

## Respondents' features assessment

What is your role within your company?

Purchasing manager

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☒ Large-sized (>250 employees)

Where is your company located?

Barcelona

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: .....

Which was the most affected area by the pandemic within your company?

Production

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☒ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

Sub-suppliers

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

Business intelligence tools

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☒ Big Data Analytics (BDA)
- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☐ Other

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## Respondents' features assessment

What is your role within your company?

HR Administrator

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☒ Medium-sized (<250 employees)
- ☐ Large-sized (>250 employees)

Where is your company located?

Czech Republic

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: .....

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

Automotive

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely



What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☒ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

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	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

Medical part

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

PeopleDoc - documents of each employee in computer

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☒ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli

## Respondents' features assessment

What is your role within your company?

.....

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☒ Large-sized (>250 employees)

Where is your company located?

Denmark, China, Thailand

.....

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: .....

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

freight and rawmaterials

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☒ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

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	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

.....

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment



How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

Cloud computing, robots, 3D

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☒ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli

## Respondents' features assessment

What is your role within your company?

CEO

What size is your company?

- ☒ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☐ Large-sized (>250 employees)

Where is your company located?

Japan, Germany, korea

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☐ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☒ Altro: Service

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

none

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☒ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☒ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

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Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

.....

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

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## Respondents' features assessment

What is your role within your company?

.....

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☒ Large-sized (>250 employees)

Where is your company located?

Lodz, Poland

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: .....

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

Lack of orders, lack of continuous supplies from suppliers.

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☒ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
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	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

lack of clear rules between companies. No defined common strategy.

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

---

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☒ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☐ Other

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Google Moduli

## Respondents' features assessment

What is your role within your company?

CEO

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☒ Medium-sized (<250 employees)
- ☐ Large-sized (>250 employees)

Where is your company located?

Germany

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☐ It supplies automotive parts and systems
- ☒ It supplies non-automotive grade parts (\*)
- ☐ Altro: .....

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

Personel

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely



What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
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	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

---

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

.....

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

**Google** Moduli

## Respondents' features assessment

What is your role within your company?

Head of Sales

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☒ Medium-sized (<250 employees)
- ☐ Large-sized (>250 employees)

Where is your company located?

Schwabach

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: \_\_\_\_\_

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

up to now no cases in our company

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

no lack

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment



How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

No

---

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

**Google** Moduli

## Respondents' features assessment

What is your role within your company?

ceo

What size is your company?

- ☒ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☐ Large-sized (>250 employees)

Where is your company located?

Germany

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☐ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☒ Altro: It supplies coatings for the aftermarket

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

Supply of product resources

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

Raw materials

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

Online shop

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

**Google** Moduli



## Respondents' features assessment

What is your role within your company?

Director

What size is your company?

- ☒ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☐ Large-sized (>250 employees)

Where is your company located?

Buckinghamshire, UK

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: \_\_\_\_\_

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

Production

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☒ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☒ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

.....

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

.....

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

**Google** Moduli

## Respondents' features assessment

What is your role within your company?

.....

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☒ Large-sized (>250 employees)

Where is your company located?

Italy

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: .....

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

.....

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely



What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☒ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

---

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

yes, we have implementing the smart working for our office employees and we are using specific tools to acces the company's VPN (like FortiClient)

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

**Google Moduli**

## Respondents' features assessment

What is your role within your company?

CEO

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☒ Large-sized (>250 employees)

Where is your company located?

Czech Republic

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: .....

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

Production

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

Raw materials

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment



How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

Cloud computing

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☒ Big Data Analytics (BDA)
- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli

## Respondents' features assessment

What is your role within your company?

Director

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☒ Medium-sized (<250 employees)
- ☐ Large-sized (>250 employees)

Where is your company located?

Portugal

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: \_\_\_\_\_

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

Lack of orders

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

- |            |                       |                                  |                       |                       |                       |            |
|------------|-----------------------|----------------------------------|-----------------------|-----------------------|-----------------------|------------|
|            | 1                     | 2                                | 3                     | 4                     | 5                     |            |
| Not really | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Definitely |

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

- |            |                                  |                       |                       |                       |                       |            |
|------------|----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------|
|            | 1                                | 2                     | 3                     | 4                     | 5                     |            |
| Not really | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Definitely |

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

Sub-suppliers

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

Big Data Analytics

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☒ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli



## Respondents' features assessment

What is your role within your company?

Supply chain manager

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☒ Large-sized (>250 employees)

Where is your company located?

Switzerland

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☐ It supplies automotive parts and systems
- ☒ It supplies non-automotive grade parts (\*)
- ☐ Altro: \_\_\_\_\_

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

Freight

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☒ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☒ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

Sub suppliers

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

Additive manufacturing

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☒ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli

## Respondents' features assessment

What is your role within your company?

Purchasing manager

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☒ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☐ Large-sized (>250 employees)

Where is your company located?

Spain

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: \_\_\_\_\_

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

Production

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely



What are the main difficulties that may arise when trying to re-locate your supply base?

- ☒ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☒ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

Raw materials

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

Customer relationship menagement tools

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☒ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli

## Respondents' features assessment

What is your role within your company?

CEO

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☒ Large-sized (>250 employees)

Where is your company located?

Belgium

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: .....

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

Operations

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

Sub-suppliers

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment



How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

Big data analytics

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☒ Big Data Analytics (BDA)
- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli

## Respondents' features assessment

What is your role within your company?

Director

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☒ Large-sized (>250 employees)

Where is your company located?

France

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: \_\_\_\_\_

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

Supplies

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

Sub-suppliers

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

Big data analytics

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☒ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli



## Respondents' features assessment

What is your role within your company?

Commercial

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☒ Large-sized (>250 employees)

Where is your company located?

Germany

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: \_\_\_\_\_

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

Production

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

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	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

Raw materials

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

Cloud computing

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☒ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli

## Respondents' features assessment

What is your role within your company?

Supply chain manager

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☒ Large-sized (>250 employees)

Where is your company located?

Germany

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: .....

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

Orders

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely



What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

raw materials

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

Cloud computing

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☒ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli

## Respondents' features assessment

What is your role within your company?

.....

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☒ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☐ Large-sized (>250 employees)

Where is your company located?

UK

.....

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: .....

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

production

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☒ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☒ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

all levels

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Completely viable

## Firm's level of digitalization assessment



How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

no

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☒ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli

## Respondents' features assessment

What is your role within your company?

office manager

What size is your company?

- ☒ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☐ Large-sized (>250 employees)

Where is your company located?

italy, milan

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☐ It supplies automotive parts and systems
- ☒ It supplies non-automotive grade parts (\*)
- ☐ Altro: .....

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

Our company has been totally and completely affected by the pandemic dealing with Erasmus projects, so international mobility!

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☒ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☒ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

none

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

crm7zoho system

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☒ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli



## Respondents' features assessment

What is your role within your company?

titolare

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☒ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☐ Large-sized (>250 employees)

Where is your company located?

Piacenza

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: \_\_\_\_\_

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

production

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

del fornitore principale, iniziale

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

no

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☒ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli

## Respondents' features assessment

What is your role within your company?

legale rappresentante

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☒ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☐ Large-sized (>250 employees)

Where is your company located?

GALLESI SRL in TURIN

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: \_\_\_\_\_

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

NEGATIVE

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definitely



What are the main difficulties that may arise when trying to re-locate your supply base?

- ☒ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☒ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

---

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

---

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☒ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli

## Respondents' features assessment

What is your role within your company?

Head of Sales

What size is your company?

- ☒ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☐ Large-sized (>250 employees)

Where is your company located?

Italy

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: \_\_\_\_\_

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

Orders

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☒ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☒ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

Suppliers

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment



How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

crm

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☒ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli

## Respondents' features assessment

What is your role within your company?

Director

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☒ Large-sized (>250 employees)

Where is your company located?

Italy

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: \_\_\_\_\_

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

Orders

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

Suppliers

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

Cloud computing

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☒ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli



## Respondents' features assessment

What is your role within your company?

Purchasing manager

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☒ Large-sized (>250 employees)

Where is your company located?

Italy

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: \_\_\_\_\_

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

Orders

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☒ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☒ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

Sub suppliers

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

no

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☒ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli

## Respondents' features assessment

What is your role within your company?

CEO

What size is your company?

- ☒ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☐ Large-sized (>250 employees)

Where is your company located?

Italy

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: \_\_\_\_\_

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

Orders

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely



What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

Raw materials

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

Robotics

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☒ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli

## Respondents' features assessment

What is your role within your company?

Owner

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☒ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☐ Large-sized (>250 employees)

Where is your company located?

Italy

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: \_\_\_\_\_

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

freight

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☒ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☒ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

Raw materials

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment



How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

Additive manufacturing

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☒ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli

## Respondents' features assessment

What is your role within your company?

Commercial

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☒ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☐ Large-sized (>250 employees)

Where is your company located?

Italy

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: \_\_\_\_\_

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

Personel

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☒ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☒ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

Raw materials

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

Additive Manufacturing

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☒ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli



## Respondents' features assessment

What is your role within your company?

Owner

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☒ Large-sized (>250 employees)

Where is your company located?

Portugal

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: \_\_\_\_\_

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

suppliers

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☒ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☒ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

raw materials

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

customer relationship menagement

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☒ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli

## Respondents' features assessment

What is your role within your company?

ceo

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☒ Large-sized (>250 employees)

Where is your company located?

Spain

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: \_\_\_\_\_

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

orders

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely



What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☒ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☒ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

sub suppliers

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

robots, cloud computing, bda

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☒ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli

## Respondents' features assessment

What is your role within your company?

commercial

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☒ Medium-sized (<250 employees)
- ☐ Large-sized (>250 employees)

Where is your company located?

UK

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☐ It supplies automotive parts and systems
- ☒ It supplies non-automotive grade parts (\*)
- ☐ Altro: \_\_\_\_\_

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

supplies

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☒ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

- |            |                       |                       |                                  |                       |                       |            |
|------------|-----------------------|-----------------------|----------------------------------|-----------------------|-----------------------|------------|
|            | 1                     | 2                     | 3                                | 4                     | 5                     |            |
| Not really | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | Definitely |

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

- |            |                       |                       |                       |                                  |                       |            |
|------------|-----------------------|-----------------------|-----------------------|----------------------------------|-----------------------|------------|
|            | 1                     | 2                     | 3                     | 4                                | 5                     |            |
| Not really | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | Definitely |

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☒ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

strategy definition

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Completely viable

## Firm's level of digitalization assessment



How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

business intelligence tools

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☒ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli

## Respondents' features assessment

What is your role within your company?

office manager

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☒ Large-sized (>250 employees)

Where is your company located?

Milan

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☐ It supplies automotive parts and systems
- ☒ It supplies non-automotive grade parts (\*)
- ☐ Altro: \_\_\_\_\_

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

production

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☒ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

- |            |                       |                                  |                       |                       |                       |            |
|------------|-----------------------|----------------------------------|-----------------------|-----------------------|-----------------------|------------|
|            | 1                     | 2                                | 3                     | 4                     | 5                     |            |
| Not really | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Definitely |

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

- |            |                       |                       |                       |                                  |                       |            |
|------------|-----------------------|-----------------------|-----------------------|----------------------------------|-----------------------|------------|
|            | 1                     | 2                     | 3                     | 4                                | 5                     |            |
| Not really | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | Definitely |

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☒ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

suppliers

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

3D

---

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☒ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli



## Respondents' features assessment

What is your role within your company?

Sales Back Office Coordinator

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☒ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☐ Large-sized (>250 employees)

Where is your company located?

Fribourg, Switzerland

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☐ It supplies automotive parts and systems
- ☒ It supplies non-automotive grade parts (\*)
- ☐ Altro: \_\_\_\_\_

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

Sales and Operations

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☒ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

- |            |                       |                       |                                  |                       |                       |            |
|------------|-----------------------|-----------------------|----------------------------------|-----------------------|-----------------------|------------|
|            | 1                     | 2                     | 3                                | 4                     | 5                     |            |
| Not really | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | Definitely |

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

- |            |                       |                       |                                  |                       |                       |            |
|------------|-----------------------|-----------------------|----------------------------------|-----------------------|-----------------------|------------|
|            | 1                     | 2                     | 3                                | 4                     | 5                     |            |
| Not really | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | Definitely |

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☒ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☐ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

-

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

Ongoing projects, but not yet implemented.

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☒ Additive Manufacturing (3D Printing)
- ☐ Other

Questi contenuti non sono creati né avallati da Google.

Google Moduli

## Respondents' features assessment

What is your role within your company?

chairman

What size is your company?

- ☒ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☐ Medium-sized (<250 employees)
- ☐ Large-sized (>250 employees)

Where is your company located?

genova - cavenago di brianza (MB)

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☐ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☒ Altro: we are vehicle bodybuilders

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

the slowness of the supply of the vehicles to be transformed

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely



What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☒ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☒ Other

## Supply chain transparency assessment

Enterprise-to-Enterprise (E2E) transparency can be defined as the extent to which all supply chain stakeholders share a common understanding of, and have common access to, product-related information that they request, without loss, noise, delay and distortion. With respect to such definition, how transparent is the supply chain your firm is part of?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

supply of vehicles

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment

How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

no

Is your firm considering implementing one of the following digital tools in next future?  
(Select more than one option if needed)

- ☐ Internet of Things (IoT)
- ☐ Cloud Computing
- ☐ Big Data Analytics (BDA)
- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☒ Additive Manufacturing (3D Printing)
- ☐ Other

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## Respondents' features assessment

What is your role within your company?

Qa manager

What size is your company?

- ☐ Micro-sized (< 10 employees)
- ☐ Small-sized (< 50 employees)
- ☒ Medium-sized (<250 employees)
- ☐ Large-sized (>250 employees)

Where is your company located?

Szigetszentmiklós

In which way does your company contribute to the automotive industry?

(\*) non-automotive grade parts means parts that do not exclusively belong to the automotive industry

- ☒ It supplies automotive parts and systems
- ☐ It supplies non-automotive grade parts (\*)
- ☐ Altro: \_\_\_\_\_

Pandemic's impact assessment

Which was the most affected area by the pandemic within your company?

Whole

How serious was the pandemic impact on the previously mentioned area?

	1	2	3	4	5	
Not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Extremely relevant

Suppliers' location importance assessment

Is your firm considering to re-locate its supply base in order to have key suppliers closer?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, a closer supply base would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may arise when trying to re-locate your supply base?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☒ Other

Is your firm considering moving closer to one of its Original Equipment Manufacturer (OEM, e.g., vehicle assembler)?

	1	2	3	4	5	
Not really	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

How much, in your opinion, being closer to the OEM of reference would have helped when dealing with COVID-19 related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definitely

What are the main difficulties that may impede moving closer to the OEM of reference?

- ☐ Higher near-shore labor costs
- ☐ Not negligible re-shoring process expensiveness
- ☐ Near-shore sourcing does not guarantee necessary resources/processes
- ☒ Other

## Supply chain transparency assessment

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	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Definetely

At which point along the supply chain your company is part of there is the most evident lack of visibility?

---

Do you think a deeper understanding of the participants of your supply chain would have been useful when dealing with the pandemic related disruptions?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is, in your opinion, E2E transparency a viable option for your supply chain or do you think there are features (e.g., lack of trust) impeding it?

	1	2	3	4	5	
Not viable	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Completely viable

## Firm's level of digitalization assessment



How much your company can be considered digital?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Did the pandemic foster the use of digital technologies to prevent/respond to unforeseeable disruptive events?

	1	2	3	4	5	
Not really	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Definetely

Is you firm currently implementing any digital tool? (If yes, please insert its/their relative name/names)

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Is your firm considering implementing one of the following digital tools in next future?  
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- ☐ Cloud Computing
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- ☐ Blockchain
- ☐ Robotics
- ☐ Automated Guided Vehicles (AGVs)
- ☐ AI/Machine Learning
- ☐ Additive Manufacturing (3D Printing)
- ☐ Other

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