



## Better Buying Questionnaire V1.5

### Create a New Rating

CR1. *What is the name of the company being rated? Write in name of company.*

TOOL TIP: Better Buying currently focuses on the end customer--the brand or retailer whose products you provide directly or indirectly through a 3<sup>rd</sup> party, such as an importer or agent. Please name the end customer here and use the official name of the end customer's headquarters business.

CR2. *How were the orders from this buyer company received?*

- a) Direct from end customer
- b) From a 3<sup>rd</sup> party (e.g., importer, agent)
- c) Orders were received both ways

### **If from a 3<sup>rd</sup> party,**

What is the name of the company providing the order?

Where is this company headquartered? (choose country)

CR3. *How many years have you provided product to the end customer? Write in the # of years.*

CR4. *Some questions in this rating will ask for responses based on the largest quantity order you received from this end customer during the last six months. For the largest order that has been selected for rating, what region was the location of production?*

- a) Asia: China/Hong Kong
- b) Asia: East Asia (including Southeast Asia, except for China/Hong Kong)
- c) Asia: South Asia (Bangladesh, India, Pakistan, Sri Lanka)
- d) Asia Pacific (Australia, Japan, New Zealand)
- e) EEMEA (Eastern Europe/Central and Western Asia, Middle East, Africa)
- f) Latin America (Mexico, Central, and South America)
- g) United States/Canada
- h) Western Europe/UK



CR5. *What is the product category of the largest quantity order you produced for this end customer you are rating? This question requires 2 answers – Category and Sub-Category. Both fields are mandatory.*

Category	Sub-Category
<b>Apparel</b>	Apparel Accessories
	Bags (handbags/totes/backpacks)
	Dresses
	Hosiery/underwear
	Outerwear
	Pants/shorts
	Skirts
	Sleepwear
	Socks
	Sportswear (active/uniforms/performance)
	Sportswear (casual)
	Sweaters
	Swimwear
	T-Shirts
Other Apparel ( <b>write in explanation</b> )	
<b>Footwear</b>	Athletic footwear
	Boots
	Dress Shoes/heels or flats
	Sandals
	Other Footwear ( <b>write in explanation</b> )
<b>Household Textiles:</b>	Bedding
	Pillows/cushions
	Table and kitchenware
	Bath linens (towels, bathmats, shower curtains, etc.)
	Window curtains /drapes/shades
	Other Household Textiles ( <b>write in explanation</b> )
<b>Other Product:</b>	<b>(write in explanation)</b>



CR6. *What is the brand name/label of the largest quantity order you produced for the end customer during the last six months?*

CR7. *Upload xxxxxx (**Buyer document**)* Suppliers must upload a document that demonstrates they had a business relationship with the customer they are rating over the last six months.

### **Planning and Forecasting Category**

1. *Did you receive a forecast or through other means gain insight into buying plans for the season?* Base response on the largest quantity order during the last six months.

TOOL TIP: For example, you may have received a forecast, buying plans, or information about buying buckets.

- a) Yes
- b) No

2. *How many days in advance of order placement was the forecast provided?* Base response on the largest quantity order during the last six months.

- a) 180 days or more
- b) 150-179 days
- c) 120-149 days
- d) 90-119 days
- e) 60-89 days
- f) 30-59 days
- g) 29 days or less

3. *Was the forecast updated regularly (for example monthly)?*

- a) Yes
- b) No

4. *Did you reserve capacity for this buyer in advance of production?* Consider all orders during the last six months.

TOOL TIP: Reserving capacity may have been a result of a formal commitment made by the buyer or informal communications with your company that led you to believe that a certain quantity of orders would be placed with your company.

- a) Yes
- b) No



5. How much did the *actual purchase order quantity vary compared with the capacity reserved* for the buyer? Consider all orders during the last six months.
- a) +/- 10% or less
  - b) +/- 11-20%
  - c) +/- 21-30%
  - d) +/- 31-40%
  - e) +/- 41-50%
  - f) +/- 51-60%
  - g) +/- 61-70%
  - h) +/- 71-80%
  - i) +/- 81-90%
  - j) +/- 91-99%
  - k) + 100% or more
  - l) - 100% (order was cancelled)
6. Did the difference between actual purchase order quantities and capacity reserved result in unutilized capacity?
- a) No
  - b) Yes

If yes,

How was the unutilized capacity handled?

- a) Buyer paid for unutilized capacity
- b) Supplier had to accept last-minute, low price orders to fill capacity
- c) Capacity was unused
- d) Other (essay field)

7. Did fluctuations in actual purchase orders versus expected orders result in excess materials?
- a) No
  - b) Yes

If yes,

How were the excess materials handled?

- a) Buyer paid for excess materials.
- b) Buyer asked supplier to hold materials for use in buyer's future orders.
- c) Buyer took no responsibility for excess materials.
- d) Other (essay field)



8. Does the buyer work as a partner with you in business growth? **Consider buyer's behavior over the last six months.**

TOOL TIP: For example, sharing its business growth plan so that you can work together for mutual benefit.

- a) Yes
- b) No

9. You may provide additional feedback about poor practices or offer suggestions for how the buyer could improve on Planning and Forecasting. (essay field)

### **Design and Development Category**

10. Did you develop new products at the request of the buyer during the last six months?

- a) Yes
- b) No

11. Of the *products your company developed*, what percentage did you receive orders for?  
Consider all products developed for the buyer during the last six months.

- a) 100%
- b) 90-99%
- c) 80-89%
- d) 70-79%
- e) 60-69%
- f) 50-59%
- g) 40-49%
- h) 39% or less

12. *What percent of the buyer's tech packs were accurate?* Consider all products developed during the last six months.

TOOL TIP: Accuracy means the information was complete, not requiring the supplier to request details/follow up for clarification.

- a) 100%
- b) 90-99%
- c) 80-89%
- d) 70-79%
- e) 60-69%
- f) 50-59%
- g) 40-49%
- h) 30-39%



- i) 20-29%
- j) 10-19%
- k) Less than 10%

13. You may provide additional feedback about poor practices or offer suggestions for how the buyer could improve on Design and Development. (essay field)

### **Cost and Cost Negotiations Category**

14. For what percent of the purchase orders did the *price paid by the buyer cover the costs of compliant production*? Consider all purchase orders during the last six months.

TOOL TIP: Be sure to consider the impact of changes made to the product/order after committing to the price that resulted in cost increases, for example requiring more embellishment. Include the costs of wages and benefits; a safe and healthy workplace; non-workplace related compliance; and required audits, assessments and certifications.

- a) 100%
- b) 90-99
- c) 80-89%
- d) 70-79%
- e) 60-69%
- f) 50-59%
- g) 40-49%
- h) 30-39%
- i) 20-29%
- j) 10-19%
- k) 5-9%
- l) Less than 5%

15. After orders are complete, does your company analyze how actual costs compared with the prices you received?

- a) Yes - If yes, please briefly describe the process. (Essay field not required)
- b) No

16. Did the buyer use costing *negotiation strategies that resulted in high pressure on your business*? Consider all orders during the last six months.

TOOL TIP: High pressure strategies can negatively impact your business; examples are listed in the next question.

- a) No
- b) Yes



If yes,

Which of the following negotiation strategies were used? Check all that apply.

- a) Take it or leave it—meet the target cost or supplier cannot win the order
- b) Allowing only very short times for response to price demands
- c) Using an online bidding strategy versus a “partnership” negotiation strategy
- d) Comparing suppliers only on price instead of a full range of attributes
- e) Sharing competitors bids/pressure to meet other competitors across different countries
- f) Requiring supplier to meet specific elements of other suppliers’ cost structure
- g) Demanding across the board price cuts from previous orders/years
- h) Demanding level prices be maintained from year to year, no consideration for inflation
- i) Continuing to negotiate prices after bulk production has started
- j) Threatening to move production of existing programs/cut orders in the future
- k) Asking for price commitments based on a larger volume than actual quantity ordered
- l) Making changes to product specifications after FOB price is locked
- m) Making changes to terms (e.g., payment, ship dates, quantities, factories) after issuing purchase order
- n) Constantly calling/emailing, asking for lower price, multiple rounds of negotiation, or other fatigue producing tactics
- o) Using threatening language or negotiating in an angry tone
- p) Other (essay field)

17. You may provide additional feedback about poor practices or offer suggestions for how the buyer could improve on Cost and Cost Negotiation. (essay field)

### **Sourcing and Order Placement Category**

18. *What percent of the buyer’s purchase orders for bulk production were accurate? Consider all purchase orders received during the last six months.*

TOOL TIP: Accuracy means the information was complete and matched agreements on quantities, factories, etc., not requiring the supplier to request details/follow up for clarification or correction.

- a) 90-100%
- b) 70-89%
- c) 50-69%
- d) 49% or less



19. Does the buyer set minimum expectations for CSR/compliance requirements for production of its orders?

TOOL TIP: For example, does the buyer have restrictions on overtime, require health and safety procedures, require certain wages/benefits?

- a) Yes
- b) No

*If yes,*

*What incentives did the buyer provide for compliance/CSR? Consider all orders during the last six months. Check all that apply.*

- a) Premium prices
- b) Larger volume
- c) More favorable mix of products
- d) Consistent minimum volume of production per month
- e) Buyer- paid training for skill building/capacity development
- f) Option to set higher minimum order level
- g) Other incentive (write in information)
- h) No incentives were provided

20. Provide the total quantity of the buyers' shipments for each of the last six months. If the buyer was added as a customer during the last six months and no shipments were made until later in the period, put NA in earlier months with no shipments. Please only insert digits and letters and no special characters or punctuation marks like / , . #. (scoring includes ALL months UNLESS a new customer was added mid-period in which case earlier months with N/A are not included)

TOOL TIP: We understand this is sensitive information and only use it (1) to determine the variability of the month to month shipments to the customer, which allows statistical comparison to other customers and (2) to give buyers understanding of the total volume produced by all the suppliers submitting ratings (with a minimum of five suppliers' information added together. Raw data or identifying information is never shared. Your data is valuable for helping determine what is "better" or "best" practice for different types of businesses. For example, with the information provided by suppliers, we will be able to identify what is best practice when buying seasonal products, such as swimwear.

- a) First Month:
- b) Second Month:
- c) Third Month:
- d) Fourth Month:



- e) Fifth Month:
- f) Sixth Month:

21. Approximately what proportion of the total volume during the 12 months was basic versus fashion products? % Basic \_\_\_\_\_ % Fashion \_\_\_\_\_
22. How did the month-to-month variability in orders from this buyer impact working conditions? Check all that apply. Consider the business relationship during the six months.
- a) No impact on working conditions
  - b) Overtime within the law or code requirements
  - c) Hiring of temporary/casual labor
  - d) Unauthorized subcontracting
  - e) Overtime in excess of law or code requirements
  - f) Inability to meet wages and social benefit requirements
  - g) Buyer turned a blind eye to the resulting impacts on working conditions
  - h) Other impact (please explain) essay box
23. You may provide additional feedback about poor practices or offer suggestions for how the buyer could improve on Sourcing and Order Placement. (essay field)

### **Payment and Terms Category**

24. Did the buyer promise to pay you for making samples? Consider all samples made during the last six months.
- a) Yes
  - b) No

If yes,

What percent of sample invoices were *paid on time*? Consider all sample invoices due during the last six months.

- a) 90-100%
- b) 70-89%
- c) 50-69%
- d) 49% or less



25. Were payment terms defined in the bulk purchase order/other agreements? Consider all orders with payment due in the last six months.

- a) Yes
- b) No

If yes,

What percent of bulk production invoices were *paid on time*? Consider all invoices due during the last six months.

- a) 100%
- b) 90-99%
- c) 80-89%
- d) 70-79%
- e) 60-69%
- f) 50-59%
- g) 40-49%
- h) 30-39%
- i) 20-29%
- j) Less than 20%

If previous answer was not 100%,

On the largest order with late payment, how many days late was the payment? ## of days

26. For what percent of orders were you paid the total sum price specified in the purchase order? Consider all orders during the last six months. Do not penalize the buyer if payments were reduced due to problems that were your responsibility.

TOOL TIP: If you did not have this information included in a PO, base your response on any agreement you had with the buyer.

- a) 100%
- b) 90-99
- c) 80-89%
- d) 70-79%
- e) 60-69%
- f) 50-59%
- g) 40-49%
- h) 30-39%



- i) 20-29%
- j) Less than 20%

If answer to above was not 100%,

What reasons were given for reductions/discounts/claims taken by the buyer? Consider all orders during the last six months. Check all that apply.

- a) poor sales
- b) unsubstantiated claims of noncompliance
- c) unsubstantiated claims about shipping
- d) unsubstantiated claims about packing
- e) late or unsubstantiated claims of quality defects
- f) currency fluctuations that disadvantage the buyer
- g) arbitrary administrative procedures (e.g., claims of incorrect shipping information, wrong procedures of submitting documents/invoice)
- h) drop in prices of raw materials
- i) automatic reductions for claims that have not been agreed by supplier
- j) other (please provide a short description)

27. What advance payments/favorable terms were provided by the buyer over the last six months? (check all that apply)

- a) Buyer paid for sampling costs at or before shipment.
- b) Buyer paid deposits on volume orders. (what %?; capture in essay field)
- c) Buyer issued letters of credit for volume orders.
- d) Buyer paid for volume orders in full on or before shipment.
- e) Other beneficial terms [please describe].
- f) Buyer did not provide advance payment/favorable terms.

28. How many *days did you have to finance goods and services* to produce the buyer's order? Base response on the largest quantity order during the last six months. Calculate from the first day that you incurred expenses for materials or services to the actual day payment was received. (# of days)

29. How much money/working capital did you have tied up to produce the buyer's orders during the last six months? Consider all orders during the last six months. (## in USD)



30. You may provide additional feedback about poor practices or offer suggestions for how the buyer could improve on Payment and Payment Terms. (essay field)

**Management of the Purchasing Process Category**

31. Was there *an agreed time and action calendar* for pre-production and production deadlines? Base response on the largest quantity order during the last six months.

- a) Yes
- b) No

If yes to question 31,

Did the time and action calendar provide *enough time for all processes*? Base response on the largest quantity order during the last six months.

- a) Yes
- b) No

If no to above secondary question,

Please describe for what processes is more time needed? (essay field-optional)

IF NO to question 31,

Did the terms of the order provide enough time for all processes?

- a) Yes
- b) No

If no to above secondary question on order terms,

Please describe for what processes is more time needed? (essay field-optional)

32. For which of the following key milestones/actions did the buyer miss the deadline during the last six months? Consider all orders during the last six months.

TOOL TIP: Please leave any milestone/action that is not applicable unchecked

- a) No deadlines were missed



- b) Hand-off of detailed style information for design proto samples (e.g. initial TechPack or detailed sketch and material descriptions)
- c) Ordering proto sample materials
- d) Comments on fit/proto samples
- e) Trims and artwork sample approvals
- f) Lab dips/color sample approvals
- g) Wash/finishing sample approvals
- h) Style consolidation and release of salesman sample order
- i) Ordering salesman sample materials
- j) Salesman sample approvals
- k) Quality testing approvals (development test – fabric, material, garment, etc.)
- l) Bulk order confirmation
- m) Bulk Order Quantity Forecast
- n) Hand off of tech pack for bulk production
- o) Release of purchase order
- p) Ordering bulk production materials
- q) Ordering/technical details for packaging (e.g., labels, hangtags, instructions) for bulk production
- r) Fit sample approvals
- s) Approval of materials
- t) Approval of size set
- u) Final pre-production sample sign-off
- v) Quality testing approvals (production test – fabric, material, garment, etc.)
- w) Top of production sample approvals
- x) Final inspection approval
- y) Shipping sign-off

*If answer to above was b-y,*

Was the buyer flexible and accountable in ensuring adequate production time? Consider all orders during the last six months.

- a) No changes/requirements/performance failures made by the buyer or nominated suppliers necessitated flexibility/accountability to ensure adequate production time
- b) The buyer was flexible in adjusting shipping dates and/or prices to ensure adequate production time
- c) The buyer was responsible for delays but did not amend ship dates or prices



33. Did the buyer nominate suppliers to provide materials used in its orders? Consider all orders during the last six months.

- a) Yes
- b) No

If yes,

Did the buyer take responsibility for managing the relationship with the nominated supplier?

TOOL TIP: For example, did the buyer work directly with the nominated supplier to ensure good pricing and quality, and on-time delivery.

- a) Yes
- b) No

34. You may provide additional feedback about poor practices or offer suggestions for how the buyer could improve on Managing the Purchasing Process. (essay field)

### **CSR Harmonization Category**

NOTE. If answer to 19 in Sourcing and Order Placement was “no”, supplier will not see this section.

36. Did the buyer’s sourcing and/or product-focused staff make demands that conflicted with CSR/ compliance requirements? Consider the business relationship during the last season.

- a) No
- b) Yes

If yes, briefly describe a conflicting situation that occurred (optional). (Essay)

If yes,

What *impact did the conflicts* have on working conditions? Check all that apply. Consider the business relationship during the last six months.

- a) No impact on working conditions
- b) Overtime within the law or code requirements
- c) Hiring of temporary/casual labor
- d) Unauthorized subcontracting
- e) Overtime in excess of law or code requirements



- f) Inability to meet wages and social benefit requirements
- g) Buyer turned a blind eye to the resulting impacts on working conditions
- h) Other impact (please explain)

37. How does the buyer enforce its expectations for CSR/compliance? Check all that apply.

- a) Buyer does not enforce its expectations
- b) Codes of conduct
- c) Contractual terms
- d) Factory self-assessments
- e) Factory audits
- f) Corrective action plans
- g) Other (essay field)

**If checked e,**

Did the buyer *accept results from recently completed audits/assessments* of workplace conditions at your factories in lieu of requiring new audits specifically for the buyer? Consider the business relationship during the last six months.

TOOL TIP: Some buyers may be participating in the Social Labor Convergence Project in efforts to harmonize CSR requirements. <http://slconvergence.org/>

- a) Yes
- b) No

38. You may provide additional feedback about poor practices or offer suggestions for how the buyer could improve on CSR Harmonization. (essay field)

### **Best Practices Category**

41. Please briefly describe any best practices you have observed regarding this buyer's purchasing practices. (this question is not required and will not be included in the rating, but we would appreciate your response)