

Case	#1	#2	#3	#4	#5	#6	#7	#8
Demand	No undue challenges, demand tends to be volatile in general, customers in Asia beyond lock downs	No predictions for entire rest of 2020 (although Apr, May will remain good due to order book), Sales drop in lockdown affected countries in Asia	Demand shifts among retail sectors, Some demand reductions (cancellations or deferments)	Double-digit demand drop, Forecasts of major customers were not adjusted before collapsing	Major impact in sales activities due to lockdown and social distancing, Limited impact on firm orders (only delays in requested shipment days), Otherwise customers do not report major issues	Challenges in predicting demand amplified by short-term notices of lockdown extension, Products are partially essential goods complicating interpretation of regulators requirements	Essentially unchanged	All product launches have no forecast models; Existing lack of visibility in demand-facing stock is more painful now
Supply – suppliers and external contract manufacturers	No undue challenges, Suppliers in Asia beyond lock downs, production tends to be fluctuating due to production process innovativeness	N/A	Asian suppliers under long lockdown	No undue challenges, Suppliers operating as usual, External CMs are rather busy with other products	Some 1st tier suppliers could not operate, while 2nd tier suppliers were not affected	Move of crisis from country to country complicates evaluation of supply risk	N/A	Uncertainties about EU mgmt. of covid-19 (i.e. lockdowns and economic disruptions) and lifting planning
Supply – internal production	N/A	N/A	Increased supply risk due to material shortage and logistics bottlenecks	No undue challenges, Internal production	Key suppliers and key 2nd tier suppliers have long lead times (3-9 months) which could become challenge	N/A	Raw material continues to be available, For equipment, only issues with individual suppliers, In case of extended lockdowns more issues expected	N/A
Logistics	N/A	Lack of logistics capacity out of China and to Americas (no issues within EU due to road freight availability), Freight cost inflation, Customs delays,	Transportation planning very difficult due to volume and supply delays, Increased demand for airfreight led to freight cost inflation		Shipments still possible, but delays due to changes in sea freight schedules	Lockdowns in countries complicate flow and storage of goods, Freight rates highly inflated jeopardizing cash flow	Limited airfreight capacity at inflated rates to demand markets, Entire transport lanes cancelled	Capacity less of an issue than freight rates, Customs regulations unpredictable
Customer relationship management	uncertainties about lifting of lockdowns	N/A	Risk that reduced working hours lead to reduced responsiveness, Customs procedures after lockdowns are lifted	Customers refuse to pay claiming force majeure	Delays in requested delivery dates are business as usual and contractually manageable	N/A	No impact expected due to regulatory requirements	N/A
Supplier relationship management	uncertainties about lifting of lockdowns	N/A	Customs procedures after lockdowns are lifted	Negotiate extended payment terms, secure supplier capacity once lockdown is lifted		N/A		N/A

Table 2: Challenges of covid-19 Perceived by Case Companies