Appendix - 2(a)

QUESTIONNAIRE

(A) Production, Consumption, Imports and Distribution:

1. How many fertiliser units the company has?

2. What type of fertilisers are being produced by each unit?

3. What is the total capacity of each unit?

4. What is the total quantity of fertilisers produced annually by each unit during the last five years?

5. What are the possible reasons for the yearly variations (if any) in the production pattern of each unit?

6. What are the annual/season-wise total sales of the company's fertilisers in respect of:
   (a) All India
   (b) In the State of Punjab
   (c) In the State of Haryana
   (d) In the State of Punjab (unit-wise)
   (e) In the State of Haryana (unit-wise)
7. What are company's strategies for effective distribution of fertilisers?

8. What are your views about the consumption, imports and distribution of fertilisers (in general)?

(B) Marketing Channels:

1. What are firm's distribution channels?

2. What is the share of different channels in distributing fertilisers?

3. What is the criteria for selecting the distribution channel (Agencies/wholesalers/retailers)?

4. Does the company has its own retail outlets? If yes, then number and location of such outlets.

5. How does the company motivate its dealers?

6. Does the company provide any special benefits to its dealers? If yes, the nature of benefits.

7. What change are recommended in the existing marketing channels?
(C) **Transportation**: 

1. What are the transportation modes used for movement of fertilisers by the company? 

2. What is the criteria for selecting the mode of transportation? 

3. Who is responsible for selecting the modes of transportation? 

4. How frequently are routes and carriers reviewed? 

5. What are the basis for determining a preferred carrier? 

6. What is the impact of rush orders on the mode/route selection? 

7. Is the choice of transportation mode depends upon the size of shipment? 

8. What is the cost of transportation for different modes used by the company during the last five years? 

9. What percentage of total shipment is sent by the different modes? 

10. What is the total amount spent annually for transportation of fertilisers during the last five years?
11. What is the total amount of fertilisers shipped from different units, by different modes?
   (a) On all India basis
   (b) To the State of Punjab
   (c) To the State of Haryana

12. What is the total quantity of fertilisers moved to the states of Punjab and Haryana district-wise from each unit by different modes?

13. What is the cost of transportation by road for different distance slabs in the states of Punjab and Haryana during the last five years?

14. Any other cost included in the cost of transportation?

15. Are there any specific problems involved in fertiliser transportation?
   If yes, then the nature of the problems and the methods used to overcome the same.

16. Any suggestions for improvement?

(D) Warehousing

1. What type of warehouses does the company use?
2. Does the company have its own warehouse? If yes, their location and size?

3. What is the basic criteria for selecting a warehouse?

4. How many warehouses does the company use (agency-wise and year-wise)?

5. Locations of warehouses, their capacities booked for different months/years during the last five years in States of Punjab and Haryana?

6. What are the actual capacities utilized for the reserved warehouses?

7. What costs are included in warehousing expense?

8. What is the company policy regarding relocation of existing warehouse facilities?

9. What are the total annual warehousing costs?

10. What percentage of total warehousing costs can be attributed to different categories of warehouses used?
11. What is the percentage of total sales going through warehouses?

(a) All India basis
(b) In the states of Punjab and Haryana

12. What type of material handling facilities exists in the warehouses?

13. How do the company assess the performance of the warehouse?

14. What are specific problems involved in fertiliser warehousing and how these are overcome?

(E) Inventory Management:

1. What are the average inventory levels of the company?
   (a) At plant level
   (b) At field level

2. Are inventory level targets are established on regular basis? If so, by whom?

3. What are your standard service levels?
4. How is the inventory file updated?

5. What formal reports are generated regarding inventory?

6. What cost categories do you include in inventory carrying costs?

7. What is your statistical forecasting system?

8. What is your cost of carrying inventory (Rs. per MT per month)?

9. Are you using any scientific inventory control techniques? If yes, then specify.

(F) Packaging and Material Handling:

1. What type of packing material is used by the company and why?

2. What are the standard packings used by the company?
3. Is packing material available to be used more than once? If yes, how many times?

4. What is the packaging cost (Rs./MT and Rs./bag)?

5. Do you use any container service?

6. Do you allow bulk purchaser to you their packing?

7. What type of material handling facilities exist at the unit level?

8. Whether the material handling at units/destinations is mechanised or manual?

9. What material handling facilities are available at the warehouses used by the company?

10. What is the cost of loading and unloading at origin and at destination (Rs./MT)?

11. What are the material handling charges at the warehouse uses in the States of Punjab and Haryana (Rs./MT)?
12. What are the total material handling charges in the States of Punjab and Haryana (Rs./MT)?

13. What is the extent of damage cost during material handling, and what are the prevention techniques used?

(G) Communication:

1. How do you get the sales order?

2. How does each customer places the order with the company?

3. What is your company's order cycle time and how frequently do you monitor the order cycle?

4. Is order processing is centralised or decentralised?

5. Does the company verify credit, and Inventory availability during order processing?

6. Does the company confirm the delivery date to the customer after receiving the order?
7. Whether the orders are batch processed or individually processed?

8. What methods do you use to measure the performance of different activities i.e. transportation, warehousing, inventory control, etc.?

9. What types of reports are developed for the purpose of performance measurement?

10. How the company maintains interdepartmental coordination?

11. Do you have written customer service policy?

12. Do you evaluate your customer service policy? If yes, by what methods?

13. What are your suggestions for improving the distribution system of fertiliser?
Appendix - 2(b)

QUESTIONNAIRE

Name of the person:
Organization:
Designation:

1. What are your views about the different modes of transportation for fertilisers?

2. Why are the fertiliser units having a high inventory?

3. Do you think the fertiliser units can use scientific methods for controlling inventory?

4. Please suggest some methods of controlling inventory?

5. How could the organisations improve their warehousing activity?

6. What are the packaging materials used for fertilisers? Please give their advantages and disadvantages?

7. What are your views with regard to simplification of documents?