

## Appendix A: Case Study Protocol

Supply Chain Integration Construct	Coding	Interview Question	If Yes; (Explaining The Context)	RBV-VRIN			
Internal Company Integration				V	R	I	N
<b>1.0 Internal Actors Integration</b>	1.0	How is your company structured internally?	What are the advantages of this structure?	✓	✓	✓	✓
1.1 Cross-functional Teams	1.0	Do you have separate departments?					
1.2 Joint Planning and Shared Goals	1.1	Do you have periodical meetings amongst departments?		✓	✓	✓	✓
	1.1	Do you have cross-functional teams?	How it works?	✓	✓	✓	✓
	1.1,1.2	Do you draft the outcomes of these meetings?	Are the outcomes distributed across departments?	✓			
	1.1	What benefits do you usually accrue from conducting such meetings?		✓			
	1.2	Do you have identified goals for each department?	How have these goals been set?	✓	✓	✓	✓
	1.2	Are these goals shared with other departments?	What are these goals? How are they shared?	✓			
	1.2	Are the company goals shared across departments?	How are these goals shared?	✓			
	1.2	Who takes decisions in each department?		✓			
	1.2	Are other departments considered when decisions are taken?		✓			
	1.1, 1.2	Do you share ideas and knowledge with other departments?	Explain the context.	✓	✓	✓	✓
	1.0	Is there emphasis from senior management on collaboration amongst departments?	Explain the context.	✓	✓		
	1.0	Do you have any specific investments (physical, human) for connecting the different departments together?	Explain the context.	✓	✓	✓	✓
<b>2.0 Internal Information Integration</b>	2.0, 1.0, 4.0	Is the information available at your department available to or accessible by other departments?		✓			
2.1 Sharing Operational Information	2.0, 1.0, 3.0	What information do you share among the different departments?	How often is information shared?	✓			
2.2 Sharing Strategic Information	2.0, 3.0, 4.0	Do all departments have access to any information they need about the level of stock or production schedules?	What information?	✓			
	2.2, 1.0	Do all departments have access to any strategic information they need?	What information?	✓			
	2.0., 3.0, 4.0	Do you have real time searching of level of inventory within your company?		✓			
	2.0	Does the information received from other departments get revised before being used for decision making?	Why do you revise it?	✓			
	2.0	What information do you use from other departments?		✓			
	2.2., 4.0	How do you access this information (how is information transferred)?		✓	✓	✓	✓
	2.0	Do you ever ignore any of this information?	Why do you ignore it?	✓			
	2.0	How do you ensure information received from suppliers is timely?		✓			
	2.0	What are the benefits of shared information amongst departments?		✓	✓	✓	✓
<b>3.0 Internal Material Integration</b>	3.0	What happens when you receive materials from your suppliers?	Explain the context.	✓	✓		
3.1 Standardised Procedures	3.0	What happens when you receive an order from your customers?	Explain the context.	✓	✓		
3.2 Close Coordination	3.0	What happens when you need to make an order with your suppliers?	Explain the context.	✓	✓		
	3.0	How do you manage the material flow within your company?		✓	✓	✓	✓
	3.0	How do you ensure you are reducing the inventory holding costs internally?		✓	✓	✓	✓
	3.0	Do you have any specific-investments for managing material flow within your company?	Explain the context.	✓	✓	✓	✓
<b>4.0 Internal Technological Integration</b>	4.0	What technologies do you use in your company for sharing information amongst departments?	How it works? Explain the context.	✓	✓	✓	✓
4.1 Information Sharing Systems	4.1	Do you have any information sharing systems for connecting departments together?	Explain the context.	✓	✓	✓	✓
4.2 Communication Tools	4.2	What communication tools such as emails or video conference do you use to communicate amongst departments?	Explain the context.	✓	✓	✓	✓
	4.0, 2.1, 3.0	Do you have real time access to the level of inventory and production plans with your company?	Explain the context.	✓			
	4.0	Do you use common terms amongst departments to facilitate communication through technology?	Explain the context.	✓	✓		

<b>External Supplier Integration</b>					
<b>5.0 Supplier Actors Integration</b>	5.0	Are you in close contact with your suppliers?			✓
5.1 Long-term Relationships	5.0	Do you meet with your suppliers?	How often? Where do you meet?		✓
5.2 Mutual Understanding	5.0, 6.0	Do you transfer information between your company and your suppliers?	What information is transferred?		✓
	5.0	How would you describe your relationship with your suppliers?			✓ ✓ ✓ ✓
	5.2	Do you and your suppliers have the same understanding of the importance of relationships?	Explain the context.		✓
	5.2	Did you ever have any problems with your suppliers because of differences in language or business environment?	Explain the context.		✓ ✓ ✓ ✓
	5.0	Do you ever have any problems with your suppliers because of cultural differences?	Explain the context.		✓ ✓ ✓ ✓
	5.0	To what extent you and your suppliers are open and honest in dealing with each other?			✓ ✓ ✓ ✓
	5.0	To what extent you count on your suppliers in doing what is beneficial for you?			✓ ✓ ✓ ✓
	5.0, 6.0	To what extent do you think when you receive advices from you suppliers they are sharing their best judgment?			✓
	5.0, 8.1	Do you have any transaction-specific investments (physical, human) with your suppliers?	What dedicated investments? Explain the context.		✓ ✓ ✓
	5.0	Have you or your suppliers made any scarifies for the benefit of your relationship?	Explain the context.		✓ ✓ ✓ ✓
	5.0	Are you willing to make more investments in your relationship with your suppliers?	Explain the context.		✓ ✓ ✓ ✓
	5.0	Do you think that your relationship with your suppliers will last a long time?	Why do you think it will last a long time?		✓ ✓ ✓ ✓
	5.1, 6.2	Do you have identified goals for your supply chain?	How have these gaols been set? what are they?		✓ ✓ ✓ ✓
	5.0	Do your suppliers make regular visits at your plant?	Why do they make these visits?		✓ ✓ ✓ ✓
	5.1	Do you have consensus with your suppliers on the goals that need to be achieved over a specific period of time?	Explain the context.		✓ ✓ ✓ ✓
<b>6.0 Supplier Information Integration</b>	6.0, 8.0	Is the information available at your company available to or accessible by your suppliers?	What information?		✓
6.1 Sharing Operational Information	6.0, 8.0, 7.0	Do you share production plans with your suppliers?			✓
6.2 Sharing Strategic Information	6.0, 8.0, 7.0	Do you share inventory levels with your suppliers?			✓
	6.0, 8.0, 7.0	Do your suppliers give access to order status?			✓
	6.2	Do you share market information with your suppliers?	What information?		✓
	6.2	Do you share customer information with your suppliers?	What information?		✓
	6.2	Do you share promotion plans with your suppliers?	What information?		✓
	6.0	What other information do you share with your suppliers?			✓
	6.0, 5.0	What happens when you receive information from your suppliers?			
	6.0, 5.0	Does the information received from suppliers get revised before being used for decision making?	Why do you revise it?		✓
	6.0, 5.0	Do you usually work based on the information your receive from your suppliers?			✓
	6.0, 5.0	What information do you use from suppliers?			✓
	6.0, 5.0	Did you ever ignore information received from your suppliers?	Why do you ignore it?		✓
	6.0, 8.0	How do you ensure information received from suppliers is timely?			✓
	6.0, 8.0	How do you access this information (how is information transferred)?			✓ ✓ ✓ ✓
	6.0	How often is information transferred from your suppliers?			✓
	6.0	What are the benefits of shared information with your suppliers?			✓ ✓ ✓ ✓
<b>7.0 Supplier Material Integration</b>	7.0	What happens when you need to make an order with your suppliers?	Explain the context.		✓ ✓
7.1 Standardised Procedures	7.0	How is the inbound delivery organised with your suppliers?			✓ ✓ ✓ ✓
7.2 Close Coordination	7.0	Do you and your suppliers use the same carrier?	Why do you use the same carrier?		✓
	7.0	Do you collaborate with your suppliers to reduce inventory costs?	How do you do it?		✓ ✓ ✓ ✓
	7.0, 6.0, 8.0	What happens when you need to check the status of inventory?			
	7.0, 6.0, 8.0	What happens when you need to check the status of a shipment?			
	7.0, 6.0	Do you have any initiatives in place for collaboration in managing material flow with your suppliers?	Explain the context.		✓ ✓ ✓ ✓
	7.0	Do you have common use of logistics assets such as equipment, containers, warehouses, etc with your suppliers?	Explain the context.		✓ ✓ ✓ ✓
	7.0, 6.0, 8.0	Do you have any specific-investments for managing material flow with your suppliers?	Explain the context.		✓ ✓ ✓ ✓

<b>8.0 Supplier Technological Integration</b>	8.0	What technologies do you use for connecting with your suppliers?	How it works? Explain the context.	✓	✓	✓	✓
8.1 Information Sharing Systems	8.0, 6.0, 7.0	Do you have real time searching of level of inventory with your suppliers?	Explain the context.	✓	✓		
8.2 Communication Tools	8.0, 6.0, 7.0	Do you have real time access to your suppliers' production and inventory information?	Explain the context.	✓	✓		
	8.0	Do you have an idea about the technologies used by your suppliers?	Does this affect the technologies you have?	✓			
	8.0	What technologies are intentionally mutual between your company and your suppliers?		✓			
	8.0	Do you use common terms between you and your suppliers to facilitate communication through technology?		✓	✓		
	8.0, 6.0	Do you have any dedicated technologies for your relationship with your suppliers?	Explain the context.	✓	✓	✓	✓
	8.0, 6.0	Do you use any information systems within your company that extends externally to suppliers?	Explain the context.	✓	✓	✓	✓
	8.0	What communication tools, such as emails and video conference do you use to communicate with your suppliers?	Explain the context.	✓	✓	✓	✓
<b>External Customer Integration</b>							
<b>9.0 Customer Actors Integration</b>	9.0	Are you in close contact with your customers?		✓			
9.1 Long-term Relationships	9.0	Do you meet with your customers?	How often? Where do you meet?	✓			
9.2 Mutual Understanding	9.0, 10.0	Do you transfer information between your company and your customers?	What information is transferred?	✓			
	9.0	How would you describe your relationship with your customers?		✓	✓	✓	✓
	9.0	Do you and your customers have the same understanding of the importance of relationships?	Explain the context.	✓			
	9.0	Did you ever have any problems with your customers because of differences in language or business environment?	Explain the context.	✓	✓	✓	✓
	9.0	Do you ever have any problems with your customers because of cultural differences?	Explain the context.	✓	✓	✓	✓
	9.0	To what extent you and your customers are open and honest in dealing with each other?		✓	✓	✓	✓
	9.0	To what extent you count on your customers in doing what is beneficial for you?		✓	✓	✓	✓
	9.0, 10.0	To what extent do you think when you receive advices from your customers they are sharing their best judgment?		✓			
	9.0, 12.0	Do you have any transaction-specific investments (physical, human) with your Customers?	What dedicated investments? Explain the context.	✓	✓	✓	✓
	9.0	Have you or your customers made any sacrifices for the benefit of your relationship?	Explain the context.	✓	✓	✓	✓
	9.0	Are you willing to make more investments in your relationship with your customers?	Explain the context.	✓	✓	✓	✓
	9.0	Do you think that your relationship with your customers will last a long time?		✓	✓	✓	✓
	9.0	Do you have identified goals for your supply chain?	How have these goals been set?	✓	✓	✓	✓
	9.0	Do your customers make regular visits at your plant?	Why do they make these visits?	✓	✓	✓	✓
	9.0, 10.2	Do you have consensus with your customers on the goals that need to be achieved over a period of time?	Explain the context.	✓	✓	✓	✓
<b>10.0 Customer Information Integration</b>							
10.1 Sharing Operational Information	10.0, 12.0	Is the information available at your company available to or accessible by your customers?	What information?	✓			
	10.0, 11,12	Do you share production plans with your customers?		✓			
10.2 Sharing Strategic Information	10.0, 11,12	Do you share inventory levels with your customers?		✓			
	10.0, 11,12	Do your customers give access to order status?		✓			
	10.0	Do your customers share market information with you?	What information?	✓			
	10.0	Do your customers share promotion plans or any information related to promotion with you?	What information?	✓			
	10.0	What other information do you share with your customers?		✓			
	10.0, 9.0	What happens when you receive information from your customers?		✓			
	10.0, 9.0	Does the information received from customers get revised before being used for decision making?	Why do you revise it?	✓			
	10.0, 9.0	Do you usually work based on the information you receive from your customers?		✓			
	10.0, 9.0	What information do you use from customers?		✓			
	10.0, 9.0	Did you ever ignore information received from your customers?	Why do you ignore it?	✓			
	10.0, 12.0	How do you ensure information received from customers is timely?		✓			
	10.0, 12.0	How do you access this information (how is information transferred)?		✓	✓	✓	✓
	10.0	How often is information transferred from your customers?		✓			
	10.0	What are the benefits of information shared with customers?		✓	✓	✓	✓

<b>11.0 Customer Material Integration</b>	11.0	What happens when you receive an order from your customers?	Explain the context.	✓	✓		
11.1 Standardised Procedures	11.0	How is the outbound distribution organised with your customers?		✓	✓	✓	✓
11.2 Close Coordination	11.0	Do you and your customers use the same carrier?	Why do you use the same carrier?	✓			
	11.0	Do you collaborate with your customers to reduce inventory costs?	How do you do it?	✓	✓	✓	✓
	11.0, 10, 12	What happens when you need to check the status of inventory?					
	11.0, 10, 12	What happens when you need to check the status of a shipment?					
	11.0, 10	Do you have any initiatives in place for collaboration in managing material flow with your customers?	Explain the context.	✓	✓	✓	✓
	11.0	Do you have common use of logistics assets such as equipment, containers, warehouses, etc with your customers?	Explain the context.	✓	✓	✓	✓
	11.0, 10, 12	Do you have any specific-investments for managing material flow with your customers?	Explain the context.	✓	✓	✓	✓
<b>12.0 Customer Technological Integration</b>	12.0	What technologies do you use for connecting with your customers?	How it works? Explain the context.	✓	✓	✓	✓
12.1 Information Sharing Systems	12.0, 11, 12	Do you have real time searching of level of inventory with your customers?	Explain the context.	✓	✓		
12.2 Communication Tools	12.0, 11, 12	Do you have real time access to your customers' production and inventory information?	What information?	✓	✓		
	12.0	Do you have an idea about the technologies used by your customers?	Does this affect the technologies you have?	✓			
	12.0	What technologies are intentionally mutual between your company and your customers?		✓			
	12.0	Do you use common terms between you and your customers to facilitate communication through technology?		✓	✓		
	12.0, 10.0	Do you have any dedicated technologies for your relationship with your customers?	Explain the context.	✓	✓	✓	✓
	12.0, 10.0	Do you use any information systems within your company that extends externally to customers?	Explain the context.	✓	✓	✓	✓
	12.0	What communication tools, such as emails and video conference do you use to communicate with your customers?	Explain the context.	✓	✓	✓	✓
<b>Company Background</b>		Where are your major suppliers located?					
		What percentage of your purchases they make?					
		Where are your major customers located?					
		What percentage of your sales they make?					
		What raw materials do you import from your suppliers?					
		What raw materials are produced in Jordan?					
		Can you define your production strategy as make-to-order or make-to-stock?	Explain the context.				
		What would you describe as the main competitive advantage provided by your company?	Explain the context.				