

Appendix 2 – Interview Guide

Ethics and Consent (5 min)

Inform the participant about their rights, the purpose of the interview, how data will be stored and treated:

- Participation is voluntary and you can withdraw whenever you want without giving a reason.
- All information will be anonymised in the thesis.
- There will be no negative consequences for you if you choose not to participate or to later withdraw.
- The data will only be accessible to me as a researcher, and my two supervisors.
- Your name will not be visible in the material or final thesis. Your company name will be mentioned, but not linked to your answers.
- The interview will be transcribed and decoded as soon as possible.
- The recordings will be deleted after the project is done.

Opening Question (5 min)

1. Can you introduce yourself, your company and describe your upstream and downstream supply chain?

Topic 1: SCRM (10 min)

2. What does your SCRM (supply chain risk management) process look like?
 - a. How is it organized and executed in your company?
 - b. Where is it positioned in the company?
 - c. Who is responsible and/or involved in your SCRM?
3. What do you consider the most important supply chain risk factors?
 - a. How do you distinguish risks and how do you manage different categories of risk?

Topic 2: Current tools/systems (15 min)

4. Can you describe how your organization uses digital tools and systems for supply chain risk management (SCRM)?
 - a. What parts of the SCRM?
 - b. What kind of tools/systems? Examples please
 - c. Do you use the same tools/systems for all kinds of risk?
 - d. Why these tools and systems?
 - e. What criteria do you use to pick tools/systems?
 - f. What effects/differences have you experienced, either positive or negative, from using tools/systems? Provide examples please.
 - g. To what extent do the tools/systems satisfy performance expectations? Worse, better or as expected? Provide examples please.
 - h. Are there any negative consequences of the tools/systems? Provide examples please.

5. Can you provide examples of any challenges you faced during the implementation of the digital tools/systems?
 - a. How did you overcome these challenges?

Topic 3: Views on SCRM tools/systems (15 min)

6. At which parts of SCRM do you consider digital tools/systems the most beneficial?
 - a. How?
 - b. Why?

7. In general, have you experienced, or do you see, any negative effects or problems with using digital tools/systems? Provide examples please.
 - a. How are/can these problems be addressed?

8. What is your company's future views on tools/systems and why?

- a. Keep it as it is
- b. Use more
- c. Use less

9. In general, what do you consider necessary to succeed with implementation of SCRM tools/systems?

Concluding Question (5 min)

10. Is there anything you would like to add?

11. Do you have any questions?

Total length: 55 min