

Interview instrument

List of key questions and prompt questions used in semi-structured interviews

1. Tell me a bit about your organisation.

- a. What does your organisation do?
- b. How many people work there?
- c. Are there multiple sites? If so how many?

2. What role(s) does your organisation play in the Simply Food chicken tikka masala supply chain?

- a. What does the organisation supply?

3. Tell me about the processes involved in your role in the chicken tikka masala supply chain.

For suppliers:

- a. What ingredients do you handle?
- b. What happens during the assembly process?
- c. What processes do those ingredients go through?
- d. What happens to those ingredients while your organisation is handling them?

4. Where do you source your materials and inputs from? (food and non-food)

- a. Do you have multiple suppliers for each item? If so, how many? Do you rely on one more than others? To what extent? How does this influence your relationship with your suppliers?
- b. How do your supplies reach you? How do you store supplies? How long for? How much stock do you keep?
- c. Do you work with wholesalers, producers, importers? Who is involved?

5. What happens to the products you supply when they leave your organisation?

- a. Tell me about your customer base for this product. Do you sell to one or many customers? Do you rely on one customer for a large proportion of the product? How does this impact on your relationship with that customer?
- b. How is the product transported? Is the stock transported by your organisation or another?
- c. How much stock of the product do you hold on inventory?

d. What happens to the product once it reaches the destination?

6. What sorts of disruptions do you think are most likely to affect your supply chain?

- a. What makes you say this? Can you tell me more? Can you comment on the nature, type and/or impact of disruptions to supply chains?
- b. Has this ever happened? Can you tell me what happened and what the impact of the disruption was?
- c. Do you think the context of disruptions (the environment in which they happen) is changing? Why (not)? In what way?
- d. Where is disruption in your supply chain most likely to happen? Why do you think this is? Where are the pinch points? Does your organisation have any control over those pinch points?

7. What does your organisation do to try to avoid disruptions to your supply chain?

- a. What processes are in place in your organisation?
- b. How do you plan for potential disruptions?
- c. What are your processes for responding when disruption occurs?
- d. What does supply chain resilience mean to you? Why?
- e. What does your organisation do to maintain good supply chain resilience to disruptions? How does this work?

8. How do you share data and information with your suppliers and customers?

- a. Is this the right amount of sharing effective supply chain management? What makes you say this?
- b. What other information and data would you like to get from customers and suppliers?
- c. What sorts of data and information do you think could be helpful to share with suppliers and customers? What impact would this have on your organisation's operations?

9. How do you see technological advances in supply chain management affecting your supply chain?

- a. Are there particular technologies e.g. robotics or AI that you make use of? If so, how? Might you in the future?

10. What do you see as the role of government in supply chain resilience?

- a. To what extent do you see government having a role in resilience? If so, what should that role be? Does government policy already support supply chain resilience? If so / if not, why (not)?
- b. What could government do to create an enabling environment for food supply chain resilience?

11. Do you have any questions for me?

12. Would any of your suppliers be potentially willing to take part in this research project?

- a. Would you be able to introduce me so I can ask them if they would be willing to take part?
- b. Can you give them this one-pager overview and urge them to contact me by the deadline if they are interested in taking part?