

Vietnam Firm Questionnaire

GENERAL

1. What is your line of business? _____

2. How many employees do you have at the end of 1994? _____
3. What is the value of your sales in 1994? _____
4. When did your firm start to operate as a private firm? _____
5. How many employees did you have during the first full year of operation? _____
 - (a) How many of these were in management? _____
 - (b) How many of these were in production? _____
6. What was your main product in your first year of operation? _____
7. What is your main product now? _____
8. What percentage of your revenue in 1994 came from:
 - (a) your main product? _____%
 - (b) your second biggest product? _____%
 - (c) your third biggest product? _____%
9. What percentage of your firm is owned by:
 - (a) the top manager or his family? _____%
 - (b) other private individuals? _____%
 - (c) other private firms? _____%
 - (d) collectively owned? _____%
 - (e) state firms? _____%
 - (f) other _____%
10. Did your firm buy equipment which was formerly owned by SOEs? ____ Yes ____ No
11. How much of your capital equipment was formerly owned by a SOE or other state enterprise?
 - (a) between 50 and 100%
 - (b) some, but less than 50%
 - (c) noneIf you answered (a),
 - (d) what percentage of your revenue in 1994 came from customers of that SOE (or from the SOE itself)?
 - (e) what percentage of your supplies in 1994 were provided by suppliers of that SOE (or by the SOE itself)?
12. What is the average age of your production equipment? _____
13. Did the top manager formerly work in an SOE or other state enterprise?
 - (a) no
 - (b) as an ordinary worker

- (c) as a technician, engineer or other skilled worker
- (d) as a marketing or sales worker
- (e) as a manager

14. How did you get your start-up capital in the beginning? (Check all that apply.)

- (a) your own or family financing
- (b) issuing shares to the public
- (c) financing from partners
- (d) a loan from a state bank
- (e) a loan from a private bank
- (f) a loan from a friend
- (g) a credit society
- (g) other (specify _____)

15. Over the last 2 years, sales have

- (a) decreased (or stayed the same)
- (b) increased less than 10%
- (c) increased more than 10 but less than 30%
- (d) increased more than 30 but less than 50%
- (e) increased by more than 50%

CUSTOMERS

(The "First Customer" refers to your largest customer at the time your firm started as a private firm.)

	First Customer		Newest Customer	
16. What good do you sell to this customer?	_____		_____	
17. Are the customer orders	(1) written	(0) oral	(1) written	(0) oral
18. Do you sell this good only to this customer, or do you produce the same good for other customers?	(0) unique	(1) same for other	(0) unique	(1) same
19. Do you maintain inventories of this good, or do you produce it only to fill orders?	(0) to order	(0) inventory	(0) to order	(0) inventory
20. What percentage of your sales go to this customer?	_____		_____	
21. Is he currently a customer?	_____		_____	
22. How long has he been a customer?	_____ Years _____ Months		_____ Years _____ Months	
23. How did you first make contact with this customer?	(a) managed/owned by family or friend	(b) you used to work in this firm	(a) managed/owned by family or friend	(b) you used to work in this firm

- (c) a previous business acquaintance
- (d) through a government agency
- (e) previously unknown to you *and*
 - (e1) they contacted you
 - (e2) a third party introduced you
 - (e3) you advertised
 - (e4) other

24. Is this customer located

- (1) in your city/village?
- (0) outside your city/village

- (c) a previous business acquaintance
- (d) through a government agency
- (e) previously unknown to you *and*
 - (e1) they contacted you
 - (e2) a third party introduced you
 - (e3) you advertised
 - (e4) other

- (1) in your city/village?
- (0) outside your city/village

25. Is this customer domestic or foreign? (0) foreign (1) domestic

- (0) foreign (1) domestic

26. Is this customer
[Note: answer (a) or (b) and then ask the subcategories under the given response.]

- (a) a state enterprise?
 - (a1) a state trading company
 - (a2) a state agency
 - (a3) other state enterprise
- (b) a private enterprise?
 - (b1) an individual consumer
 - (b2) a firm which is final consumer
 - (b3) a retail store
 - (b4) a middleman who resells the good unaltered to another firm
 - __ other private enterprise

- (a) a state enterprise?
 - (a1) a state trading company
 - (a2) a state agency
 - (a3) other state enterprise
- (b) a private enterprise?
 - (b1) an individual consumer
 - (b2) firm which is final consumer
 - (b3) a retail store
 - (b4) middleman who resells good unaltered to another firm
 - __ other private enterprise

27. Before you began working with him, what were your sources of information about this customer? (circle all that apply)

- (a) have no information
- (b) other businesspeople who make products similar to yours
- (c) other suppliers
- (d) credit bureau/business association
- (e) a government agency
- (f) your own research
- (g) you used to work there
- (h) family
- (i) other (specify) _____

- (a) have no information
- (b) other businesspeople who make products similar to yours
- (b) other suppliers
- (d) credit bureau/business association
- (e) a government agency
- (f) your own research
- (g) you used to work there
- (h) family
- (i) other (specify) _____

28. How many times did you visit this customer's factory or store before you sold to him?

- (a) never
- (b) 1-3 times
- (c) 3-6 times
- (d) more than 6 times

- (a) never
- (b) 1-3 times
- (c) 3-6 times
- (d) more than 6 times

29. Do you give credit to the customer?

- (1) yes
- (0) no

- (1) yes
- (0) no

30. If yes, how long did you work with this customer before you offered credit?

____ Years ____ Months

____ Years ____ Months

31. When does the customer pay you?

- (a) ___% when the order is placed
- (b) ___% on delivery
- (c) ___% after delivery

- (a) ___% when the order is placed
- (b) ___% on delivery
- (c) ___% after delivery

32. If this customer refused to accept delivery of an order, how long would it take you to find another customer for these goods? (a) a day or less (b) more than a day, less than a week (c) more than a week, less than a month (d) more than a month (e) would be impossible
33. If you failed to delivery an order, how long would it take this customer to find replacement goods? (a) a day or less (b) more than a day, less than a week (c) more than a week, less than a month (d) more than a month (e) would be impossible
34. Are quality specifications (1) written in a contract/order? (0) discussed orally?
35. How often do you visit his firm? (a) daily (b) weekly (c) monthly (d) less often
36. How often does he visit your factory? (a) daily (b) weekly (c) monthly (d) less often
37. Currently, do you talk with other suppliers of this customer? (a) no (b) yes, daily (c) yes, weekly (d) yes, monthly (e) yes, but infrequently

GENERAL CUSTOMER

38. What percentage of your 1994 sales were made to customers who are:
 (a) SOEs _____%
 (b) individual consumers _____%
 (c) private firms which are final consumers _____%
 (d) retailers or retail stores _____%
 (e) other middlemen who resell the good unaltered to other firms _____%
 (f) firms which have foreign investment _____%
 (g) foreign enterprises _____%
 (h) other (specify _____) _____%
39. What portion of your 1994 sales were made to firms located:
 (a) within 1 km of your factory _____%
 (b) further than 1 km, but within your own city/village _____%
 (c) outside your province, within Northern Vietnam _____%
 (d) outside your province, within Central Vietnam _____%
 (e) outside your province, within Southern Vietnam _____%
 (f) outside of Vietnam (exports) _____%
40. Is there a third party who can enforce an agreement with a customer?
 (a) there is no-one (b) the national government
 (c) the local government (d) a nongovernmental organization (such as a trade association)

41. Has a customer ever failed to pay for a product after you have delivered it? _____
If so, describe the incident and the actions you took to resolve it:

[Note to interviewer: please make general notes about the case. Also, ask additional questions as needed to obtain the following information:

General Comments _____

What was the final outcome?

- firm wrote off the debt completely
- firm negotiated a partial settlement
- firm recovered loss in full

What outside agencies assisted in the case?

- none
- courts
- local government authorities
- a private agency specialized in such cases (what agency _____)
- other (specify _____)

When did this incident occur? _____

How long had the firm worked with this supplier? _____

Where is the supplier located (city name)? _____

Within 1 km? _____

What type of firm was the supplier (SOE/private; household/firm, etc.)? _____

Is the firm still a supplier? _____

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42. In general, how does the current frequency of contract disputes with customers compare to their frequency during your first year in business?

- (a) more common now
- (b) less common now
- (c) frequency of contract disputes has not changed

43. What percentage of your shipments are returned by customers because the quality is defective?

44. How do you resolve disputes with customers over the quality of goods delivered?

- (a) I accept the returned merchandise
- (b) negotiate a partial settlement without outside assistance
- (c) take them to court
- (d) hire private agency specialized in such cases (what agency _____)
- (e) appeal to the local authorities
- (f) other (specify _____)

Do you agree or disagree with the following statements:

Agree

Disagree

45. Disputes are less likely to occur with SOEs or other state agencies than with private enterprises.

(0) Agree (1) Disagree (2) Indfferent

46. If I had a dispute with a customer, my other customers would surely find out about it.

(0) Agree (1) Disagree (2) Indfferent

47. I can trust new customers from other cities just as much as new customers from my city. (0) Agree (1) Disagree (2) Indfferent
48. Businesses will refuse to deal with a customer who has dealt unfairly with me. (0) Agree (1) Disagree (2) Indfferent
49. Local governments are important in resolving disputes with customers. (0) Agree (1) Disagree (2) Indfferent
50. State enterprises can be trusted more than private enterprises (0) Agree (1) Disagree (2) Indfferent
51. If a customer of mine cheats another firm, I will surely find out about it. (0) Agree (1) Disagree (2) Indfferent
52. Disputes with private enterprises are easier to resolve than disputes with SOEs or state agencies. (0) Agree (1) Disagree (2) Indfferent
53. If a customer cheated me, all of the other firms producing the products I produce would hear about it. (0) Agree (1) Disagree (2) Indfferent
54. Industry trade associations or clan associations are a good source of information about the reliability of potential customers. (0) Agree (1) Disagree (2) Indfferent
55. Disputes with customers from my city/village are easier to resolve than disputes with customers outside my city/village. (0) Agree (1) Disagree (2) Indfferent
56. Courts are very important for resolving disputes with customers. (0) Agree (1) Disagree (2) Indfferent

SUPPLIERS

(For this section, consider only those suppliers accounting for 3 % or more of your procurement bill. Further, if your firm was formerly an SOE or other state enterprise, the “Oldest Continuous Supplier” should be chosen from those supply relationships started AFTER your firm was set up as a private firm. If more than one supplier has been a supplier for the same length of time, answer the questions with reference to the biggest supplier in this group.)

Oldest Continuous Supplier

Newest Supplier

57. What input is provided by this supplier? _____
58. How long has he been a supplier? _____ Years _____ Months _____ Years _____ Months
59. Does this supplier make the exact same product for other firms, or is the input specific to your firm? (0) unique (1) same for other (0) unique (1) same

60. Does the supplier maintain inventories of this product, or produce it only to fill your orders? (0) to order (0) inventory (0) to order (0) inventory
61. Are your supply orders (1) written (0) oral (1) written (0) oral
62. How did you first make contact with this supplier? (a) managed/owned by family or friend (a) managed/owned by family or friend
(b) you used to work in this firm (b) you used to work in this firm
(c) a previous business acquaintance (c) a previous business acquaintance
(d) previously unknown to you *and* (d) previously unknown to you *and*
(d1) they contacted you (d1)they contacted you
(d2)a third party introduced you (d2)a third party introduced you
(d3)you advertised (d3)you advertised
(d4)other (d4)other
63. Is this supplier located (1) in your own city/village? (1) in your own city/village?
(0) outside your city/village? (0) outside your city/village?
64. Is this supplier domestic or foreign? (0) foreign (1) domestic (0) foreign (1) domestic
65. Is this supplier (a) a state enterprise? (a) an state enterprise?
(a1)a state trading company (a1)a state trading company
(a2)a state agency (a2)a state agency
(a3)other state enterprise (a3)other state enterprise
(b) a private enterprise? (b) a private enterprise?
(b1)an individual or household (b1)an individual or household
(b2)private trading company (b2)private trading company
(b3)manufacturing firm (b3)manufacturing firm
(b4)other private enterprise (b4)other private enterprise
66. Before you began working with him, what were your sources of information about this supplier? (circle all that apply) (a) other businesspeople who make products similar to yours (a) other businesspeople who make products similar to yours
(b) other suppliers (b) other suppliers
(c) credit bureau/business association (c) credit bureau/business association
(d) a government agency (d) a government agency
(e) your own research (e) your own research
(f) you used to work there (f) you used to work there
(g) family (g) family
(h) other (specify) _____ (h) other (specify) _____
67. How many times did you visit this supplier's factory before you purchased from it? (a) never (b) 1-3 times (a) never (b) 1-3 times
(c) 3-6 times (d) more than 6 times (c) 3-6 times (d) more than 6 times
68. Does the supplier give you credit? (1) yes (0) no (1) yes (0) no
69. If yes, how long did you work with this

- supplier before he offered credit? _____ Years _____ Months _____ Years _____ Months
70. When do you pay the supplier? (a) ___% when the order is placed (a) ___% when the order is placed
(b) ___% on delivery (b) ___% on delivery
(c) ___% after delivery (c) ___% after delivery
71. The first year you worked with this supplier, when did you pay him? (a) ___% when the order is placed (a) ___% when the order is placed
(b) ___% on delivery (b) ___% on delivery
(c) ___% after delivery (c) ___% after delivery
72. Do you have other suppliers of this input? (1) yes (0) no (1) yes (0) no
73. If this supplier failed to deliver an order, how long would it take you to find replacement supplies? (a) a day or less (a) a day or less
(b) more than a day, less than a week (b) more than a day, less than a week
(c) more than a week, less than a month (c) more than a week, less than a month
(d) more than a month (d) more than a month
74. Are quality specifications (1)written in a contract/order? (1)written in a contract/order?
(0)discussed orally? (0)discussed orally?
75. How often do you visit his factory? (a) daily (b) weekly (a) daily (b) weekly
(c) monthly (d) less often (c) monthly (d) less often
76. How often does he visit your factory? (a) daily (b) weekly (a) daily (b) weekly
(c) monthly (d) less often (c) monthly (d) less often
77. Currently, do you talk with other clients of this supplier? (a) no (b) yes, daily (a) no (b) yes, daily
(c) yes, weekly (d) yes, monthly (c) yes, weekly (d) yes, monthly
(e) yes, but infrequently (e) yes, but infrequently
78. If another firm you have never purchased from offered to supply this input for a price 10% less than this supplier, would you purchase from the new firm instead of this supplier? (a) yes (a) yes
(b) no (b) no
(c) buy from both (c) buy from both

GENERAL SUPPLIER QUESTIONS

79. In 1994, what portion of your supplies were purchased from:
- (a) SOEs _____%
- (b) individuals _____%
- (c) private firms who produced the goods _____%
- (d) retail stores _____%
- (e) other private firms who were not the producers of the goods (e.g., wholesalers, middlemen) _____%
- (f) foreign enterprise _____%
- (g) other (specify _____) _____%

80. What portion of your supplies in 1994 were purchased from firms located:

- (a) within 1 km of your firm _____%
- (b) further than 1 km, but within your own city/village _____%
- (c) outside your province, within Northern Vietnam _____%
- (d) outside your province, within Central Vietnam _____%
- (e) outside your province, within Southern Vietnam _____%
- (f) outside of Vietnam (imports) _____%

81. Is there a third party who can enforce an order with a supplier as a contract?

- (a) there is no-one
- (b) the national government
- (c) the local government
- (d) a nongovernmental organization (such as a trade association)
- (e) other (specify _____)

82. Has a supplier ever failed to deliver supplies AND not returned your advance payment? _____

If so, describe the incident and the actions you took to resolve it:

[Note to person conducting survey: please make general notes about the case. Also, ask additional questions as needed to obtain the following information:

General Comments _____

What was the final outcome?

- __ firm wrote off the debt completely
- __ firm negotiated a partial settlement
- __ firm recovered loss in full

What outside agencies assisted in the case?

- __ none
- __ courts
- __ local government authorities
- __ a private agency specialized in such cases (what agency _____)
- __ other (specify _____)

When did this incident occur? _____

How long had the firm worked with this supplier? _____

Where is the supplier located (city name)? _____

Within 1 km? _____

What type of firm was the supplier (SOE/private; household/firm, etc.)? _____

Is the firm still a supplier? _____

]

83. In general, how does the current frequency of contract disputes with suppliers compare to their frequency during your first year in business?

- (a) more common now
- (b) less common now
- (c) frequency of contract disputes has not changed

84. What percentage of supplies do you return to the supplier because the quality is defective?

85 How do you resolve disputes with suppliers over the quality of goods delivered?

- (a) I accept the low-quality supplies
- (b) negotiate a partial settlement without outside assistance

- (c) take them to court
- (e) appeal to the local authorities

- (d) hire private agency specialized in such cases (what agency ___)
- (f) other (specify _____)

Do you agree or disagree with the following statements:

Agree Disagree

86. A trade dispute with one of my suppliers causes serious problems with my relationships with other suppliers. (0) Agree (1) Disagree (2) Indfferent
87. I would never purchase from a supplier if I heard they had cheated another firm. (0) Agree (1) Disagree (2) Indfferent
88. The only way I can be sure of having good quality supplies is to have long-term relationships with suppliers. (0) Agree (1) Disagree (2) Indfferent
89. Local governments are a good source of information about the reliability of potential suppliers. (0) Agree (1) Disagree (2) Indfferent
90. If I have a dispute with one of my suppliers, my other suppliers will surely find out about it. (0) Agree (1) Disagree (2) Indfferent
91. The only reliable suppliers are firms owned or managed by my relatives. (0) Agree (1) Disagree (2) Indfferent
92. A trade dispute with a supplier in my own city/town affects my relationships with other suppliers more than a dispute with a supplier in another city/town. (0) Agree (1) Disagree (2) Indfferent
93. Courts are very important for resolving disputes with suppliers. (0) Agree (1) Disagree (2) Indfferent
94. Visits to a supplier's factory are important to ensure that my supplies are of good quality. (0) Agree (1) Disagree (2) Indfferent
95. Businesses will refuse to deal with a supplier who has dealt unfairly with me. (0) Agree (1) Disagree (2) Indfferent
96. Industry trade associations or clan associations are a good source of information about the reliability of potential suppliers. (0) Agree (1) Disagree (2) Indfferent
97. If one of my suppliers cheated another firm, I would find out about it. (0) Agree (1) Disagree (2) Indfferent
98. State enterprises can be trusted more than private enterprises. (0) Agree (1) Disagree (2) Indfferent
99. It is so hard to communicate with firms in another city/town that judging the reliability of suppliers in other towns is impossible. (0) Agree (1) Disagree (2) Indfferent
100. If I have a dispute with one of my suppliers, my other

suppliers will demand a bigger advanced payment. (0) Agree (1) Disagree (2) Indfferent

101. Other firms who purchase from the same suppliers will tell me which suppliers make the best products. (0) Agree (1) Disagree (2) Indfferent

102. Disputes with suppliers from my city/village are easier to resolve than disputes with suppliers outside my city/village (0) Agree (1) Disagree (2) Indfferent

[Open Ended:] Do disputes with one supplier affect your relationships with other suppliers? Describe the manner in which information about the quality/reliability of suppliers is transmitted. How would suppliers find out about you? For example, is information transmitted only through personal (face-to-face) contacts? Are telephone conversations import? Do local governments or associations (clan or industry) play any role?

FINAL GENERAL

103. If your firm wanted to produce a different good, would a licence be required?

104. If yes, how long would it take you to receive the licence?

- (a) less than a week
- (b) more than a week, less than a month
- (c) more than one but less than 6 months
- (d) more than six months

105. How many other producers of goods similar to yours are located within 1 km of your factory? _____

106. If yes, how often do you talk with these producers?

- (a) daily
- (b) weekly
- (c) monthly
- (d) less frequently / not at all

107. If yes, what do you talk about? (all that apply)

- (a) suppliers
- (b) customers
- (c) technology
- (d) product design
- (e) government regulations
- (f) labor
- (g) pricing
- (h) other _____

108. Is your most important competitor located:

- (a) within 1 km? (b) within your neighborhood?
- (c) within your city/village (d) outside you city/village?

109. Is your company a member of any type of business or trade association?

- (a) none
- (b) a local association
- (c) a national association

110. If a member, is the membership of the association limited to one industry?

111. If a member, what benefits do you get?

- (a) information about technology
- (b) information about the identity and location of new customers/suppliers
- (c) information about the trustworthiness of customers/suppliers
- (d) contract and/or dispute arbitration
- (e) other _____

112. Do you currently receive state or private bank financing? (1) yes (0) no

113. Do you belong to any sort of credit or saving association? (1) yes (0) no

114. What are the two most important factors in determining the price you charge for your products?

- (a) cost of inputs _____
- (b) Relationship with the customer _____
- (c) competitors prices _____
- (d) bargaining power of buyer _____
- (e) seasonal demand of product _____
- (f) Other (_____) _____

115. If you have recently started producing a new product, what were the two most important sources of information about the market potential of this product?

- (a) information from existing customers
- (b) information from new customers
- (c) information from suppliers
- (d) information from competitors
- (e) information from government agency
- (f) information from market research
- (g) other (_____)

116. What percentage of the top manager's work time is devoted to these activities:

- (a) Production issues _____%
- (b) Dealing with existing customers _____%
- (c) Searching for potential new customers _____%
- (d) Dealings with suppliers _____%
- (e) Dealings with government agencies (e.g., permits) _____%
- (f) Contract disputes/legal matters _____%
- (g) Other (specify _____) _____%

117. Personal questions about the top manager:

- (a) Age: _____
- (b) Years of schooling: _____
- (c) Languages spoken: _____