

Case	#1	#2	#3	#4	#5	#6	#7	#8
<b>Taskforce set up</b>	No, but customers have	Yes, Sourcing, Sales and HR (No SC function as such)	No, covered by business continuity planning, Regular daily standing meetings with SC, Sales, Prod incl C-level mgmt.	No, focused on senior mgmt.	Yes, Senior mgmt., plant manager, production leads	Yes, on global level, In addition to activities below, provides global overview of supply situation by plant	Yes, production, procurement, quality, logistics; Separate setup for HR	No (TBC)
<b>System support and data availability</b>	Commercial systems not used, If required, internal development	N/A	No dedicated system, data available and has good quality	N/A	No dedicated system, Data quality is good	Systems in place, data is available, data quality is good	N/A	N/A
<b>Demand</b>	N/A	N/A	N/A	N/A	Limited	Centralized review of demand changes, Central task force provides global overview of supply situation by plant	N/A	Bi-weekly updates from main market(s); country-terms run scenarios
<b>Supply – suppliers</b>	N/A	Monitor RM inventories and suppliers in lockdown countries	N/A	N/A	N/A	N/A	N/A	N/A
<b>Supply – production</b>	N/A	Reduced working hours, Monitor capacities and sick leave, Split production staff by introducing 2 shifts based on production steps	Reduced working hours, Split production staff by introducing 2 shifts based on production steps		Personal safety notice boards, Evaluate pre-production to reduce order fulfillment times once sales can go out again, reduced working hours, apply for gov. support	N/A	Maintain split teams considering production characteristics and commuter restrictions, HR providing psychological support	N/A
<b>Logistics</b>	N/A	N/A	Case by case trade-off between penalties and airfreight costs			Sign-off each shipment by mgmt. to prevent unacceptable expenses	N/A	Warehouse mgmt.: split teams, Increase intensity of stock coverage tracking
<b>Customer relationship management</b>	Ensure staff is reachable, Prepare for lockdown exit scenarios (how, when)	N/A	Referring to force majeure for supply shortage strains relationship	Preparations assuming covid-19 will have timeline like Spanish flu (1918-1920)	Maintain or deepen relationship with prospective and existing clients	N/A	N/A	N/A
<b>Supplier relationship management</b>	Ensure staff is reachable, Prepare for lockdown exit scenarios (how, when)	Be ready to switch suppliers if necessary (for standard components)	Be ready to switch suppliers if necessary (for standard components)	Preparations assuming covid-19 will have timeline like Spanish flu (1918-1920)		Dual sourcing an option but not leveraged yet	Consider validating additional transport lanes	Shift to consignment

Table 3: Mitigation Approaches by Case Companies