

Codebook for thematic analysis

Codes	Subcodes	Description	Example from data
Supply chain management	Locations	Participant's descriptions of their company's operations; key supply sourcing locations	<i>"Historically, we were sourcing from Greece. They've been hit, the level of [harvest] coming into their factory has reduced due to flooding, from fires, from natural disasters. Their businesses decided [to change focus]"</i> .
	Sourcing	Participant's descriptions of their company's sourcing strategy for their supplies	<i>"Recent years have seen unseasonal rains in growing regions which have led to an increase in pest activity and heavy pesticide usage by farmers just before harvest. Sourcing pesticide-compliant material has been challenging as a result"</i> .
	Role	Participant's descriptions of their company supplies to Company A or buys from Company A; the way the participant describes their company's role in the supply chain	<i>"Most of these manufacturers have typical lead times of 8-12 weeks - they campaign make [manufacture a series of batches over a defined timescale] in very large quantities. So, we sit in the middle ground."</i>
	Strategy	Participant's descriptions of their company's approach to supply chain management and/or supplier selection	<i>"You're only as good as your last delivery"</i>
	Decision-making	Participant's descriptions of their company's approach to decision-making to manage their supply chain; the factors they take into consideration	<i>"We tend to sort of leave the majority of the business with one or two [suppliers]. Because we get a good service, very flexible and all the rest of it... if you're dealing with somebody week in week out, you form a better relationship than you do with people who you only use once a year. "</i>
Resilience perceptions and strategy	Robustness	Participant's descriptions of their company's strategies that assist with maintaining supply chains 'as normal' during disruption, and perceptions of these	<i>"[It's] a strategy to obviously minimise risk ... We've probably got three suppliers ... the advantage we have is if there's a disaster in [sourcing country], for whatever reason, then we can potentially offer product from another factory. That's how we crisis manage to a degree"</i> .
	Recovery	Participant's descriptions of their company's strategies that assist with getting supply chain operations 'back to normal' during and after disruption, and perceptions of these	<i>"It has a lot to do with how quickly you can react to a problem rather than necessarily being able to predict what's going to happen"</i> .

	Reorientation	Participant's descriptions of their company's strategies that assist with adapting or transforming supply chains to a 'new normal' to mitigate potential future disruption, and perceptions of these	<i>"It's not as such disaster recovery, but it's a whole change of culture, of developing for next year and the year after ... Working back from there to performance and the slow process to get it to a place that's acceptable."</i>
Barriers and enablers	Information flows in and between organisations	Participant's descriptions of their company's approach to sharing and receiving information inside and outside their company, and their perception of this in relation to supply chain management	<i>"Some customers will provide good forecasts, some will not. Recognising that this might well be driven by the forecasts etc., that they receive from their customers."</i>
	Government, regulation and policy	Participant's views on the role of government, regulation and policy in maintaining and enhancing supply chain resilience; their experiences of engaging with policymaking processes in relation to how changes in policy impact, or could impact, their supply chain operations and resilience	<i>"Government tend[s] to have a very short-term view on things so that they react and respond to pressure. It's very much 'How do we fix this problem so we'll go back to normal?'"</i>
	Technology	Participant's views on the role of technology in maintaining and enhancing supply chain resilience; their experiences of technology; their levels of confidence and knowledge with technology - all in relation to how it impacts their supply chain operations and resilience	<i>"It's given us a lot more visibility on the supply chain. One of the suppliers we work with, they will give you a QR code of a shipment and you scan the QR code, and it gives you details of what farm the [products] were growing in ... And I think it also [gives] a lot more clarity on shipping as well ... we now have systems that update to say when a shipment is delayed ... We can now plan for that, whereas that was much more difficult before when the information might only come through a week after the delay had taken place."</i>