1. Name and address of the firm

2. Activity the firm is into
   - Engineering
   - Pharma
   - Consumer durables
   - Textiles
   - Food and beverages

3. Number of years in business - __________ Years

4. Constitution
   - Proprietorship
   - Partnership
   - LLP
   - Incorporated body

5. Markets catered to
   - Domestic
   - International
   - Both

6. Please indicate how long you have been into GSCM (in completed years)
   ____________________________________________
7. How would you describe the current status of GSCM practices in your firm?
   - Advanced stage
   - Intermediate stage

8. Having been into GSCM for quite some time now, would you agree with the statement that there is a definite association between GSCM practices and firm performance?
   - Strongly agree (1)
   - Agree (2)
   - Neutral (3)
   - Disagree (4)
   - Strongly disagree (5)

9. If “Yes”, please indicate the GSCM-led results that help improve firm performance
   - With GSCM the firm can manage resources and suppliers optimally thereby reducing production costs
   - With GSCM the firm can promote recycling and reuse raw materials thereby reducing production costs
   - Production of hazardous substances can be reduced, thereby reducing the likelihood of the firm violating environmental regulations.
   - With superior exploitation of resources the firm can reduce operational costs
   - Since its products are environment-friendly, the firm can attract more customers, gain competitive edge and enhance its brand
   - Others, if any…
10. Please rank the results in the descending order of importance

- With GSCM the firm can manage resources and suppliers optimally thereby reducing production costs
- With GSCM the firm can promote recycling and reuse raw materials thereby reducing production costs
- Production of hazardous substances can be reduced, thereby reducing the likelihood of the firm violating environmental regulations.
- With superior exploitation of resources the firm can reduce operational costs
- Since its products are environment-friendly, the firm can attract more customers, gain competitive edge and enhance its brand

11. Would you agree with the statement that with GSCM, the firm can manage resources and suppliers optimally thereby reducing production costs?

- Strongly agree (1)
- Agree (2)
- Neutral (3)
- Disagree (4)
- Strongly disagree (5)

12. Would you agree with the statement that with GSCM the firm can promote recycling and reuse raw materials thereby reducing production costs?

- Strongly agree (1)
- Agree (2)
- Neutral (3)
- Disagree (4)
- Strongly disagree (5)
13. Would you agree with the statement that with GSCM firms’ production of hazardous substances can be reduced, thereby reducing the likelihood of the firm violating environmental regulations?

- Strongly agree (1)
- Agree (2)
- Neutral (3)
- Disagree (4)
- Strongly disagree (5)

14. Would you agree with the statement that with superior exploitation of resources the firm can reduce operational costs?

- Strongly agree (1)
- Agree (2)
- Neutral (3)
- Disagree (4)
- Strongly disagree (5)

15. Having been into GSCM for quite some time now, would you agree with the statement that since its products are environment-friendly, the firm can attract more customers, gain competitive edge and enhance its brand?

- Strongly agree (1)
- Agree (2)
- Neutral (3)
- Disagree (4)
- Strongly disagree (5)

16. Having been into GSCM for quite some time now, would you agree with the statement that since its products are environment-friendly, the firm can attract more customers, gain competitive edge and enhance its brand?

- Strongly agree (1)
- Agree (2)
- Neutral (3)
- Disagree (4)
- Strongly disagree (5)
17. If “Yes”, please indicate the GSCM-led results that help the firms promote the environment

- GSCM achieves waste reduction through improved efficiency, minimising damage to environment
- GSCM promotes recycling, reducing the outflow of effluents from factories and minimising the damage to environment
- GSCM facilitates reuse of raw materials which minimises air pollution
- GSCM reduces production of hazardous substances thereby helping in complying with environmental regulation
- Others, if any

18. Please rank the results in the descending order of importance

- GSCM achieves waste reduction through improved efficiency, minimising damage to environment
- GSCM promotes recycling, reducing the outflow of effluents from factories and minimising the damage to environment
- GSCM facilitates reuse of raw materials which minimises air pollution
- GSCM reduces production of hazardous substances thereby helping in complying with environmental regulation

19. Would you agree with the statement that GSCM achieves waste reduction through improved efficiency, minimising damage to environment?

- Strongly agree (1)
- Agree (2)
- Neutral (3)
- Disagree (4)
- Strongly disagree (5)
20. Would you agree with the statement that GSCM promotes recycling, reducing the outflow of effluents from factories and minimizing the damage to environment?

- Strongly agree (1)
- Agree (2)
- Neutral (3)
- Disagree (4)
- Strongly disagree (5)

21. Would you agree with the statement that GSCM facilitates reuse of raw materials which minimizes air pollution?

- Strongly agree (1)
- Agree (2)
- Neutral (3)
- Disagree (4)
- Strongly disagree (5)

22. Would you agree with the statement that GSCM reduces production of hazardous substances thereby helping in complying with environmental regulation?

- Strongly agree (1)
- Agree (2)
- Neutral (3)
- Disagree (4)
- Strongly disagree (5)
23. What according to you are the specific barriers to effective green supply chain management practices in firms, in general?
- Lack of tools to optimize the supply chain with environmental management
- Global sourcing makes tracing of carbon footprint difficult
- Lack of skilled human resource professionals in sustainability and GSCM
- Suppliers’ inflexibility to change towards GSCM
- Customer’s ignorance of GSCM products and services
- Lack of internal sustainability audits within the firm
- Others, if any...

24. Please rank the specific barriers in the descending order of importance
- Lack of tools to optimize the supply chain with environmental management
- Global sourcing makes tracing of carbon footprint difficult
- Lack of skilled human resource professionals in sustainability and GSCM
- Suppliers’ inflexibility to change towards GSCM
- Customer’s ignorance of GSCM products and services
- Lack of internal sustainability audits within the firm

25. Would you agree with the statement that lack of tools to optimize the supply chain with environmental management is a barrier to effective green supply chain management practices in firms, in general?
- Strongly agree (1)
- Agree (2)
- Neutral (3)
- Disagree (4)
- Strongly disagree (5)
26. Would you agree with the statement that global sourcing rendering tracing of carbon footprint difficult is a barrier to effective green supply chain management practices in firms, in general?
   - Strongly agree (1)
   - Agree (2)
   - Neutral (3)
   - Disagree (4)
   - Strongly disagree (5)

27. Would you agree with the statement that lack of skilled human resource professionals in sustainability and GSCM is a barrier to effective green supply chain management practices in firms, in general?
   - Strongly agree (1)
   - Agree (2)
   - Neutral (3)
   - Disagree (4)
   - Strongly disagree (5)

28. Would you agree with the statement that suppliers’ inflexibility to change towards GSCM is a barrier to effective green supply chain management practices in firms, in general?
   - Strongly agree (1)
   - Agree (2)
   - Neutral (3)
   - Disagree (4)
   - Strongly disagree (5)

29. Would you agree with the statement that customers’ ignorance of GSCM products and services are a barrier to effective green supply chain management practices in firms, in general?
   - Strongly agree (1)
   - Agree (2)
   - Neutral (3)
   - Disagree (4)
   - Strongly disagree (5)
30. Would you agree with the statement that lack of internal sustainability audits within the firm is a barrier to effective green supply chain management practices in firms, in general?

- Strongly agree (1)
- Agree (2)
- Neutral (3)
- Disagree (4)
- Strongly disagree (5)

31. It is alleged in some informed circles that GSCM practices are not being taken seriously by the Indian industry. What could be the possible reasons behind this, according to you?

- Reluctance to adopt advanced technology
- Information on GSCM practices is inadequate
- The law is yet to create a new class of professionals or GSCM practitioners
- Companies believe that going green involves additional expenses
- The well-entrenched mind-set cannot be changed overnight
- Others, if any…

32. Would you agree with the statement that reluctance to adopt advanced technology could be a possible reason for GSCM practices not being taken seriously by the Indian industry?

- Strongly agree (1)
- Agree (2)
- Neutral (3)
- Disagree (4)
- Strongly disagree (5)
33. Would you agree with the statement that the inadequacy of information on GSCM practices could be a possible reason for GSCM practices not being taken seriously by the Indian industry?
   - Strongly agree (1)
   - Agree (2)
   - Neutral (3)
   - Disagree (4)
   - Strongly disagree (5)

34. Would you agree with the statement that the failure of the law to create a new class of professionals or GSCM practitioners could be a possible reason for GSCM practices not being taken seriously by the Indian industry?
   - Strongly agree (1)
   - Agree (2)
   - Neutral (3)
   - Disagree (4)
   - Strongly disagree (5)

35. Would you agree with the statement that the view that going green involves additional expenses could be a possible reason for GSCM practices not being taken seriously by the Indian industry?
   - Strongly agree (1)
   - Agree (2)
   - Neutral (3)
   - Disagree (4)
   - Strongly disagree (5)

36. Would you agree with the statement that the well-entrenched mind-set not lending itself to changes overnight could be a possible reason for GSCM practices not being taken seriously by the Indian industry?
   - Strongly agree (1)
   - Agree (2)
   - Neutral (3)
   - Disagree (4)
   - Strongly disagree (5)
37. Please indicate the measures required to innovatively manage the supply chain and resource risk at the level of the company.

- Ensure that responsible sourcing policies are embedded internally at the company
- Recast the procurement policy at the company level to ensure changed supplier behaviour
- Set targets for supply chain carbon reductions
- Allow the suppliers to access the company’s internal innovation platform so they can suggest improvements to the supply chain
- Others, if any…

38. Would you agree with the statement that recasting the procurement policy at the company level to ensure changed supplier behavior would lead to innovative management of the supply chain and resource risk?

- Strongly agree (1)
- Agree (2)
- Neutral (3)
- Disagree (4)
- Strongly disagree (5)

39. Would you agree with the statement that allowing the suppliers to access the company’s internal innovation platform so they can suggest improvements to the supply chain would lead to innovative management of the supply chain and resource risk?

- Strongly agree (1)
- Agree (2)
- Neutral (3)
- Disagree (4)
- Strongly disagree (5)
40. Would you agree with the statement that ensuring that responsible sourcing policies are embedded internally at the company would lead to innovative management of the supply chain and resource risk at the level of the company?

- Strongly agree (1)
- Agree (2)
- Neutral (3)
- Disagree (4)
- Strongly disagree (5)

41. Would you agree with the statement that setting targets for supply chain carbon reductions would lead to innovative management of the supply chain and resource risk?

- Strongly agree (1)
- Agree (2)
- Neutral (3)
- Disagree (4)
- Strongly disagree (5)

42. Please indicate the measures required to manage the supply chain and resource risk innovatively at the level of the suppliers and/or in association with the suppliers

- Hold risk management meetings with core suppliers to design innovative greener products and materials
- Bind the suppliers to minimise waste and emissions from the supply chain
- Permit the suppliers to find solutions to sustainability challenges so innovation and creativity can emerge
- Others, if any…
43. Would you agree with the statement that holding risk management meetings with core suppliers to design innovative greener products and materials would lead to innovative management of the supply chain and resource risk at the level of the suppliers and / or in association with the suppliers?

- Strongly agree (1)
- Agree (2)
- Neutral (3)
- Disagree (4)
- Strongly disagree (5)

44. Would you agree with the statement that binding the suppliers to minimise waste and emissions from the supply chain would lead to innovative management of the supply chain and resource risk at the level of the suppliers and / or in association with the suppliers?

- Strongly agree (1)
- Agree (2)
- Neutral (3)
- Disagree (4)
- Strongly disagree (5)

45. Would you agree with the statement that permitting the suppliers to find solutions to sustainability challenges so innovation and creativity can emerge would lead to innovative management of the supply chain and resource risk at the level of the suppliers and / or in association with the suppliers?

- Strongly agree (1)
- Agree (2)
- Neutral (3)
- Disagree (4)
- Strongly disagree (5)

Signature

Date