

Strategic leadership, environmental uncertainty, and supply chain risk: An empirical investigation of the agribusiness industry

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Electronic supplementary material

Supplementary Material S1

Supplementary Material S1**QUESTIONNAIRE****1. Environmental uncertainty**

To what extent do you agree with the following statements? [scale 1 to 5 – (1) strongly disagree; (2) disagree; (3) somewhat agree/disagree; (4) agree; (5) strongly agree].

- i) Demand fluctuates drastically from week to week (EU1)
- ii) Total manufacturing volume fluctuates drastically from week to week (EU2)
- iii) Mix of products you produce changes drastically from week to week (EU3)
- iv) Supply requirements (volume and mix) vary drastically from week to week (EU4)
- v) Products are characterized by a lot of technical modifications (EU5)
- vi) Suppliers frequently need to carry out modifications to the parts/components they deliver to your plant (EU6)

2. Supply chain risk

In the main domain of firm/plant/business unit, please evaluate the probability of occurrence and impact of the following risks (scale 1–5):

2.1. Supply risk

- i) A key supplier fails to supply affecting your operations – probability (SR1)
- ii) A key supplier fails to supply affecting your operations – impact (SR2)

2.2. Delivery risk

- i) Your shipment operations are interrupted affecting your deliveries – probability (DR1)
- ii) Your shipment operations are interrupted affecting your deliveries – impact (DR2)

2.3. Manufacturing process risk

- i) Your manufacturing operations are interrupted affecting your shipments – probability (MR1)
- ii) Your manufacturing operations are interrupted affecting your shipments – impact (MR2)

3. Strategic leadership

In the context of firms' operations and supply chain, please indicate the extent to which top management performs following activities (scale 1–5):

- i) Top management team members make strategic decisions (SL1)
- ii) Top management team members actively engage with external stakeholders (SL2)
- iii) Top management team members involve in managing information (SL3)
- iv) Top management team members oversee operations and administration (SL4)
- v) Top management team members involve in managing conflicting demands (SL5)
- vi) Top management team members engage in managing social and ethical issues (SL6)