Trust in Customer–Supplier relationships
Acknowledgement

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I would like to thank all managers companies A,B,C, and D who answered my questions together have made this thesis possible to make real.

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Summary

The competitive market of today is characterized by globalization, because of that organizations increased demands from customers on the services as well as on product. In other word, the customer is focusing on buying the service in same way as they buy products. For that the trust in relationships is considered as an important and effective factor when the business to business partners want to achieve growth profitability, and long term time. In order to reach high trust in relationships between customers and suppliers, ability to measure trust in relationships and to improve it is important. One to know how to be able to follow up the trust in the relationships between customers and suppliers, maintain and develop relationships for as long as possible in order to reach the company's goals.

The first step in the project was data collection via an email survey and by direct contact with those companies by phone. Then the data was used to make an analysis by comports the results with pervious theories. The analysis enabled to identify the different types of factors which makes the trust in relationships more strong and stable. In the last chapters results are discussed and it was found that the each company has its own way to follow up the relationships to maintain the trust in relationships for longer time to a achieve their goals and profit.

The conclusions are each company have different way of measuring and regardless of which indicators are used for measuring the trust in relationships between the customer and service supplier, they must be linked directly to the organization's goals to maintain and continuity relationships for as long as possible in order to reach the company's goals. The effective trust is important factor which lead to the partners feeling they belong to each other's which the relationships between them take a partner form which lead to long term time and profitable relationships and strong trust in relationships.

Key words: Relationship quality, trust, relationships between customer-supplier, effective buyer-supplier relationships, integrated buyer-seller relationships, commitment, and dyadic relationships,
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1. Introduction
The first chapter describes the background of the problem and how a problem discussion leads to the problem formulation. Also, the purpose, relevance, delimitation and limitations are presented. Last, a timeframe for the study is presented.

1.1 Background
As a result growing importance of goods intangibles and immaterial, and the increased outsourcing in companies. The companies increasingly move into service activities covering a wide variety of services. For that the supply chain management in services is on the rise Storey et al. (2006). Due to the growing collaborative relationships between different actors in business-to-business (B2B) service encounters, customers and suppliers that causes to those attracted attention relationships need designed and to be managed in an appropriate manner.

Wendy van der (2009) point out, those typologies based on the integration of marketing and operational aspects would be helpful for service providers to express strategies for improving services. The nature of interactions between which provides service to customers is highly important or in other words the nature interactions between supplier and customer is very important, and can be achieved through joint action and maintenance of relationship. In addition, the mutual goals of the interaction creates provide a strong reason for relationship continuance to long term time.

According to Jap (1999) the companies try to move their process away from short-term contracting with many suppliers, to more enhance and greater commitment by means of longer-term relationships with fewer suppliers.

Long-standing and stronger relationships between customers and suppliers create strategic opportunities for innovation and growth, and the development and joint value creation. It has been recognized that the knowledge is a largely a critical resource, especially in environments characterized by intense global competition and also because rapid technological change. Thus, the partners have high degree of knowledge, which they sharing it routines in the customer–supplier relationship which lead that to a positively related with greater product innovation performance and thus greater profitable.

There is important factor in explaining buying behavior. Which is buyer-perceived risk as Wendy van der (2009) pointed out that, the interaction patterns that occur may be influenced by the level of buyer-perceived risk involved. Consequently, risk can be a moderator on the relationship between interaction and success, and risk sharing between the buyer and seller can maybe make more responsibility on the supplier (higher risk) and shared profit with the customers which mean more profit to the supplier. The costs and profits for both buyer and seller can be affected by service. It is possible to have a positive influence, how customers do business with their suppliers. In addition, after-sales service may considered as a tool for enhancing a valuable advantage for the customer as well as the companies consider that tool as a business opportunity for the companies. Moreover, environment of a business is rapidly changes, for that the closer connected activities have been involved in the buyer-supplier relationship.
All those factors have effect on the relationship between the buyer and seller and make it stronger. Today these relationships have become strategic and the process of relationship development is accelerated firms strive to create relationships to achieve goals. Thus, all those factors can be used as a basis for defining Key performance Indicators (KPIs) in managing. Using the suitable KPIs in service management model can be highlighting the poor areas of relationship. Thus can develop and improve and to maintain the continuity and permanence of the relationship between the buyer - seller which lead to increase the profit.

1.2 Problem discussion
Trends in industrial markets are currently indicate that customers and suppliers are try to make "alliances" relationships instead of the traditional arrangements with involving closer relation Grönroos (1994). Current model of industrial customer - supplier relationships are presented that joint action as a key aspect of closeness. But the conventional ties emphasize division of labor; these newer relationships are characterized by more tightly integrated roles based on undertaking service activities and values jointly. The values such as beliefs of both partners about the commitment in order to continued relations for as long as possible. In addition those causes above it also for working together to eliminate differences, are keeping trust between both sides. For that the concept of relationships between the customer and supplier is measured by technical, social and economic factors according to Huntley (2006).

The trust included beliefs in interpersonal trustworthiness, perception of buyer’s honesty and keeping promises, exchange the depth information and importance of trust in the relationship with the buyer. Commitment can measured through future intentions to maintain the relationship with the customers, and to achieve same goals through joint implementation of business strategies. The interpersonal relationships between customers and suppliers are based on openness and commitment. The relationships also efforts concentrate on aspects that keeping the continuation relationships for long term and improve the company’s profitability and for Sánchez et al. (2010).

In addition the communication is highly important between the customer and seller Grönroos (1994) said that the strong customer relationships depend on communication, or dialogue, between customers and other party. The communications are necessary for the company to be able to customize the service offering to the customer’s needs and their desires. The proper understanding of exactly what KPIs is, the first hurdle or first problem for many service managers. They have hard question when they ask their self about what they can do to help them run their service operations more efficiently Muchiri et al. (2010). According to Nelson (2011) says that improvement of relationships the company cannot improve the relationships as long as the improvement cannot be measured. KPIs are lead to the likely identification of problem areas, areas requiring improvement, such as areas reflecting high levels of good or bad performance. Thus, can be made to assess and modify specific areas that require attention Muchiri et al. (2010).
1.3 Problem presentation:
Today’s business environment has made the relationships indispensable for companies, which want to not only increase term long time and the profit but to resist the global competition. One of important factors to increase the profitability is the buyer focus more on buying the service in the same way as they buy goods, which lead in turn to ongoing relationships between the customer and supplier. Various factors such as trust and commitment of the means to keep promises, share confidential information, shared knowledge and sharing information etc. develops the of the quality relationship between the customer and supplier Wendy van der (2009). Customer trust in relation and its quality have great influence on profitability, growth and to maintain customers in long term time. This works as a tool for competitive advantages Nelson (2011).

Different service management model between the buyer - supplier relationships can be changed. It is possible to follow up and focus on poor areas of relationship by using the correct KPIs. Thus is leading to increase the profit and stronger relationships. Consequently, the managers recognized that building tighter relationships lead to contribute the company’s business performance considerably. Thus they focus more and more on trust and collaborative efforts that are important. The aim is to create value added processes in order to become more responsive for the demand in the market and more competitive. The values need to be followed up to improve and develop by using correct KPIs to achieve the goals and success for both supplier and customer Muchiri et al. (2010)

1.4 Problem formulation
The problem is formulated in one question:

Which factors are used for measuring the trust in relationships between the customer and service supplier?

1.5 Purpose:
This thesis addresses how the customers and suppliers apprehend the term and work with relationships and trust, and highlights on factors that impact on the relationships which can be considered to measure trust in relationships such as communication and commitment etc. or by the use of suitable key performance indicators (KPIs) to follow up the relationships between the customer and supplier. In order to achieve a continuing and successful relationship between them and to achieve their goal in business.

1.6 Relevance:
The companies focusing on use services to differentiate themselves from competitors. Moreover, to increase customer satisfaction, deepen customer relationships and develop it, and build the loyalty between the both customer and supplier over time also create adapt, which can help them ultimately improve their performance through expanding revenues, thus realize higher profit Myhal et al. (2008). Wilson (1995) point to those companies is focusing more on department to after-sales and large number of companies have special after-sales department.
The company has a staff department especially to look at after sales which focusing only on providing after-sales services and developing after-sales offers. By a greater degree of interpenetration or participation between both party’s life becoming it clearly that they have closer ties as Nelson (2011) said. This thesis will have relevance for firms in need of being able to measure customer - supplier trust in relationships by taking advantage of the previous research and articles in this area, to analyze the information and extract the result and conclusions.

1.7 Delimitation and Limitations
This study is focusing on customer - supplier relationships and how one can measure the trust in relationships; with emphasis on the using KPIs for measure that. The study is time limited to 6 available weeks. It will not be possible to measurement of all kinds of relationships factors because it need more time than the temporal width of the thesis.

1.8 Time frame:
A timeframe for the study is created and presented in Table 1. The different activities are presented in the left column and marked with a blue field when they are planned to be performed. There are three submissions planned which are marked with a red field in the table and with the submission date written in it. Submission 1 regards chapter 1. Submission 2 regards chapter 2 and 3 and chapter 4, 5, 6, 7 are for submission3. It is shown in the table below.

Table 1: Time frame applied in the study.

<table>
<thead>
<tr>
<th>Activity</th>
<th>April</th>
<th>May</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weeks, year</td>
<td>21/4</td>
<td>16/05</td>
</tr>
<tr>
<td>Introduction</td>
<td></td>
<td></td>
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<tr>
<td>Submission 1</td>
<td></td>
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<tr>
<td>Research methodology</td>
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<tr>
<td>Theory, Submission 2</td>
<td></td>
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<tr>
<td>Empiricalfindings</td>
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<tr>
<td>Analysis</td>
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<tr>
<td>Results</td>
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<tr>
<td>Conclusions&amp;recommendations</td>
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<td></td>
</tr>
<tr>
<td>Final submission</td>
<td></td>
<td>27/5</td>
</tr>
</tbody>
</table>
2. Research methodology
The methodology chapter depicts different methods that can be used within scientific studies and it emphasizes those used within the scope of this thesis.

2.1. Data gathering:
Holme and Solvang (1997) said accomplishing a qualified fundament for the scientific credibility depends strongly on how reliable the data input is. The necessary data can be collected by two different types of approaches, 1- qualitative and 2-quantitative, where to accomplishing a qualified fundament for the scientific credibility depends strongly on how reliable the data input is. The qualitative data is described by a holistic view of a context and has a close connection to the source of the information. But the quantitative data is more formal such as statistical numbers and figures. There are two characters within a qualitative research, one descriptive and the other exploratory. The author uses this approach in this thesis because the qualitative method can be seen as a more flexible type of research, where the issues can be changed gradually during the research time. The results drawn from the qualitative study is based on a large number of variables. These results are giving deeper and clearer insight, through asking questions to some companies about the role of trust in the relationships and the factors that lead to it and how they measure it. This project depended on qualitative data because the trust in relationships is a behavior and the behavior is an invisible data or an intangible and human behavior is non-statistical data.

2.2. Data Collection
Data for this thesis is based on two sources data:

2.2.1 Primary data: is collected via email or by direct contact with few companies for answering particular research questions, which were related with the purpose of this thesis. It will be use in order to bring depth and understanding of the context in this study.

2.2.2 Secondary data: Theoretical data for this thesis is based on previous studies which consider secondary data on several sources like articles, journals, books, and the Internet. The main source for those data is in the Växjö university library, through one search, Emerald. Furthermore, the value of this thesis is dependent on the novelty of its topic. In other words, the subject of supplier or supplier - buyer relationships or customer is more or less a new area with degree of actuality. Therefore articles, journals as well as the relevant and reliable Internet databases provide the most information concerning this research field

To support the reliability of this thesis collected scientific articles and literature as mention in above. Scientific articles will be searched for and investigated by using the Emerald database and one search. In order to achieve high reliability and validity during the asking the questions via phone, it would be taken notes and wrote it directly in papers. That decreases the risk of loss information given by the respondent. This will give the opportunity to control the data in order to assure that it would be interpreted in the right way.
The questions in the template is shown in the Appendix and is used for collecting primary data through the survey via email and by contacting the companies by phone in order to increase the validity of surveys within the scope of the study. The questions should be suitable to the certain context in order to provide a valid result. In addition theories will be used in order to focus on relevant factors considered to be value adding for the reliability and validity. According to Nilson (2011) the reliability and validity are increased when the similar questions gives the same answers over and over again for different companies which have various activities but they are using same factors to achieve relationships quality.

Patel and Davidsson (2011) explain that there are some concepts that show the relationship between theoretical and empirical. These concepts are different ways to connect with theories and reality in order to understand how the relationships work. One of this concepts is deductive approach which is about follow up a prove the path and it is characterized by that on the basis of existing theories currently conclusions on individual phenomena. It creates hypotheses from the existing theories then tested the empirically in the study. The objectivity of the research will be enhancing with this concept because the starting point is taken from the existing theories. For example the author related the theory to Lindgreen (2003) who said the trust basic in three types with some question such as in question 9 (in Empirical finding).
3. Theory
In this chapter the theoretical framework of the study is presented. The background of the relationship quality concept is described factors of business relationships and trust, which are important factors in this study

3.1 Customer – supplier relationships:
The relationship consists between suppliers and customers through the exchange of contacts all the time, through a business organization among themselves, intentions futuristic on mutual understanding between the two parties Hougaard & Bjerre. (2002). The cooperation or transactions relationships might require specific asset investments, and the establishment of exclusive relationships has path-dependence characteristics that increase the imitation difficulties for competitors. However, not all business transactions between enterprises can obtain the value created by an exclusive relationship, thus can easily cause hold-up risks and weaken a party's own negotiating powers Wu et al.(2015)

3.2 Relationship quality & the factor of trust:
Myhal et al. 2008 they said various definitions of relationship quality have been, recently they said that the relationship quality viewed as the sum of the interactions between the supplier and the customer that satisfy both the customers personal and business purchasing needs. According to Nelson (2011) quality business relationships highly consider as a source of competitive advantage and the ability to manage relationships and quality in order to contribute to the competitive advantages and contribute to customer retention. The relationship themselves of assets that enhance the value delivered to customers

According to Huntley (2006) definitions relationship quality as the level to which buyers are satisfied over long term time with the overall relationship, and this level and degree lead the relationship functions as a partnerships. Which appear clearly in service quality (social), price paid for the value received (economic), and product quality (technical), B2B relationships are driven by an exchange of resources, both economic and social in nature; a relationship quality construct therefore must include both economic and social dimensions. Ahearne et al. (2007) they agree with Hently (2006) saying that satisfaction and trust are the key drivers that appear clearly behind customer relationship quality, and related with the ability of building long-term relationships and profitable with other partner

According to Huntley (2006) the measurement factors relationships between customer and supplier are:
1. Trust is central when it affects the perception of the customer product and service offerings and prices. The trust leads buyers to believe in the reliability, integrity and honesty of the seller, which translates to the expected reliability, is also in the actions of the seller. When trust became between the buyer and the seller, and product vendors / service delivery is considered as more reliable
3. Partnership atmosphere factor: Partnership stands in the origin of cooperation. According to customers in the B2B relationship contexts it is the best seen when the relationship as a partnership, rather than the interaction between the buyer and the
seller. This should be the pivotal factors used in the customer surveys studies to achieve the degree of relationship

According to Huntley (2006) by increased levels of trust between the customer and supplier the relationship quality will be positively influenced. Where the trust is accompanies effective cooperation and those factors important required for relationship marketing success. The definitions applied by Huntley (2006) and Myhal et al. (2008) are summarized in table (2) below.

Table 2: Table showing two definitions of the relationship quality concept

<table>
<thead>
<tr>
<th>Name of Authors</th>
<th>Definitions of Relationship Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Myhal et al. (2008)</td>
<td>said that the relationship quality viewed as the sum of the interactions between the supplier and the customer that satisfy both the customers personal and business purchasing needs.</td>
</tr>
<tr>
<td>Huntley (2006)</td>
<td>Definitions relationship quality as the level to which buyers are satisfied over long term time with the overall relationship, and this level and degree lead the relationship functions as a partnerships. Which appear clearly in service quality (social), price paid for the value received (economic), and product quality (technical)</td>
</tr>
</tbody>
</table>

According to Nelson (2011) the reputation factor plays vital crucial role on the initial stage, which leads to trust between customer and supplier as partners. Crosby et al. (1990) mentioned also that the satisfaction and experience factors lead to trust in relationships. They linked the satisfaction with customer loyalty which may cause re-purchasing behavior. In addition the experience of cooperation with the same partners gives deeper knowledge about their desires and also their needs, thus lead to long term time relationships. Trust is important in a business relationships where has been described as an integral component in a business relationship development process where trust connected to a higher perception of relationship quality and commitment according Nelson (2011). Therefore, trust consider as a key factor driving cooperation, relationship success, and impact on a long-term business relationship. According to Xu et al. (2016) the importance of trust has been emphasized in a wide range of field, such as in leadership, interpersonal communication, negotiation, performance appraisal, and teamwork.

According to Wilson (1995) defined the trust:
1. A willingness to rely on an exchange partner in whom one has confidence
2. Each party believes on other party and they trust each other when one of them needs solution or explanation of any question, it will fulfill in the future by the right actions which will taken by the other party.
3. The promise is reliable and a party belief it will fulfill between them obligations in an exchange relationships.
According to Lindgreen (2003) the trust can be classified into three types: first of them is system trust this happen when the partners evaluate their confidence in the contracts, second type is personality-based trust, when it depends a person's character and you ready and also you have willingness for the trust partner, third type is process-based trust, this type of trust develops over time, and depends on the behavior of each partner and frequent interactions between partners.

Morgen and Hunt (1994) they said the increase the level of sales achievable and when it find high level commitment between the customer and supplier, greater than those generated when this is not the case. The relationships will survive although difficulties, where the relationships is reduces the incidence of conflict boosts satisfaction then minimizes uncertainty and encourages long-term relationship orientation. According Jap (1999) definitions of trust have focused on its existence in exchange relationships and have relied on its notion as a belief or expectation in such relationship. Beliefs in interpersonal trustworthiness such as reliability of promises, honesty, helpfulness, exchange confidential information, and mutual interests in business relationships serve of trust between partners.

According to Hernandez and dos Santos (2010) by collecting data from various different contexts and observing each other's reactions under different circumstances, the trust develops because it based on knowledge, thus lead that to interactions both parties to develop the ability to predict each other's actions and reactions and expectations about the other's behavior with considerable accuracy. Hacker (1999) said when the customer and supplier considered each other as business partner greatly impact the level of optimal trust in customer and supplier relationships. This level of interdependence existing between a customer and a supplier considered a good indicator of the appropriate level of optimal trust needed to help the relationship work at its full potential and that is a higher level of trust in relationships.

The culture win - win relations are the ones that will be most successful in long run. To great win - win relation we have to trust one another. Nilson (2011) pointed out that we make people untrustworthy by not showing them enough trust, but to build trust in relationships should trust people which turn in term to you, and follow up the relationships without showing that to the others. According to Luhmann (1979) whoever wants to win trust must take part in social life and be in a position to build the expectations of others into his own self - presentation. Luhmann (1979) mentioned that the trust demand mutual commitment and can only be put to the test by both sides becoming involved in it, in a fixed order, first the truster and then the trustee. In addition, trust facilitates the coordination of expectations and allows for meaningful complex interaction between individuals who might otherwise have little chance to engage in any kind of social relationship for example the relationships in hospital between the nurses and doctors in critical situation such as when they faced an emergency.

An example of a customer-supplier relationship that required trust be established was a packaging company’s relationship with a glass supplier. Both businesses had a good reputation internationally. But due to a continual supply of off-quality glass being supplied for a packaging system, trust was notably eroded. Which made matters worse and a trigger event occurred: the reintroduction of a previously rejected glass
shipment, where the glass was to have been relabeled by the glass company but it lacked inspection for a known defect. The overall result was the creation of a distrustful relationship. With trust at low ebb, a frank and open discussion sought to find solutions, where the capabilities of both parties were put into question concerning their production processes. To find a solution, the trust concerns had to be unraveled and goodwill to move to the issues of standards, where the packager established an equipment testing plan to first establish baseline variation and then an action plan to tighten control on specification. In turn, the glass supplier produced new energy to ensure that the glass actually met the new specifications, by this way the production problems plummeted; trust reverted to an upward slope Hacke (1999).

Communication must exist to foster increased trust between two company’s structures. Direct channels of communication could be to get in touch with the right person. If there are any questions or issues, and that is clear in the United States, in the relationships between Toyota and its suppliers are so tight that Toyota promises to build your car in five days Nelson (2011).

3.3 Affective trust:
Houcine et al (2016) they highlights on the meaning of fact affective trust and they defined it as psychological state that refers to a sentiment of security and a durable affective attachment comprising the acceptance of vulnerability based on expectations in terms of socio-emotional benefits. Thus the relationships deepen and stabilize affective trust has both a sense of security and the interpersonal affective attachment conducive to a flourishing relationship. That means the partners no longer expects to be harmed. The affective relationships it leads to a lasting relationship, and cause it also invokes a person’s need to belong (to what, to whom), which is a powerful and fundamental

3.4 Key performance indicated (KPI):
Every company is able to establish its own unique KPIs to measure, monitor, and track its performance over time, where KPIs vary between companies and industries depending on their priorities or performance criteria. Key performance indicator must be realistic, quantifiable and linked directly to the organization's goals and to the measurement of the organization's success and preferably. It should be ongoing collection of key performance data and information to support the ongoing KPI process such as annual revenues, year-to-year trends, performance customer satisfaction indices, cooperation, commitment, trust, adaptation, mutual goals, communication etc, some of factors of integration relationship between both buyer – supplier Muchiri et al (2010). For example, if the company’s primary goals are the field engineer arrive at the customer site as quickly as possible (that require as a key performance indicator for waiting time) that mean urgent service and central service for seller nearest the place of customer company and complete the repair within the contracted time, at which lead that to leave of customer completely satisfied. Second example if the goals are more focused on field engineer utilization and spare parts availability, then the company will probably be looking more at KPIs addressing the number of service calls handled per field engineer/per day, average time per call, parts availability, and related metrics.
3.5 Some factors affected on trust such as: Exchange of information, cooperation, Mutual goals, Adaptation, Shared Technology

In order to gain a reasonable return for both sides it should be an open exchange of information between the partners, which is important to exchange the information formal and also be confidential. Therefore, in this case a basis of trust and commitment is of high importance. In addition, the supplier development approach is a proactive arrangement of supplier relationships through several divisions of a company in order to improve the collaboration with suppliers and to procure products quickly and for fewer prices Wilson (1995). Where the cooperation has been defined Wilson (1995) a similar or complementary coordinated action taken by companies dependent relationships to achieve mutual outcomes with expected reciprocation over long time. Thus the result in cooperative behavior allowing to both parties receive the benefits of the relationship. Mutual goals provide a strong reason for relationship continuance according Wilson (1995) define the concept of mutual goals are the degree to which partners share goals that can only be accomplished through joint action and maintenance of relationship.

According Wilson (1995) Adaptation occurs when one party in a relationship alters its processes or the item exchange to accommodate the other party. Canning and Hanmer (2007) said adaptation in business relationships is one of the important key feature of supplier and customer relationships. Where by the companies can deal with each other successfully over extended periods of time, by including adjustments to a company's own operations as well as to exchange activities with a partner organization. During the previous theories mentioned above be aware that there are a lot of factors such as the commitment, open communication, the exchange of confidential information, affective trust, cooperation with common goals and also using KPIs which must be related to the company targets.

All those factors lead to prolonging the relationships and increasing the trust between the partners, which in turn will increase profits. Through the previous theories the author extracted the questions based on the theories. For example the theory to trust according Huntley 2006 based on three types first service quality (social), price paid for the value received (economic), and product quality (technical), the author want to know how the relationships constructed through those dimensions. Then extract the question 9 about the importance of trust or why it was not important then from their answer’s related between the dimensions and the company’s satisfaction and the reader can now understand how the degree in the relationship functions becomes as a partnership.

That will be clear in next chapter (Empirical findings) from the managers A, B, C, and D answers on some questions which posed on them, then it will be analyses their answers in chapter Analyses according the theories and empirical finding.
4. Empirical finding:
in this chapter it will present information about some companies which are defined by
decorators, such as a company A, B,C, D and their answers on the questions
particularly on relationship and trust, gather via email or via contact with the
managers companies directly, it is shown in table (3) below, and the reader can find
the questions in Appendix.

Table (3): Companies answers to questions about the relationship between customer
and supplier

<table>
<thead>
<tr>
<th>Questions</th>
<th>Comp.A</th>
<th>Comp.B</th>
<th>Comp.C</th>
<th>Comp.D</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. What is your position in the company</td>
<td>Sales manager</td>
<td>Director manager</td>
<td>Director manager</td>
<td>CEO and owner</td>
</tr>
<tr>
<td>2. How long have you worked within your company</td>
<td>2 years</td>
<td>Almost 2 years</td>
<td>Almost 3 years</td>
<td>21 years</td>
</tr>
<tr>
<td>3. What is the size of the company (number of employees)?</td>
<td>91 employees</td>
<td>…………</td>
<td>28</td>
<td></td>
</tr>
<tr>
<td>4. Which industry does the company belong to</td>
<td>Manufacturing of measurement components</td>
<td>specialty; castings components</td>
<td>manufacturer diverse sheet metal</td>
<td>manufacturer in the furniture and sew curtains</td>
</tr>
<tr>
<td>5. For this study I want you to focus on one type of after sales services you buy; e.g. maintenance, logistics, marketing etc. Please state the selected service</td>
<td>………………</td>
<td>………………</td>
<td>…………</td>
<td>…………</td>
</tr>
<tr>
<td>Strategic goals:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. What are you focusing on when developing supplier relationships?</td>
<td>Knowledge and the confidence.</td>
<td>Through constant communication during the work, the quality and the role of routine communications</td>
<td>Information’s and confidence</td>
<td>Information and competence of the supplier</td>
</tr>
<tr>
<td>7. How long are the typical relationships between your company and your suppliers?</td>
<td>Many years. Often more than 10</td>
<td>More than 8 years</td>
<td>Often 8 years</td>
<td>Its long, several years</td>
</tr>
</tbody>
</table>
8. Do you prefer to collaborate with any specific supplier more than other suppliers?
- Yes, It is easier to find a few that you trust than working with several. It is easier communication with few.
- Yes, we have a few suitable supplier but if new supplier have wider and better offers to customer, we do it and deal with new supplier in addition the current supplier.
- Yes, It is easier to reach communication & commitment with few suppliers.
- It easier to reach communication with few or one supplier, and also that depend it what i want to buying, so maybe i choose same supplier or new one. so it better to deal with few.

9. Do you think Trust is important in relationships? Why? Why not?
- I do. The peace of mind will not occur without trust.
- Yes, effect on both financial and quality, and gain peace of mind.
- Yes, gain peace of mind.
- Yes, very important. I think the relationship is very much based on trust.

### Activities to maintain relationship

10. How do you maintain your relationship with suppliers?
- Long relations do not need extra than the continuous work. Or contact by email.
- Mostly by contact in different ways such as phone, emails.

11. How do you communicate with another party?
- Mail 80%, phone 15% other 5% (meetings, Skype).
- Mail 80%, phone 15% .meetings 2 times in one year.
- Mail 80%, phone 15% other 5% (meetings on Skype etc).

12. How is the relationship between individuals (such as contact persons) at the company/supplier?
- More individuals than companies actually.
- Both individuals and companies actually.
- Individual more than companies.
- Its good. We have a good personal relationship.

### Following up the relationship

13. Do you think that your company and your supplier benefit equally? Can you describe it as a win-win relationship? why /why not?
- Guess so because the work continues.
- Yes because the work continues.
- Yes, because the work between us good and continues.
- We have very many suppliers and customers. But the goal is that that all relationships should benefit equal.
<table>
<thead>
<tr>
<th>Question</th>
<th>Yes for sure</th>
<th>Yes , normally</th>
<th>Yes of course</th>
<th>yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>14. Are you willing to recommend services or product suppliers to colleagues in other companies?</td>
<td>The outcome of the work. Complaints from others-customers , delivery time.</td>
<td>Yes, by service degree, delivery time, measure performance supplier</td>
<td>Delivery time , outcome</td>
<td>We keep the contact with the supplier and talk with each other. The outcome of the work. Delivery time.</td>
</tr>
<tr>
<td>KPIs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. What variables would you use to describe trust?</td>
<td>…….</td>
<td>…….</td>
<td>…….</td>
<td>…….</td>
</tr>
<tr>
<td>17. Which KPIs are used to follow up the relationship?</td>
<td>We don’t use KPIs in this relationship. But in logistic using delivery time to follow up relationship</td>
<td>We used 1. Delivery performance (time delivery). 2. How many part of million out of specifications. (POM)</td>
<td>Non used</td>
<td>We don’t measure the relationship than the result. Delivery time, price and so on</td>
</tr>
<tr>
<td>18. Are the KPIs used suitable to your comp.</td>
<td>…….</td>
<td>…….</td>
<td>…….</td>
<td>…….</td>
</tr>
<tr>
<td>19. Do you trust your partner more now than in the beginning of the relationships? Why? What has changed?</td>
<td>It can change during the years. If there is a late delivery, not so good work etc. the supplier always needs to know that he needs to earn the trust every time.</td>
<td>yes normally , they grow with us , we put them in our strategy.</td>
<td>Yes, but it can change during the years ( late delivery, not good quality..etc</td>
<td>Hard to generalize. But I think most of the times the trust changes a bit from beginning to further in the relationship. Both get better but sometimes worse</td>
</tr>
<tr>
<td>20. How do you build trust with your partner</td>
<td>Quick answer and do not promise more than you can deliver. I kept my promise Call or used mail to answered any questions quickly.</td>
<td>Regular communications, and it should be the information formula in good way.</td>
<td>Must be realistic and do not promise what cannot be deliver commitment of the promise</td>
<td>By always keeping what I promise. Keep the partner in the loop of things and never deliver any bad articles Keep In touch &amp;call</td>
</tr>
<tr>
<td>21. Do you exchange greetings or gifts on special occasions and anniversaries</td>
<td>just in exhibitions</td>
<td>yes , for sure</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>
5. Analysis:
The reader can note in the previous chapter, that the answers are almost similar company A, C, and D, but they are somewhat different for company B therefore, it is possible to analyze of the three companies A to C together and company B alone. The author will therefore compare the relationships between the four companies in the result chapter.

5.1 Company A, C, D
The reader can observe through the answered question 6 and question 11 that companies have similar activities to keep the relationship, through the different forms of contacting. Where the communication is the basis of an exchange of knowledge and understanding of their future relationship as Hougaard and Bjerre (2002) pointed out to it. They believe they should exchange the knowledge and information in order to continues work and achieve customer satisfactions thus retention the relationships, as they answered in question 10 they do not need more than continues work to maintain their relationship.

The companies have trust on their suppliers so they willing to recommend their suppliers to colleagues in other company, as they answered in question 14, which mean they have high trust and satisfaction at their suppliers via relationships over time. Trust and satisfaction consider the key drivers behind their relationship quality and its continuity. The quality of a business relationship is directly connected to the ability of building long-term relationships with profit according to Huntley (2006). Ahearne et al (2007) agreed with Huntley (2006) the trust in a B2B context as a driver of satisfaction and relationship quality.

They believe that the trust makes a great level of cooperation and commitment and sales attainable, so that the relationship will survive as long as no variables in relationships appear, but when it appear any change behavior during the time means the trust in relationships will changed. According Lindgreen (2003) the trust developing over time and depends on the behavior of partners, means the commitment is very important for the continuation, healthy and quality relationships.

They answered in question 6, they are shared with suppliers the confidential information that means the customer and supplier trust each other’s and that is one of the factors point to the relationships will take long term time, satisfaction, and thus equal profit for both side, continuing for long time with trust in relationships lead to suppliers benefit equally and this clear in their answered on question 13, and according to Morgen and Hunt (1994)

The three companies build their trust with suppliers by keeping promises and not giving any promise more than they can to deliver. As, their answer on question 20, and direct channels of communication with the right person by a different way of contact which make it that easy to keep in touch for any questions or issues according Nelson (2011)

Definitions of trust have focused on its must existence in exchange relationships and have relied on its notion as a belief or expectation in such relationship. The reader can understand from most of the answers of those companies. They are to believe at interpersonal trustworthiness. Such as reliability of promises, honesty, helpfulness,
and mutual interests in business relationships and those serve as indicators of trust in buyer-seller relationships according to Jap (1999) that make trust in relationships take long term and continuous.

Morgan and Hunt (1994) agree with Jap (1999) that trust is important because it leads to longer and more stable relationships. Which boosts satisfaction with the relationship minimizes uncertainty by exchange the information’s although the confidentiality and sensitivity of the information because the open exchange of information is necessary in order to gain a reasonable return for both sides and longer relationships. Therefore a basis trust and commitment is of high importance to encourage long - term relationship orientation, that clear in their answer on questions 20,6,9,7.

The company A&C & D they did not need to use KPIs in their relationships as they answered question 17. But they followed up the relationships in an indirect way through outcome of work and complaints from others - customers. That means those companies not showing their suppliers directly they do not trust them for the goodwill which leads to quality relationships according to Nelson (2011), an answer to question 15. Bell (1993) agree with Nelson (2011) the trust generates trust in return. If you show enough trust to suppliers they will trust you in return.

In question 8 they answered that they preferred to collaborate with a few supplier that they trust than several of them. Because it is easier for them when they want to communicate and inquired for issue or any problem occurred to solve it quickly and to increase the knowledge and for make open exchanged information. When the interaction and cooperation of relationships between them will increase, allowing both parties receive the benefits of the relationship according. Willson (1995)

In the last question 21 they answered they did not exchange greeting or gifts with their suppliers on any occasions or anniversaries only maybe at exhibitions. In other word, the three companies have the trust with their suppliers but they are not interested in exchanging gifts with suppliers according to Luhmann (1979). Although the trust facilitates the coordination of expectations and allows for meaningful complex interaction between individuals who might otherwise have little chance to engage in any kind of social relationship. What happened with one of those companies they trust supplier and they engage with them only in one kind of social relationship (exchanging gifts with each other only at exhibitions). That is a weak effective relationship which lead sometimes that they changed the suppliers even though they have long time deals with them, if any error happened from the supplier which means the partner can feel like they are in an unstable relationships

5.2 Company B:
As shown in their answer to question11 and 6 the company is interested in the communications and depend on it the adoption of large on it to facilitate their work daily. They used the communications by various ways, through emails or phones and make two meetings per year with the supplier to exchange the ideas and discuss on any new plan, according Nelson (2011) it should be easy to get in touch with the right person to get the solution quickly for any problem and for developing the relationships between the partners.
Because communication creates open discussions about the work which increases the understanding and knowledge the desires and needs of both sides, thus lead to the development of relations and increasing confidence between the parties and rely on the other party in contributing to the solution of problems. According Wilson (1995) on his defined the trust.

Company B considered the communications are artery which feeds relations through the breadth of knowledge and exchange of information with suppliers to get to the satisfaction of both parties on the relationship existing business, and to build the trust between them, thus to achieve the satisfaction and that shown in the answer question No 20. According to Xu et al. (2016) importance of trust has been emphasized in a wide variety of domains, such as in interpersonal communication, and negotiation. Nelson (2011) agrees with them that trust increases satisfaction with the relationship, enhances continuity expectations, and foments cooperation, coordination, and communication. This is clear at company B focusing on communication to develop the relationships and trust with supplier.

At question 9 the company answered that the trust important for it effect on financial (economic), quality (technical) and for gain at quiet relationships

The company satisfied over time with the overall relationship, manifested in product quality (technical), price paid for the value received (economic), according Huntley 2006) it should the relationship quality construct include both economic and social dimensions by this relationships the company reached with supplier to overall level of satisfaction and to the degree to which the relationship functions became as a partnership. and the partnership relation better than interaction relationships, partnership is as one of the most collaborative type between partners this type of relationships views a high level of trust. the partners are targeting long - lasting relationships and joint planning and this relationship away from opportunistic between the partners.

The company trust their suppliers and their belief in them and they grow together, this mean the supplier and customer prepared to adapt to each other, thus they maintain the relationships for long term time with sharing the benefits equally according to Company B trust in their suppliers and their belief in them and they grow together. This means the supplier and customer prepared to adapt to each other. Thus they maintain the relationships for long term with sharing the benefits equally according to Canning and Hanmer (2007) adaptation in business relationships is a key feature of supplier – customer relationships, enabling the companies to deal with each other successfully over extended periods of time. Which can include adjustments to a company's own operations as well as to exchange activities with a partner organization. The relationships between company B and suppliers not only adaptation but also as a transaction specific investment and it is as partners.

As they answered in Q 17 the company keen to use KPIs to following factors which should be taken into account such as, how many part of million out of specifications (POM) in. Because they believe KPIs reflect and relate directly to the organization's goals, and linked directly to the measurement of the organization's success for more tight relationships with suppliers and to be sure that every things is moving in a correct way to avoid the relationships from any cracks according to Muchiri et.al. (2010)
Wilson (1995) agree with Muchiri et al. (2010) key performance indicators (KPIs) are designed for the calculated part of a million outside the specification business operation, for it is be able to measure their success on over time, with the ability to identify problems, and make improvements, as necessary, all the time as shown at answer question 8, when they need to new improvements the company not hesitate to deal with new supplier whose have wider offers to their customer, for more opportunities to make improvements, as necessary, all along the way, but beside their former suppliers.

Answer question 12 and 21 together because it relate at relationships individuals and companies between each other. The reader can observe company B keen about the personal relationships and relationships between companies, according to Lindgreen (2003) personal relationships is important base for commitment in initial stage to developing the relationships and trust over time. It depends on the behavior of each other. Time would play an important role in the meaningfulness of the variables according to Luhman (1979).

Where B company and suppliers exchange the greetings and gifts on special occasions, which mean they have good level affective relationships with their suppliers lead to trust and not only it leads to a lasting relationship, but it also evokes a sense of belonging to the two parties to each other, and B company consider the suppliers as one of family members of the company according Houcine et al. (2016). Luhmmman(1979) agree with Houcine et al.(2016) Often such a behavior is important to provide a first step to initiate any form of social interaction between two actors to developing the relationship and maintained it.

The reader can observe although difference between companies A, C,D in industries area as well as staff numbers difference, but they are similar in style to follow up their strategy and activities, for example, the answers vary in style, but it give the same meaning. Where the question is, do you trust your suppliers currently more than beginning of the relationships? The answers were generally, possible the relationship changed over the years for the best or the worst relationships, that depending on different factors such as good work or delay in delivery etc.

The background at company (B) is not different from other companies, but it differs in terms of strategy and of using KPIs and this evident in questions 12, 21, 17. Some of important difference answers between the companies shown in table (4) below.

<table>
<thead>
<tr>
<th>Questions 12, 20</th>
<th>B Company</th>
<th>A, C,D Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>If they used KPIs to follow up the relationships?</td>
<td>Yes they used KPIs, name is (POM) which mean calculated part of a million outside the specification to make the relationship more tighten with supplier</td>
<td>They not used KPIs to follow up the relationships with suppliers.</td>
</tr>
<tr>
<td>Are they exchange gifts and greeting on special occasions with suppliers?</td>
<td>The company is interested in exchanging the gifts with the supplier in occasions. Which creates a family atmosphere and increases the feeling of belonging to each other.</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>No, they not care about that and they said it is old way to used. No exchanged gift and greeting in the event or occasions.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
6. Result
In this chapter the results derived from the thesis are presented. The results are presented in connection to analysis and empirical finding and previous theories to answer the question: Which indicators are used for measuring the trust in relationships between the customer and service supplier?

The reader can observe it should be a process for the ongoing collection of key performance data and information to support the ongoing KPI process as in case. Company (B) they are following the relationships with supplier through a count of the parts of a million out of specification (POM). To focus on poor areas of product quality for they are keen to stay with them and build a tighter relationships to maintain this relationships for the long term Muchiri et al. (2010). Thus we can understand from that company aims to create value added to relationships in order to become more responsive for the demand on the markets, where the values need to follow up it to improve and develop by using correct KPIs to achieve the goals and success to both supplier and customer Muchiri et al.(2010). In addition to company B used other factors to development of the relationship with the supplier. They used various communications and intensely for fast access to the right person and without administrative barriers (decline of the bureaucratic organization administration according Luhmman(1979) making the exchange of information and knowledge to solve problems and issues in a quick and easy way.

They meet with the supplier twice in the year in order to solve any problem, that lead to adapt and understand each other's according Canning and Hanmer(2007) they said adaptation in business relationships is a key feature of supplier-customer relationships, and makes the relationships more strong to take long term within quiet environment, which leads to the growth of the supplier with them, and increased profit thus they both benefit equally.

The company B has adopted another approach to consolidate and develops its relationships with the supplier via the exchange of gifts and greetings on special occasions this in turn creates affective trust correlation among them. Affective trust is a psychological state that refers to a sentiment of security and a durable affective attachment comprising the acceptance of vulnerability based on expectations in terms of socio-emotional benefits according Houcine et al. (2016). Lead that to both side no longer expects to be harmed, thus the relationships continued for a long time and still ongoing in quiet family environment. They are put the supplier in their strategic, and this strength of trust in relationships lead to the supplier became as partner with company and works with them in quiet and stable business environment, thus increase the profit for both sides. The strength of trust is that it is able beget trust in return, if man show enough trust to customers they will trust you back than they will perceive you as much as easier to do business with than other providers, they will be more forgiving when mistakes occur Bell (1993) and away the opportunistic relationship between customer and supplier.

This relationships characterized the B company from those companies A,C, D where those companies did not care for such a relationships and consider it as style of the past methods at business relationships, thus the reader can observed those three companies despite the long relationship with the supplier, but it is easy to them to end the relationships and replace them with others, in any case for any mistake, that lead
to instability in the relationships and a feeling of loss safety, because the supplier must be always. This means that the supplier expects to be harmed at any time. A, C, D companies use some of the factors to keep of trust in relationships and mutual trust between them and suppliers instead of KPIs one of these factors is delivery time. This factor was common between those companies to follow up the trust in relationships with the supplier. They believed that trust developed over time and depending on the behavior of each partner and the history of interactions among the partners, which corresponds with the findings of Lindgreen (2003). Because of this, they could dispense with their suppliers and without a regard to the long history of the relationships when the supplier makes any mistake.

It is clear each company has its own way to follow the relationships and measured it with suppliers to achieve to their goals and maintains the relationships strong and for long time as much as possible. All of the above factors achieved the target in the trust indicator in the relationship and strengthen it. Such as the relationships exchanging gifts, communications, meetings, the time of delivery, or by using of key performance indicator in counting the products beyond the specifications, which determines the amount of allowable error. All of these factors and indicators to measure the relationship between the customer and the supplier to detect mistakes to avoid them in order to achieve the desired goal in the creation of trust in relationships and continuity for long term time. etc.
7. Conclusion

The indicators are used for measuring the trust in relationships between the customer and service supplier. They must be realistically linked directly to the organization's goals and targets and strategic, as in the case of company A, C, D they not need to used KPIs to measure the trust in relationships, but they used factors which effect on relationships to measure it, such as the outcome of work (economic side), deliver time (social side) and that helped them in organizing and maintaining relationships for a long time with a profit. Although we can considered the Key performance indicators lead to enhanced trust in the relationships between customer and suppliers. It is not just a measure of achievement but is evidence that helps management in the decisions making that will improve the work. The environment within company and with customer - suppliers, thus creating a competitive environment conducive to innovation and creativity, which will help to increase profit making to supplier and company.

To develop like this thesis we should test more than four companies and we need more than one month's study to investigate this complex subject. But from my short study I could say that the factors such as effective relationships and open communication between customer and supplier consider important factors to exchange information and knowledge. Which lead to progress companies and their growth, and also lead to strong tight between the customers and suppliers and increased the trust for long term, thus increased profit and stability economic which lead to stable society.

We can understand how the trust relationships between companies have highly effected the society and it could contribute at stability the society (social perspective). But this would depend on economic stability to companies through the trust in the relationships between the partners. Which leads to prolonging the business relationship between the parties, in turn lead to increased profit. The stable economy in turn makes people able to stay in their city because of their work. Thus, people stability lead to stability of social life that contributes to progress and prosperity in their cities and this in turn affects the progress of peoples.

Research the subject of trust in relationships needs to make interviews of people in their companies better than sending questions via email or contact by phone. By meeting face to face it available expressions and body language and those are considered in personal interviews and thus can read feelings about the answers and get a better idea of what the person actually said, and in same time may comes to your mind some additional questions gives you the best vision of the subject, and maybe you able to recording this meeting for not missing any word to more reliability, and to gain deep answer in order to gain deeper investigate and more accurate.

We need more time and more companies to comparison the answers by more information’s and description about them for the reliability which we need it to any research. This topic from my perspective is consider as case study psychiatric between partners and that should include many of the companies for different people because the trust is human behavior and It is invisible matter, and it is a complex subject. It needs to repeat attempts on several companies and several researches because several researches and repetition adds credence and validity to researches.
When connected repeated study with previous studies and give us the same result, that mean this study is valid

During previous results we can answer the question: Which factors are used for measuring the trust in relationships between the customer and service supplier?

We can conclude that there are a lot of factors that increased the trust in relationships, including the commitment, open communication, the exchange of confidential information, affective trust, cooperation and common goals and also using KPIs which must be related to the company targets. All those factors prolong the relationships and increase trust between the partners which lead that to increase profits in turn. However, we can give a clear answer on the question in problem formulation. That each company used various factors to measuring the trust in relationships with their partner to achieve their goals. One of them used KPIs to measure the trust in relationships by POM part of a million outside the specification and that is like product quality indicator all the time, to maintain the relationships quality for long time. They also used to measure the success of relationships through the economic side when they consider outcome of work. Social side through deliver time, and service that helped them in organizing and maintaining relationships for a long time with a profit, or by collecting the preparation of complaints by customers. All these factors help to measure the success and continuation of the relationship between the partners and that tight on trust in relationships between partners.

Finally we can conclude from above that there are factors have measurable impact on trust in relationships, where trust is transparent and invisible matter, and cannot be measured without these factors mentioned above which lead to the success or failure of relationships. Trust in relationships depend on various factors which we can measured in order to maintain trust in relationships for long term time and to increase the profit, and to be larger competitors in the market.
8. Reference


9. Appendix:

The questions below:

**Background questions**
1. What your position in the company?
2. How long have you worked with your company?
3. What is the size of the company (number of employees)?
4. Which industry does the company belong to?
5. for this study I want you to focus on one type of after sales services you buy; e.g. maintenance, logistics, marketing etc. Please state the selected service:

**Strategic goals :**
6. What are you focus on development supplier relationship?
7. How long are the typical relationships between your company and your suppliers?
8. Do you prefer to collaborate with any specific suppliers more than other suppliers? If yes, then why?”
9. Do you think trust is important in relationships? Why? Why not?

**Activities to maintain relationship**
10. How do you maintain your relationship with suppliers?
11. How do you communicate with another party (e.g. telephone, fax, e-mail, visits etc.) and how often? Every day or week or year?
12. How is the relationship between individuals (such as contact persons) at the company/supplier?

**Following up the relationship**
13. Do you think that your company and your supplier benefit equally? Can you describe it as a win-win relationship? Why/why not?
14. Are you willing to recommend services or product suppliers to colleagues in other companies?
15. How do you follow up the relationship supplier?

**KPIs**
16. What variables would you use to describe trust?
17. Which KPIs are used to follow up the relationship?
18. Are the KPIs used suitable to your company? Why/why not?
19. Do you trust your partner more now than in the beginning of the relationships? Why? What has changed?
20. How do you build trust with your partner?
21. Do you exchange greetings or gifts on special occasions and anniversaries?