

Customers in Canada returned their surveys to a post office box in Windsor, Ontario. Customers in the U.S. returned the surveys to the University where the researcher is employed. Two weeks after the surveys were mailed, a reminder notice was sent to all participants.

Sample

The sample consisted of 484 customers of 39 companies or their divisions. This sample contained data from the customers of 22 Canadian firms and 17 U.S. firms. Determining the nationality of the firms presented one problem. Many firms had multiple and multinational divisions and locations to be surveyed. This reality created problems for defining whether the firm should be classified as Canadian or U.S. This problem was resolved with the application of a simple rule: The country in which the product was produced and distributed determined the nationality assigned for the firm or division.

The respondents, 281 from the U.S. and 199 from Canada, represented a wide range of industries, including automotive, electronics, industrial equipment, general manufacturing, computer manufacturing, consumer goods, and defense. Yearly customers' purchases from the suppliers ranged from less than \$1000 to more than \$1 billion (U.S.). The mean of purchases from the suppliers was \$4 million with a median of \$126,000.

Almost 20% of the respondents were Chief Executive Officers's or Chief Operating Officers and more than 60% of the respondents were management employees.

Instrument

Each customer of the identified supplier was asked to fill out a survey which contained 65 Likert scaled items which were designed to assess the variables previously described. Open-ended response items were included to allow for additional comments or concerns in the areas of cooperation, quality, cost, delivery, service, and personnel.