

Appendix: Interview checklist

A. General company information

1. When the company started its manufacturing operation.
2. Total number of employees. Number of department, and the number of employees in manufacturing.
3. Name and characteristics of product/s.
4. Manufacturing process of selected product/product group.
5. What are the order winners/qualifiers?
6. Target market. Position in the domestic and the international market.

B. Global manufacturing footprint

1. Which country/ies have the manufacturing activities?
2. Is the whole production process (of selected product) carried out offshore? If parts, which and why?
3. Was it through outsourcing to another company, or did the company make an investment?
4. What are the requirements for the product?
5. Please provide information about the labor intensity of the product.
6. What (if any) are the support activities you have to provide to the offshore facility?
7. Where is the market of the product manufactured in an offshored location, i.e. near to the offshore plant?, near to or distributed from the main facility, or in combination?

C. Operation of dispersed facilities

1. Who are involved in the communication between facilities?
2. How do you organise the coordination with dispersed facilities?
3. Please explain how you ensure that necessary steps have been taken in dispersed facilities?
4. How have different activities been conducted in the network? (For instance: development activities, production activities, and so forth).
5. Please explain how the company organises the global quality management practice?
6. To what extent is the process of coordination affected by --product standardisation, process standardisation, production planning and logistics control from the home facility.
7. What are the key challenges of operating a global manufacturing network?
8. What are the main advantages of working in another country?