower invoices, forging documents to pass audit (3) - Selling to other party behind ones back (1) - Not selling in accordance to selling policy (1) - Lack of expected flexibility (1)	6
Future Performance (D)	2	- Inability to sell more than in the previous year (1) - Decrease in volume (1)	2
Communication (E)	21	- Lack of clear, open, honest and proactive communication with regards to orders, requirements and conflict (13) - Disrespectful behaviour and yelling (2)	15
Other	4	- Lack of long-term commitment (2) - Unfair behaviour (1) - Unawareness of cultural differences (1)	4

Figure 3: Manual coding of all interviews, including frequencies and actions.

This underlines the theories within the literature. The violation or breach of commitment, though mostly contractual commitment rather than emotional commitment, was mentioned as the most severe factor when it comes to negatively impacting the relationship. Contract breaches are opportunistic behaviour as the actions related fall under the earlier mentioned categories such as: cheating, withholding of information and undersupplying with regards to an implicit or explicit contract. (Wathne & Heide, 2000, p. 48) The related actions mentioned were 27 times explicitly related to contractual commitment, they can be divided into two categories: Contract breaches, mentioned 14 times concerned with: under delivery of agreed upon amount, under delivery of agreed standards, deviation of agreed on delivery times. Moreover, the second category which also falls under contractual commitment has been mentioned 13 times and is related to payment. Here the mentioned actions were paying late, not paying in full and not paying at all. In addition, there were three actions mentioned on that related to emotional commitment. Those actions were each mentioned once: supplier switching and then trying to return was mentioned as a breach of emotional commitment and selling to someone else purely based on prices and with disregard to the relationship.

The second most often mentioned topic was communication or the lack of communication in the sense of clear communication, honest knowledge sharing, timely communication of occurring problems. The context in which the importance of communication was highlighted, or the lack of communication and the harm implied. Communication was mentioned in 21 interviews, out of those it was 13 times mentioned that that communication needs to be clear, open, honest and proactive. This was related to communicating orders and requirements correctly and being proactive if there are problems arising. In addition, it was twice mentioned that communication has to be respectful and according to normal behaviour not e.g. yelling, as that harms the relationship. Moreover feedback, face to face meetings, emails and phone calls have been mentioned as examples on how to engage in communication. Important to say was that face to face meetings were mentioned as preferred method to communicate issues and problems.

The third most mentioned factor is trust or in this context the breach of trust it was mentioned in 10 interviews. As mentioned earlier Morgan & Hunt (1994, p. 23) characterised trust as "when one party has confidence in an exchange partner's reliability and integrity" and Moorman et al., (1993, p. 82) defined trust as" a willingness to rely on an exchange partner in whom one has confidence". The following examples were presented during the interview. Criminal activity was mentioned three times as a breach of trust, one time the action was described more in detail as criminal activity, which was getting asked to lower invoices to avoid taxes. Moreover, once the failed audit from a supplier abroad was mentioned, what meant to the buying firm that the supplier hat forged documents to get the contract. Other actions that were mentioned once, were the breach of loyalty, selling to a second party behind ones back, not selling in accordance to the selling policies of the supplier and the lack of expected flexibility.

Moreover, power was mentioned in 6 interviews exclusively in the context of negotiations. The most frequent action in which power and the abuse of power was asserted and mentioned was three times negotiating for a price reduction. Especially, knowing that they cannot easily find another supplier. Moreover, asking for a price reduction and either threaten to walk out or pull the company completely for the procurement programme. Also, power was used as a bluffing mechanism with the threat to not even submit an offer if the conditions are not changing. Lastly, power was also asserted in order to get the other party to send a new negotiator and contact person.

Lastly, the concern about future performance was mentioned twice. This does not relate to contracted numbers but the general fear that a buyer does not yearly increase his procurement volumes. The mentioned examples were that the inability to sell more than the previous year the supplier will be dissatisfied or if the number decreases and the supplier will be dissatisfied.

Moreover, during the manual analysis of the interviews smaller codes emerged as well. The lack of long- term orientation was mentioned twice as a factor that negatively impacts the relationship. Moreover, unfair behaviour in general was mentioned once and so was cultural differences that negotiators and contact people are unaware of.

Out of the 42 interviews 41 could be classified into successful and unsuccessful. For the successful and not successful companies the following code frequencies were found (see Figure 4).

Codes	Successful companies	Code occurrence	Not successful companies	Code occurrence	Difference in percentage
	N=15	Successful	N= 26	Not successful	
A	1	0.067	5	0.192	12.5%
B	11	0.733	20	0.769	3.6%
C	3	0.200	7	0.269	6.9%
D	1	0.067	1	0.038	-2.9%
E	6	0.400	14	0.538	13.8%

Figure 4: Code occurrence and difference between successful and not successful companies.

What can be observed in a direct comparison between the two categories is that in successful companies' power was mentioned less, only a 6.7% chance, in the not successful companies there was a 19.2% chance that power is mentioned. This makes a difference of 12.5% between those groups which is the second biggest difference observed. This could be because the not successful companies have had more experiences with power abuse in negotiations. Breach of commitment and trust were mentioned with a difference of 3.6% and 6.9% again, more likely to be mentioned by unsuccessful companies. The only time successful companies mentioned a category more is the threat of a decreasing future performance. The category was only mentioned once in each set but based on size. The successful set a had a likeliness of 6.7% while the not successful set only had a 3.8% chance of mentioning future development or the lack of it as a negative factor which makes it 2.9% less likely to be named by not successful companies. However, most significant was the category E, the lack of communication has been mentioned with a 13.8% higher likeliness by the not successful set. Looking at the relevance of the codes in each set, breach of commitment and lack of communication are still the two most named factors, regardless of the grouping of the companies. The outcomes here implicate that companies that are in the not successful set have had more experience with factors that deteriorate a relationship. The survey topic supplier/customer satisfaction was used to divide the companies and therefore it may be that firms that score low have more insight into factors that damage a relationship since they may have engaged more into those behaviours, especially using power in negotiations and lack of communication with their business partners. Which then means that they have a higher awareness, as they have had more experience with it and more often have seen the reactions to their relationship deuterating actions.

5.2 Analysis of Research Question 2 – Single Contact Point Towards Other Companies is Preferred

The Watson output gave an indication that different area of business, based on score and good relationship, based on frequency are important. Which matches the findings. Within the 19 asked companies seven answered that it would either negatively impact the relationship or that they think it would. They either had experiences where one contact person's mistake had implications for the other contact persons as well or they can imagine that is could have a negative impact. The companies also pointed out that usually with personal attention, apologies or meetings any negative impact caused by one that affects others can be mended or negated. In six interviews it was

mentioned that having multiple contacts is avoided in their company to keep the communication and responsibility clear. In one it was mentioned that they try per area of business to only have one person to avoid misunderstandings. In addition, in five different interviews companies said that they do not think that it can have a negative impact on the remaining partnerships as their business is mostly focused on growth and prices.

5.3 Analysis of Research Question 3 – Only Important Relationships Should be Rehabilitated

Watson gave a good estimate of the keywords as it made out the key words relationship and open communication as well as powerful supplier. The question was asked in 25 interviews. The action mentioned most during the interviews on how to fix a negatively impacted relationship was compromise (10). The examples given were: making compromises when it comes to price, quantity, flexibility, delivery and while offering or giving a compensation, apologise (even with formal documents) and admit that the mistakes were done. The second category mentioned eight times was related to communication. The examples were: getting all the information internally and externally, be open and honest with the communication, preferably communicate face to face, start a new chapter, do not dwell in the past. Then the following were mentioned 6 times: A) Do not fix relationships that are not important or easily replaceable. B) Only fix economically or emotionally important relationships. Since with long-term partners the reliability, price and volume are already known and the whole relationship has low uncertainty. Other actions that were mentioned once are: give feedback, vendor rating, communicate common goals, treat them with more respect in the future, increase how much you sell.

6. CONCLUSIONS

6.1 Unsuccessful Companies are More Aware of Relationship Deteriorating Actions – Opportunistic Behaviour Leads to Being Less Successful

As mentioned above when it comes to factors that negatively impact the relationship the categories mentioned most were violation and breach of commitment, lack/wrong communication, abuse of power, breach of trust and threat of no future growth. For the first research question the breach of commitment was the most mentioned and wrong/ lack of communication the second most mentioned variable. This remained also when the companies were divided into successful and not successful. A difference could be established between successful and not successful companies as not successful companies mentioned four out of five codes more often. The biggest three differences could be observed for Communication= 13.8% difference, Power= 12.5% difference, and Trust 6.9% difference. The novel discovery is that not successful companies seem to be more aware of factors and actions that negatively impact business relationships. This becomes especially clear when looking at the power abuse in negotiations that was mentioned with a 19.2% likeliness by not successful companies and only a 6.7 % likeliness by successful companies. This can because not successful companies have more experience with using power in negotiations to gain what they are aiming for but damage the relationship. In general, not successful companies mentioned damaging codes and actions related to opportunistic behaviour more often, which may be since they have exercised them more frequent and therefore are aware of their negative implications. Especially the abuse of power and the breach of trust and commitment can be seen as opportunistic behaviour as they are driven by self- interest and executed with the intention to gain an advantage over the business partner. This shows that companies that are more motivated by economic self-interest can harm relationships, while engaging in those behaviours and actions which ultimately then can lead to them being less successful as their relationships are getting damaged and they are less likely to gain or hold a preferred customer status.

6.2 One Contact Person per Company Ensures Clarity

With regards to the second research question, it was made clear that companies tend to only have one contact person in order to avoid confusion. Having one responsible person per buyer or supplier gives a clear point for communication and responsibility. Moreover, slightly more companies said that negative actions by one contact can also impact other contacts persons. Slightly less said that they do not think that there are negative implications.

6.3 Only Strategic or Long-Term Relationships Should be Mended

The third research question concerning how to rehabilitate relationships once they have been negatively impacted, compromises, honest communication, preferably face to face communication were mentioned. Moreover, fixing a relationship takes time and energy which is only worth the effort if the partner either has a strategic relevance or importance or if it is a long-standing relationship. Companies try to mend relationships that are non-substitutable or where setting up a new relationship would take too much time and planning. Therefore, they focus repairing relationships with long-term partners as they generally have successfully worked together for years and therefore the uncertainty is low.

6.4 The Future of Artificial Intelligence and current Importance of Manual Coding

Artificial intelligence in for of the two software tools that were used has still limited applicability for analysing and classifying text. The natural language understanding tool from IBM Watson, which assigned key words, relevance scores and frequencies of the mentioned key words had a limited usefulness. The software got more useful as the data sets got smaller as the tool picked up easier on the keywords. It can be used to get an initial indication of which terms may be important for each research question. However, it only gives a first impression and cannot be used without later analysing the whole text. Secondly the Weka language classifier has a great potential to be more accurate and useful for larger datasets with fewer codes, that are mentioned equally throughout a text. Lastly, even if more time intensive, manual coding is still more precise then the artificial intelligence tools nowadays, especially for a relatively small sample.

7. LIMITATIONS

7.1 Interviews and Research Design

The research conducted can definitely be seen as starting point for more research. However, there are multiple

limitations. With regards to the reliability and validity of the answers that were collected for the research questions. Most interviews were conducted in English; therefore, subjects may have not answered to the full capacity. In addition, RQ1 was asked 42 times, while RQ2 was only asked 19 times and RQ3 only asked 25 times. The median that was used to divide the companies in successful and not successful was based on their own estimation, which means that the reliability may be low. Additionally, the median was calculated for the 41 companies, which returned the survey and therefore it was not possible for question two and three, since the number of interviews was only 19 and 25 and not 41 to have a comparison between successful and not successful companies. Moreover, just because a company was asked a question does not mean that they answered it with usable information. Additionally, since seven different individuals conducted the interviews, not all asked the questions in the same way, for example the phrasing or depth of the questions and sub questions differed. Furthermore, when asking for negative actions people tend to answer with a positive, which resulted in companies often mentioning communication in a wider context.

7.2 Limitations of the Software Tools and Manual Coding

The limitations of the three tools used to generate the findings and analysis are limited in the way that the Watson language understanding tool gives a short keyword overview of important topics within the text. The tool was unable to generate a meaningful outcome when the data set was large 16,000 words. However, for smaller data sets with half that size or less it was more precise. For the Weka language classifier half of the interviews were manually coded and then the system was trained, which brings a bias since there is no guarantee that the manually coded input is completely right, Also, when manually coding a sentence can have two codes for example commitment and trust but for the Weka classifier each string of text could only be assigned one code. However, the tool had a precision of 65.2%, but was unable to classify codes that were less than six times mentioned in the trainings set. The last and main method used was the manual coding. All interviews were manually coded based upon the literature review. Since the coding was done by one person and not checked by a group the reliability of the coding is not as high as it could be. Moreover, for future research it may be better to interview companies in their mother tongue, as the results and actions may be more precise. Furthermore, more interviews should be conducted to gather more data and have a bigger opportunity to compare them on more attributes such as industry and country. In addition, creating a larger datafile could enable Weka to code it with a higher reliability.

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10. APPENDICES

Appendix B1.1
Purchaser, Interview Set

Q1	Positive episodes	Are there specific events/ episodes that contributed positively to the relationship with your supplier(s)?		
Q2	Attractiveness	Let's systematically look at buyer-supplier relationships. The start: What factors had influence on the supplier building up a relationship with your company at first hand (attractiveness = before the start)?	How do you identify (new) suppliers / how they came to know about you?	
Q3	Satisfaction	What did you do in your firm to increase supplier satisfaction (i.e. during the ongoing relationship once it is established)? Inernally and externally?	How do you identify what your suppliers expect most from the relationship with your firm?	Do you measure supplier satisfaction? How?
Q4	Preferred customer	Imagine your supplier having several customers to serve, who gets the delivery first? It is the preferred customer. What did you do in your firm to become a preferred customer and outperform other customers?	What do you do to stay preferred customer?	What are you doing differently to address far away suppliers, i.e. to be a preferred customer with those suppliers located in distante countries?
Q5	Regular activities	What specific periodic/ regular activities is your company engaged in to improve your standing with your suppliers?	E.g. Supplier day, supplier club, any upstream marketing applications, awards/ certificates, supplier development, yearly communication, innovation sharing	
Q6	Negative episodes	What should generally be avoided in order not to annoy the supplier? Have there been actions from your firm which have negatively impacted your relationship with (specific) suppliers?	In case in your firm different people have contact relationships with the same supplier, how does one negative relationship of someone from your company affected the overall relationships with the same supplier?	How did you fix negative impacts on the relationship?
Q7	Ease of implementation	To conlcude: Which would be the five most important steps you recommend someone who want to start a programme to improve standing with suppliers?	What supplier-customer programmes/activities to improve the relationship do you perceive to be easy and which are difficult to prepare, implement and/or perform?	

Appendix B1.2
Sales, Interview Set

Q1	Positive episodes	Are there specific events/ episodes that contributed positively to the relationship with your customer(s)?		
Q2	Attractiveness	Let's systematically look at buyer-supplier relationships. The start: What factors had influence on you building up a relationship with a particular customer in the first place (attractiveness = before the start)?	How do you identify (new) customer(s) / How do you come to know about them?	Do you classify customers? If so, how?
Q3	Satisfaction	What did your customer do in his firm to increase your satisfaction (i.e. during the ongoing relationship once it is established)? What did your customers do internally (e.g. in their processes) or externally (involving you)?	How do your customers identify what you as supplier expect most from the relationship with them?	Does any of them measure supplier satisfaction (i.e. how satisfied you are with the relationship to your customer(s))? How do they do?
Q4	Preferred customer	Imagine your having several customers to serve with the same good/capacity, who gets the delivery first? It is the preferred customer. What did your customers do in to become your "preferred customer" and outperform other customers?	What do they do to stay preferred customers?	What are suppliers that are far away doing differently than the ones closeby?
Q5	Regular activities	What specific periodic/ regular activities do your customers organize to improve their standing with you?	E.g. Supplier day, supplier club, any upstream marketing applications, awards/ certificates, supplier development, yearly communication, innovation sharing	
Q6	Negative episodes	What should buying firms generally avoid in order not to annoy their supplier? Have there been actions from your customers which have negatively impacted your relationship with them?	In case in your firm different people have contact relationships with the same customer, how does one negative relationship of someone from your company affected the overall relationships with the same customer?	How did you fix negative impacts on the relationship?
Q7	Ease of implementation	To conclude: Which would be the five most important steps you recommend customers who want to start a programme to improve their standing with you as a supplier?	What supplier-customer activities/programs that your customers organize are easy to cooperate in and which are difficult to cooperate in? Think in the sense of time, resources and/or preparation it requires.	

Appendix B1.3
Survey

Supplier Satisfaction

Most of our suppliers...	1	2	3	4	5 (very much agree)
...are very satisfied with the overall relationship to us					
...are very pleased to have us as their business partner					
...if they had to do it all over again, would still choose to serve us as customer					
...do not regret the decision to do business with us					

Preferred Customer Status

Compared to other customers in our suppliers's customer base, on average...	1	2	3	4	5 (very much agree)
... we are their preferred customer					
... they care more for us					
... we receive preferential treatment					
... our suppliers go out on a limb for us					
... our suppliers' employees prefer collaborating with us to collaborating with other customers					

Status

In the view of our suppliers, our firm...	1	2	3	4	5 (very much agree)
...has a high status					
...is admired by others					
...has a high prestige					
...is highly regarded by others					

Success of supplier management

	1	2	3	4	5 (very much agree)
Our supplier management is better than that of our competitors.					
Overall, we are satisfied with our supplier management					
In recent years, we were able to minimize supplier dissatisfaction					
In recent years, we improved our supplier management more than our competitors did					

General information

Annual Turnover (in €). (When you belong to a firm-group, please provide the details of your firm branch!)	
Number of employees	
Ownership (private, public)	
What is your position in the company?	
Since how many years you are in purchasing with your company?	

Please chose your firm's ecl@ss classification from the following list:
(For more information to determine your ecl@ss please visit http://www.eclasscontent.com)

13 Development (Service)	
14 Logistics (Service)	
15 Maintenance (Service)	
16 Food, beverage, tobacco	
17 Machine, device (for special application)	
18 Equipment f.mining, metallurgical plant, rolling mill a.foundry	
19 Information, communication and media technology	
20 Packing material	
21 Manufacturing facility, workshop equipment	
22 Construction technology	
23 Machine element, fixing mounting	
24 Office product, facility and technic, papeterie	
25 General Service	
26 Energy, extraction product, secondary raw material and residue	
27 Electric engineering, automation, process control engineering	
28 Automotive technology	
29 Home economics, Home technology	

30 Auxiliary supply, additive, cleaning agent	
31 Polymer	
32 Laboratory material, Laboratory technology	
33 Installation (complete)	
34 Medical Device	
35 Semifinished product, material	
36 Machine, apparatus	
37 Industrial piping	
38 Inorganic Chemical	
39 Organic Chemical	
40 Occupational safety, accident prevention	
41 Marketing	
42 In-vitro diagnostic	
43 Optics	
44 Motorvehlice	
45 Human and veterinary drug, pesticide as well as active ingredient	
46 Clothing and textile	
47 Body care and personal hygiene	
48 Sport, playing, leisure	
49 Public safety and military technology	
90 Interim class (mix)	

Appendix C1
All Data Set, Watson

Keywords
text relevance count
supplier development 0.5989 1
new suppliers 0.5675 1
next time 0.5585 2
key thing 0.5573 2
much pressure 0.5552 1
smaller companies 0.5549 1
higher prices 0.5459 1
suppliers 0.5423 44
good phone voice 0.5410 1
end of the day 0.5381 4
works standards agency standards 0.5343 1
General Motors 0.5331 4
early needs 0.5331 1
huge huge issue 0.5324 1
Support of their business 0.5283 1
small companies 0.5275 1
important thing 0.5271 2
third time 0.5270 1
end of the year 0.5269 1
big projects 0.5262 1
project manager 0.5250 1
much support 0.5246 1
communication lines 0.5233 1
good example 0.5233 1
high priority 0.5220 1
hold points 0.5218 1
okay price 0.5212 1
personal contact 0.5207 1
normal cost increases 0.5207 1
increase supplies 0.5178 1
good communication 0.5177 1
small markets 0.5176 1
needs 0.5174 2
little bit of adaptation 0.5173 1
suppliers people 0.5172 1
quality standards 0.5171 1
next tenders 0.5165 1
example 0.5161 22
contract negotiations 0.5161 1
line of work 0.5150 1
negative impact 0.5149 3
customer side 0.5148 1
communication channels 0.5147 1
much friction 0.5144 1
good account supplier management structure 0.5143 1
bad conversation 0.5135 1
longest time 0.5133 1
big times 0.5131 1
early escalation of things 0.5129 1
CEO of the company 0.5128 1

Appendix C2
All Data RQ1, Watson

Keywords
text relevance count
supplier development 0.5981 1
new suppliers 0.5670 1
next time 0.5590 2
key thing 0.5580 2
much pressure 0.5556 1
smaller companies 0.5552 1
higher prices 0.5462 1
suppliers 0.5420 42
good phone voice 0.5418 1
end of the day 0.5365 4
works standards agency standards 0.5347 1
early needs 0.5334 1
huge huge issue 0.5329 1
small companies 0.5277 1
important thing 0.5273 2
third time 0.5272 1
end of the year 0.5264 1
Support of their business 0.5255 1
project manager 0.5251 1
much support 0.5248 1
big projects 0.5243 1
communication lines 0.5235 1
good example 0.5231 1
high priority 0.5222 1
hold points 0.5220 1
okay price 0.5213 1
personal contact 0.5209 1
normal cost increases 0.5209 1
good communication 0.5180 1
increase supplies 0.5180 1
small markets 0.5177 1
needs 0.5176 2
little bit of adaptation 0.5174 1
quality standards 0.5173 1
suppliers people 0.5170 1
next tenders 0.5167 1
contract negotiations 0.5163 1
example 0.5159 22
line of work 0.5152 1
negative impact 0.5151 3
communication channels 0.5148 1
much friction 0.5145 1
good account supplier management structure 0.5145 1
customer side 0.5144 1
bad conversation 0.5142 1
longest time 0.5135 1
early escalation of things 0.5130 1
CEO of the company 0.5129 1
big times 0.5128 1

Appendix C3
All Data RQ2, Watson

Keywords

text	relevance	count
different areas of business	0.6754	2
good relationship	0.5894	7
Customer solutions	0.5861	1
key account manager	0.5731	2
part of the business	0.5721	1
chief sales officers of those companies	0.5711	1
sides people	0.5594	1
local company	0.5525	2
big companies	0.5467	1
big conglomerate	0.5436	1
negative event	0.5425	1
instance Evonik	0.5324	1
bad relationships	0.5323	2
companies	0.5317	2
areas of the business	0.5317	2
sides of the business	0.5307	1
production buy products	0.5302	1
best performance	0.5289	1
big conflict	0.5277	1
chief procurement officers	0.5271	1
contact point	0.5264	1
issue today	0.5251	1
little bit	0.5232	3
local sales companies	0.5230	1
wind business	0.5215	1
different guy	0.5211	1
guy	0.5209	10
negative relationship	0.5209	1
business environment	0.5197	1
business lines	0.5193	3
suppliers of EON	0.5193	1
suppliers	0.5190	3
end of the day	0.5177	1
high level	0.5173	3
technical department	0.5171	1
sustainable relationship	0.5162	1
different divisions	0.5159	1
negative impression	0.5153	1
negative experience	0.5152	1
wind turbines	0.5151	1
CEO levels	0.5143	1
different products	0.5143	3
example people	0.5142	1
cases	0.5137	2
critical thing	0.5136	1
negative impact	0.5128	1
Local sales office	0.5126	1
negative influence	0.5124	2

Appendix C4
All Data RQ3, Watson

Keywords

text	relevance	count
powerful suppliers	0.6434	1
good basis	0.5660	1
much choice	0.5655	1
common case	0.5505	1
Open communication	0.5441	2
year contract	0.5432	1
concrete example	0.5399	1
good relationship	0.5385	2
board level	0.5296	1
main supplier	0.5291	4
possible transfer	0.5291	1
much information	0.5279	1
extra charge	0.5277	1
higher level	0.5272	3
common interests	0.5271	2
set plan	0.5270	2
half years	0.5270	1
clear understanding	0.5270	1
negative impact	0.5260	2
peoples business	0.5253	1
end of the day	0.5246	1
flip side	0.5238	1
cheap stock	0.5220	2
technical reasons	0.5209	1
nice guy	0.5209	1
big stock level	0.5205	1
responsible person	0.5204	1
much cost	0.5201	1
professional relationship interests	0.5197	1
curious possibilities	0.5187	1
lot of material	0.5184	1
local culture	0.5178	1
only case	0.5173	1
common ground	0.5172	1
supplier point of view	0.5171	1
company	0.5167	8
different reasons	0.5166	1
case	0.5164	6
new suppliers	0.5163	1
better terms of delivery	0.5158	1
supplier	0.5158	21
personal relationships	0.5153	1
little bit	0.5148	2
important thing	0.5143	1
example	0.5141	6
first place	0.5140	1
operational level	0.5136	1
relationship	0.5134	14
past experiences	0.5132	1
way of escalating	0.5130	1

Appendix D1
Supplier/Customer Satisfaction Scores used to Divide Companies

	A	B	C	D	E	F
1	Firm	SuSa_1	SuSa_2	SuSa_3	SuSa_4	SuSa_Average
2	Kaan 1	4	4	3	4	3.75
3	Kaan 2	4	4	3	4	3.75
4	Kaan 3	4	4	3	4	3.75
5	Kaan 4	4	4	3	4	3.75
6	Kaan 5	4	4	4	4	4
7	Kaan 6	3	4	4	4	3.75
8	Miriam 1	4	4	4	4	4
9	Miriam 2	4	4	4	4	4
10	Miriam 3	4	4	4	4	4
11	Miriam 4	3	3	3	3	3
12	Miriam 5	5	5	4	4	4.5
13	Miriam 6	4	4	4	4	4
14	Miriam 7	4	4	4	4	4
15	Nhu 1	4	4	5	5	4.5
16	Nhu 2	5	5	3	5	4.5
17	Nhu 3	4	4	5	5	4.5
18	Nhu 4	3	4	4	4	3.75
19	Nhu 5	5	5	3	5	4.5
20	Nhu 6	3	3	2	3	2.75
21	Nhu 7	5	5	5	5	5
22	Rick 1	5	5	5	5	5
23	Rick 2	4	4	4	4	4
24	Rick 3	4	4	4	4	4
25	Rick 5	5	5	5	5	5
26	Rick 6	3	4	4	4	3.75
27	Franziska 1	3	4	4	4	3.75
28	Franziska 2	4	4	4	4	4
29	Franziska 3	4	3	5	4	4
30	Franziska 4	4	2	2	3	2.75
31	Franziska 5	3	3	4	4	3.5
32	Franziska 6	4	5	5	5	4.75
33	Sebastian 1	4	5	4	4	4.25
34	Sebastian 2	4	4	3	4	3.75
35	Sebastian 3	4	4	4	5	4.25
36	Sebastian 4	5	5	5	5	5
37	Sebastian 5	5	5	5	4	4.75
38	Sebastian 6	5	4	5	5	4.75
39	Lisa 1	4	4	4	4	4
40	Lisa 2	4	4	4	4	4
41	Lisa 4	4	5	5	4	4.5
42	Lisa 5	3	3	3	4	3.25
43					SS_Average	4.067073171
44					SS_Median	4

Appendix E1
All Successful Data

Keywords

text	relevance	count
early needs	0.6009	1
good account supplier management structure	0.5598	1
much pressure	0.5494	1
different negotiation path	0.5444	1
Price reductions	0.5413	1
Compliance compliance	0.5402	1
sides people	0.5393	1
good communication	0.5377	1
such kind of negative events	0.5368	1
key account manager	0.5287	2
high turnover	0.5277	1
simple example	0.5270	2
long term investment	0.5252	1
customers	0.5247	9
whole process	0.5246	1
case companies	0.5239	1
extra charge	0.5230	1
clear understanding	0.5229	1
negative events	0.5223	1
relationship	0.5220	21
much support	0.5216	1
different organizational contacts	0.5207	1
supplier	0.5206	23
grey area	0.5203	1
set plan	0.5197	2
random number	0.5188	1
example	0.5187	16
big possible contract	0.5180	1
end of the day	0.5177	3
technical department	0.5173	1
lower level	0.5171	1
business	0.5170	9
North America	0.5164	2
beginning of the relationship supplier	0.5162	2
technical guys	0.5161	2
Compliance	0.5161	2
best example	0.5158	1
customers side	0.5155	1
Indian company	0.5154	1
buying party	0.5152	3
particular person	0.5149	1
business environment	0.5145	1
lot of activities	0.5145	1
starting points	0.5143	1
long term	0.5141	2
little bit of freedom	0.5141	1
right product	0.5137	2
negative influences	0.5136	1

Appendix E2
All Successful Data, RQ1

Keywords		
text	relevance	count
early needs	0.6269	1
Compliance compliance	0.5986	1
much pressure	0.5662	1
Price reductions	0.5496	1
long term investment	0.5448	1
simple example	0.5445	2
Compliance	0.5373	2
good account supplier management structure	0.5372	1
high turnover	0.5370	1
tight delivery times	0.5298	1
example	0.5280	12
good communication	0.5279	1
much support	0.5277	1
end of the day	0.5262	3
North America	0.5259	2
big possible contract	0.5256	1
customers	0.5252	6
little bit of freedom	0.5249	1
right product	0.5241	2
last container	0.5230	1
starting points	0.5230	1
right quality	0.5226	2
grey area	0.5223	1
such kind of negative events	0.5223	1
long time	0.5220	1
long term	0.5220	2
random number	0.5200	1
relationship	0.5192	15
Western countries	0.5184	1
case companies	0.5179	1
lot of activities	0.5179	1
clear understanding	0.5177	1
supplier	0.5174	11
German chemical industry	0.5168	1
first orders	0.5167	1
Middle East	0.5165	1
negative events	0.5164	1
problem	0.5163	7
Indian company	0.5158	1
American companies	0.5158	1
best example	0.5153	1
higher price	0.5151	3
faulty products	0.5148	1
products	0.5143	1
much friction	0.5139	1
short term	0.5132	1
customer	0.5126	15
example things	0.5126	1
long term relationship	0.5124	1

Appendix E3
All Successful Data, RQ2

Keywords		
text	relevance	count
key account manager	0.6444	2
different organizational contacts	0.6185	1
business environment	0.6044	1
sales people	0.5896	1
negative event	0.5728	1
good relationship	0.5620	4
CEO of a company	0.5590	1
technical guys	0.5572	1
different department	0.5504	1
business lines	0.5486	3
different divisions	0.5471	1
business	0.5418	5
different products	0.5384	3
particular person	0.5352	1
purchasing guys	0.5346	1
example people	0.5312	1
relationship	0.5303	4
technical department	0.5297	1
different business lines	0.5293	2
negative effect	0.5286	1
negative impression	0.5276	1
supply chain	0.5273	1
negative experience	0.5271	1
customer	0.5270	13
different areas	0.5260	2
multisite operation	0.5254	1
key account managers	0.5248	1
personal relationship	0.5234	2
negative influence	0.5230	2
holding structure	0.5218	2
line	0.5216	1
procurement Guy	0.5202	1
different business units	0.5199	1
payment terms	0.5194	1
essential point	0.5193	1
GmbH number	0.5187	2
supplier	0.5185	9
German companies	0.5181	1
key purchasing managers	0.5180	1
real issues	0.5177	1
negative purchaser stop	0.5169	1
negative impact	0.5166	1
business unit	0.5158	2
Different people	0.5144	1
business line	0.5144	4
strange way	0.5143	1
Process wise	0.5141	1
customers	0.5135	3
bad relationship	0.5133	1

Appendix E4
All Successful Data, RQ3

Keywords

text	relevance	count
month length	0.5879	1
next level	0.5815	1
extra charge	0.5784	1
set plan	0.5782	2
sales people	0.5707	1
local culture	0.5636	1
fraudulent case	0.5522	1
production department	0.5472	1
lot of effort	0.5464	1
responsible person	0.5462	1
clear things	0.5441	1
willingness of the key account manager	0.5439	1
higher level	0.5426	2
local people	0.5365	1
new negotiations	0.5359	1
higher volumes	0.5336	1
international sales guys	0.5328	1
clear specific briefing	0.5321	1
open exchange	0.5302	1
level of negotiation	0.5295	1
technical guys	0.5289	1
Good question	0.5265	1
rebate system	0.5223	1
formal documents	0.5218	1
extra charge money	0.5204	1
good relationship	0.5190	1
only thing	0.5185	1
step	0.5175	1
supplier	0.5174	3
example	0.5164	2
things	0.5154	1
process	0.5151	2
management	0.5139	1
supplier company	0.5135	1
end	0.5131	1
customer	0.5121	3
willingness	0.5103	1
companies	0.5103	1
communication	0.5102	1
price	0.5099	2
table	0.5095	2
points	0.5087	1
parties	0.5086	1
CEO	0.5082	1
people	0.5077	1
thing	0.5077	1
side	0.5077	1
volumes	0.5074	2
relationships	0.5073	1
discussion	0.5072	1

Appendix F1
All not Successful Data

Keywords

text	relevance	count
supplier development	0.6052	1
smaller companies	0.5855	1
new suppliers	0.5713	2
much effort	0.5597	1
key thing	0.5551	2
good phone voice	0.5529	1
Support of their business	0.5520	1
suppliers	0.5450	42
next time	0.5442	2
small companies	0.5431	1
works standards agency standards	0.5430	1
big projects	0.5335	1
logistic guys	0.5333	1
higher price	0.5332	1
good example	0.5314	1
huge huge issue	0.5306	1
end of the day	0.5292	3
senior levels	0.5279	1
much choice	0.5272	1
important thing	0.5239	3
CEO of the company	0.5232	1
line of business	0.5232	1
communication lines	0.5231	1
last year	0.5219	1
personal contact	0.5208	1
normal cost increases	0.5208	1
suppliers people	0.5195	1
third time	0.5195	1
line of work	0.5190	1
supplier relationship	0.5182	2
small markets	0.5175	1
negative impact	0.5175	3
local basis	0.5173	1
big times	0.5170	2
next tenders	0.5164	1
common case	0.5164	1
high priority	0.5162	1
much information	0.5160	1
bad conversation	0.5159	1
good business	0.5158	1
behalf of the company	0.5157	1
project manager	0.5156	1
possible transfer	0.5155	1
contract negotiations	0.5155	1
communication channels	0.5147	1
people management skills	0.5145	2
hold points	0.5143	1
increase supplies	0.5141	1
operational level	0.5141	1
good way	0.5139	2

Appendix F2
All not Successful Data, RQ1

Keywords

text	relevance	count
supplier development	0.6190	1
new suppliers	0.5816	1
key thing	0.5769	2
smaller companies	0.5598	1
huge huge issue	0.5561	1
next time	0.5551	2
good phone voice	0.5517	1
suppliers	0.5514	34
works standards agency standards	0.5478	1
much effort	0.5448	1
higher price	0.5396	1
important thing	0.5330	2
communication lines	0.5318	1
good example	0.5314	1
Support of their business	0.5303	1
small companies	0.5300	1
normal cost increases	0.5289	1
personal contact	0.5274	1
third time	0.5249	1
small markets	0.5248	1
next tenders	0.5245	1
end of the day	0.5232	1
increase supplies	0.5230	1
bad conversation	0.5216	1
project manager	0.5212	1
communication channels	0.5211	1
suppliers people	0.5209	1
hold points	0.5209	1
line of work	0.5206	1
last year	0.5196	1
contract negotiations	0.5180	1
escalation rooms	0.5170	1
quality standards	0.5168	1
early escalation of things	0.5165	1
senior levels	0.5163	1
high priority	0.5161	1
people management skills	0.5153	2
good business	0.5152	1
communication channel	0.5151	1
okay price	0.5149	1
important items	0.5144	1
contractors suppliers	0.5140	1
local basis	0.5135	1
lot of suppliers	0.5134	1
negative impact	0.5133	1
cause issues	0.5132	1
open discussion	0.5131	1
CEO of the company	0.5130	1
selling price	0.5128	1
private company	0.5126	2

Appendix F3
All not Successful Data, RQ2

Keywords

text	relevance	count
chief sales officers of those companies	0.6158	1
local company	0.6111	2
different areas of business	0.5927	2
big conglomerate	0.5838	1
good relationship	0.5819	3
big companies	0.5785	1
big conflict	0.5717	1
little bit	0.5623	3
companies	0.5522	1
chief procurement officers	0.5490	1
local sales companies	0.5407	1
high level	0.5393	3
difference of interests	0.5385	1
Local sales office	0.5337	1
CEO levels	0.5320	1
part of the business	0.5308	1
Customer solutions	0.5306	1
production buy products	0.5304	1
wind turbines	0.5304	1
guy	0.5291	10
best performance	0.5290	1
issue today	0.5283	1
negative relationship	0.5282	1
level	0.5198	3
board levels	0.5195	1
only plant	0.5195	1
suppliers	0.5182	3
good agreement	0.5180	1
cases	0.5174	2
sales	0.5161	1
bit	0.5158	1
right things	0.5153	1
incoming goods	0.5152	1
own company	0.5150	1
bad relationships	0.5150	1
contact point	0.5142	1
global meetings	0.5133	1
top level	0.5129	1
lightning bolts	0.5117	1
buyer	0.5114	5
growth potential	0.5113	1
critical thing	0.5113	1
big company	0.5094	2
conflict	0.5088	3
size of the conflict	0.5087	1
reason	0.5082	2
relationship	0.5082	11

Appendix F4
All not Successful Data, RQ3

Keywords

text	relevance	count
powerful suppliers	0.6618	1
much choice	0.6060	1
common case	0.5609	1
good basis	0.5602	1
year contract	0.5574	1
much information	0.5484	1
possible transfer	0.5470	1
concrete example	0.5461	1
Open communication	0.5394	2
good relationship	0.5367	1
big stock level	0.5358	1
half years	0.5354	1
main supplier	0.5353	4
much cost	0.5346	1
common interests	0.5325	2
negative impact	0.5313	2
cheap stock	0.5290	2
clear understanding	0.5278	1
nice guy	0.5234	1
flip side	0.5228	1
common ground	0.5222	1
higher level	0.5218	1
different reasons	0.5217	1
curious possibilities	0.5211	1
professional relationship interests	0.5205	1
board level	0.5200	1
personal relationships	0.5198	1
end of the day	0.5195	1
bigger examples	0.5183	1
supplier	0.5180	18
valid reasons	0.5176	1
past experiences	0.5171	1
company	0.5168	8
example	0.5167	4
case	0.5163	5
way of escalating	0.5157	1
relationship	0.5157	12
business relationship	0.5154	2
first place	0.5150	1
technical reasons	0.5148	1
stopped supply	0.5148	1
phone calls	0.5147	1
business	0.5142	11
little bit	0.5142	2
background understanding	0.5133	1
better terms of delivery	0.5126	1
preferred customer	0.5125	1
truck driver	0.5125	2
important thing	0.5122	1
internal sources	0.5119	1

Appendix G1
Weka Predictions

inst#	actual	predicted	error	prediction
1	1:?	2:B		1
2	1:?	5:E		0.999
3	1:?	2:B		0.998
4	1:?	3:C		1
5	1:?	2:B		1
6	1:?	5:E		0.998
7	1:?	2:B		1
8	1:?	2:B		0.994
9	1:?	2:B		1
10	1:?	2:B		1
11	1:?	2:B		1
12	1:?	2:B		0.999
13	1:?	2:B		0.871
14	1:?	5:E		0.965
15	1:?	5:E		1
16	1:?	2:B		1
17	1:?	5:E		1
18	1:?	5:E		0.995
19	1:?	2:B		1
20	1:?	5:E		1
21	1:?	5:E		1
22	1:?	2:B		0.994
23	1:?	5:E		0.983
24	1:?	2:B		1
25	1:?	5:E		0.999
26	1:?	2:B		1
27	1:?	2:B		0.991
28	1:?	2:B		1
29	1:?	5:E		1
30	1:?	5:E		0.933
31	1:?	5:E		1
32	1:?	2:B		1
33	1:?	5:E		0.973
34	1:?	5:E		0.971
35	1:?	5:E		1
36	1:?	2:B		0.999
37	1:?	5:E		0.87
38	1:?	5:E		0.516
39	1:?	5:E		0.991
40	1:?	2:B		0.999
41	1:?	2:B		1
42	1:?	5:E		1
43	1:?	2:B		1
44	1:?	5:E		1
45	1:?	5:E		1
46	1:?	5:E		0.999

```
=== Summary ===

Total Number of Instances               0
Ignored Class Unknown Instances                46

=== Detailed Accuracy By Class ===

               TP Rate  FP Rate  Precision  Recall   F-Measure  MCC      ROC Area  PRC Area  Class
               ?        ?        ?          ?        ?          ?        ?         ?         A
               ?        ?        ?          ?        ?          ?        ?         ?         B
               ?        ?        ?          ?        ?          ?        ?         ?         C
               ?        ?        ?          ?        ?          ?        ?         ?         D
               ?        ?        ?          ?        ?          ?        ?         ?         E
Weighted Avg.  ?        ?        ?          ?        ?          ?        ?         ?

=== Confusion Matrix ===

 a b c d e   <-- classified as
 0 0 0 0 0 | a = A
 0 0 0 0 0 | b = B
 0 0 0 0 0 | c = C
 0 0 0 0 0 | d = D
 0 0 0 0 0 | e = E
```

Appendix G1.1
Manual Coding of Weka Test Set

	A
1	E
2	B
3	B
4	C
5	B
6	C
7	B
8	B
9	A
10	B
11	A
12	B
13	E
14	E
15	E
16	B
17	E
18	E
19	A
20	E
21	E
22	B
23	B
24	B
25	E
26	B
27	D
28	B
29	E
30	C
31	E
32	B
33	E
34	B
35	E
36	B
37	B
38	B
39	E
40	B
41	E
42	E
43	B
44	E
45	C
46	C

Appendix G1.2
Weka Output vs. Manual Coding

1=wrong	2=wrong	3=right	4=right	5=right	6= wrong	7=right
8=right	9=wrong	10=right	11=wrong	12=right	13 wrong	14= right
15=right	16=right	17=right	18=right	19=wrong	20=right	21=right
22=right	23=wrong	24=right	25=right	26=right	27=wrong	28=right
29=right	30=wrong	31=right	32=right	33=right	34=wrong	35=right
36=right	37=wrong	38=wrong	39=right	40= right	41=wrong	42=right
43=right	44=right	45=wrong	46= wrong			
30 right		16 wrong		= 0.652, means 65,2% accurate		

Appendix H1
Manual Coding

	A	B	C	D	E	F	G	H	I
1	Interview Number	Successful/Not Successful	Power (A)	Commitment (B)	Trust (C)	Future Performance (D)	Communication (E)	Other	
2	1	N	X	X	X		X		
3	2	Excluded		X			X		
4	3	N		X			X	Long term orientation	
5	4	N		X			X		
6	5	N		X	X		X		
7	6	N		X	X			Unfair Behaviour	
8	7	S					X		
9	8	N	X	X			X		
10	9	N		X					
11	10	N	X	X					
12	11	N		X			X		
13	12	N		X					
14	13	N		X	X				
15	14	N					X		
16	15	N		X					
17	16	S		X					
18	17	N			X		X		
19	18	N	X				X		
20	19	N		X	X				
21	20	N					X		
22	21	N		X			X		
23	22	S		X					
24	23	N	X				X		
25	24	N		X					
26	25	S					X		
27	26	S		X					
28	27	S		X			X		
29	28	N		X		X			
30	29	S		X					
31	30	N			X				
32	31	S		X		X			
33	32	S		X			X		
34	33	N		X					
35	34	N		X			X		
36	35	S		X	X				
37	36	N		X					
38	37	S		X			X		
39	38	N		X			X		
40	39	S	X						
41	40	S		X			X		
42	41	S		X	X			Culture, long-term	
43	42	S			X				
44									
45									
46	Total Amount:	42	6	32	10	2	21		
47									
48									
49	Total Amount S (15):		1	11	3	1	6		
50									
51	Total Amount N (26):		5	20	7	1	14		
52									