The Balanced Scorecard as a Tool Evaluating the Sustainable Performance of Chinese Emerging Family Farms—Evidence from Jilin Province in China

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Supplementary Materials

Questionnaire Survey on the Performance of Family Farms in Jilin Province

1. Basic information of the farm
(1) The name of your farm is ______
(2) Where is your farm located?
A. Changchun
B. Jilin
C. Siping
D. Liaoyuan
E. Tonghua
F. Baishan
G. Songyuan
H. Baicheng
I. Yanbian
(3) What type is your farm?
A. Grain
B. Fruit and vegetable
C. Breeding
D. Combination of planting and breeding
E. others

2. Farm’s inputs and outputs
(1) The sales income of your farm in 2018 is ______ million.
(2) In 2018, your farm has received agricultural subsidies ______ million yuan in total.
(3) The total income of your farm in 2018 is ______ million (including various agricultural incomes of the farm).
(4) The land area of your farm in 2018 is ______ hm² (Including own land and transferred land).
(5) The annual rent of transferred land in your farm is ______ yuan/year.
(6) The total number of labor on your farm is ______ (including the farm’s own labor and the
number of employees).

(7) In 2018, the investment in agricultural production in your farm is ________ million yuan. (Including the purchase of seeds, chemical fertilizers, pesticides, agricultural film, feed, veterinary medicine, the purchase, rent, fuels and maintenance of machinery and equipment, transportation, storage and other costs)

(8) The profit of your farm in 2018 is ________ million.

3. Financial performance

(1) What is the average annual profit growth in the past three years?
   A. drop  
   B. basically no growth  
   C. increase by 1% to less than 10%  
   D. increase by 10% to less than 30%  
   E. increase by 30% to less than 50%  
   F. increase by 50% and above = 6  

(2) What is the average annual sales growth in the past three years?
   A. drop  
   B. basically no growth  
   C. increase by 1% to less than 10%  
   D. increase by 10% to less than 30%  
   E. increase by 30% to less than 50%  
   F. increase by 50% and above

(3) What is the averaged liability–asset ratio of your farm in the past three years? (liability–asset ratio = total farm debts ÷ total farm assets)
   A. 90% and above  
   B. 60 to less than 90%  
   C. 30% to less than 60%  
   D. 10% to less than 30%  
   E. 10% and below

(4) What is the annual per capita net income of your family member in 2018?
   A. 20,000 and below  
   B. 20,000 to less than 30,000 yuan  
   C. 30,000 to less than 40,000 yuan  
   D. 40,000 to less than 50,000 yuan  
   E. 50,000 and above

(5) How much is the annual per capita net income of your family member higher than that of the local small farming household?
   A. 0 to less than 20%  
   B. 20% to less than 40%  
   C. 40 to less than 60%  
   D. 60 to less than 80%  
   E. 80% and above

4. Marketing performance

(1) How about the relationship with the agricultural materials suppliers?
   A. very loose  
   B. loose  
   C. average
D. stable  
E. very stable  
(2) How about the relationship with other agricultural business entities such as farmers, agricultural cooperatives, and agricultural enterprises?  
A. very loose  
B. loose  
C. average  
D. stable  
E. very stable  
(3) How satisfied are your customers with your products and service?  
A. very unsatisfactory  
B. unsatisfactory  
C. average  
D. satisfactory  
E. very satisfactory  
(4) How do you think your bargaining power in the supply chain?  
A. very weak  
B. weak  
C. average  
D. strong  
E. very strong  
(5) What is the branding level of the agricultural product in your farm? (multiple choices available)  
A. no brand  
B. enterprise brand  
C. municipal brand  
D. provincial brand  
E. national brand  
5. Internal business process performance  
(1) How many regulations have been established and implemented in your farm? (Farm regulations may include regulations for standardized production, financial management, job responsibility, employee management, learning and training, etc.)  
A. zero  
B. one  
C. two  
D. three  
E. four or more  
(2) What is the length of your land contract?  
A. 1–less than 3 years  
B. 3–less than 5 years  
C. 5–less than 10 years  
D. 10 years and above  
(3) What management certification has your farm obtained? (multiple choices available)  
A. ISO 9000 Quality Management System Certification  
B. ISO14000 Environmental Management System Certification  
C. other  
D. none
(4) What is the ratio of pollution-free, green and organic products in your farm?
A. 0–less than 20%
B. 20%–less than 40%
C. 40%–less than 60%
D. 60%–less than 80%
E. 80% and above

(5) What is the frequency of wastes recycling and pollution-free treatment in your farm?
A. none or seldom
B. sometimes
C. often
D. very frequently
E. most or all the time

6. Learning and growth performance
(1) What is the education of the farm owner?
A. junior school and below
B. technical secondary school
C. high school
D. junior college
E. college or above

(2) What is the age of the farm owner?
A. 65 and above
B. 55–less than 65
C. 45–less than 55
D. 35–less than 45
E. 35 or below

(3) How often does your farm adopt new technology or variety?
A. never
B. seldom
C. sometimes
D. often
E. very frequently

(4) How many registered trademarks does your farm own?
A. Zero
B. one
C. two
D. three
E. four or more

(5) How many marketing channels are used in your farm?
A. One
B. two
C. three
D. four
E. 5 and above

(6) Which sales channels are used in your farm? (multiple choices available)
A. Local wholesale market
B. Agricultural broker
C. Agricultural company
D. Cooperatives
E. Internet marketing
F. Farming-Supermarket Docking
G. Chain Stores
H. others

(7) How many financing channels are used in your farm?
A. one
B. two
C. three
D. four
E. 5 and above

(8) What are the sources of funds for your farm operation? (multiple choices available)
A. own funds
B. borrowing from relatives and friends
C. rural credit cooperative loan
D. commercial bank loan
E. private loan company
F. rural cooperative finance
G. internet finance
H. village bank
I. others