

Appendix: Interview Questions on Fees and Services

Generally, have the requests for services and fees by your **GROCERY RETAIL** and **MASS MERCHANDISER** customers increased, decreased, or remained about the same in recent times?

Increased Decreased Same

Please indicate (check yes or no) whether *each* of the services and fees listed in the next table have been requested by your *retail/mass merchandise* customers. If yes, please check where shown if the fees/services are new within the last five years, whether they were initiated by retail/mass merchandiser buyers or rather by your firm or other shippers to gain a competitive advantage. If retailers did request a fee/service, indicate whether you complied with the original request (check yes or no). If no, check where shown if you negotiated an alternative arrangement. If not, check if you lost the account due to not complying. If you provided any of these fees/services, please

provide the approximate \$ cost (where applicable) of doing so. Please indicate if these costs were one time (1 T) fixed costs, or whether they were incurred on a per carton (/C) basis or per store (/S); for example, 1 free carton per store when introducing a new product into a chain. Also indicate the sales volume marketed under that type of arrangement as a percentage of total sales. For example, if you provided category management services or gave volume incentives, approximately what percentage of your sales was made using these arrangements? For any services/fees you provided/paid, did you receive any performance commitments in exchange from retailers? For example, if you paid volume incentives did retailers have to meet a minimum volume over the season to qualify? If yes, please specify the type of commitment where shown. Finally, please indicate whether the net impact to your business was Beneficial (B), Harmful (H), or Neutral (N) for each of the services/fees you provided/paid.

	Check if the Fee Has Been Requested/provided and if Yes, Check if is New Since '94			Who Initiated Fee (Check R if Retail Buyer, S if Self, C if Competitor)			If Retailer Initiated, Did You Comply With the Original Retailer Request?		Indicate if Negotiated Alternative Arrangement (A) or Lost the Account (L)		\$ Cost of Fee Per Season	Indicate if Fees were One-time, Per Carton Sold or Per Store		% of Sales Under Fee	Indicate if There Was any Volume/Performance Commitments Made by Retailer in Exchange for Fee- If Yes, Specify	What is the Net Impact of these Fees? Please insert the appropriate abbreviation (B) Beneficial (H) Harmful (N) Neutral
	Yes	No	New	R	S	C	Yes	No	A	L		1 T	/C or /S			
Fees:																
Pay fixed up-front slotting/listing/warehouse fee for a new product												1 T				
Pay fixed up-front slotting/listing/warehouse fee for an existing product (pay-to-stay fees)												1 T				
Give volume incentives													/C			
Pay promotional allowance or co-op ads																
Pay other rebates																
Pay free-product discounts																
Buy-back unsold products or failure fees																
Contribute to retail capital improvements, e.g., refrigerated equipment allowances, warehouse construction																
Pay e-commerce fees (retailer requires shipper to list with an e-commerce firm)																
Other fees (please specify)																

	Check if the Service Has Been Requested/provided and if Yes, Check if is New Since '94			Who Initiated Service (Check R if Retail Buyer, S if Self, C if Competitor)			If Retailer Initiated, Did You Comply With the Original Retailer Request?		Indicate if Negotiated Alternative Arrangement (A) or Lost the Account (L)		\$ Cost of Service Per Season	Indicate if Services were One-time, Per Carton Sold or Per Store		% of Sales Under Service	Indicate if There Was any Volume/Performance Commitments Made by Retailer in Exchange for Fee- If Yes, Specify	What is the Net Impact of these Services? Please insert the appropriate abbreviation (B) Beneficial (H) Harmful (N) Neutral
	Yes	No	New	R	S	C	Yes	No	A	L		1 T	/C			
Services:																
Participate in an Electronic Data Interchange (EDI) or retail link program																
Participate in an automatic inventory replenishment program																
Provide category management services																
Develop special merchandising displays																
Provide private labels																
Use of returnable containers (e.g., Chex, IFCO)																
Develop special packs																
Provide third-party food safety certification																
Other (please specify)																
Other fees (please specify)																