

Appendix 1. The questionnaire used in research

Survey question	Answer code and the answer		Model element
<p>1. Prior to the COVID-19 epidemic (the past 2 years), did the management personnel notice the need to change the existing manner in which the company conducted its relations with business partners and competitors?</p> <p>Please indicate the stakeholders:</p>	1A	Individual customers (private users, small enterprises)	Factor that implying generation of business model changes
	2A	Fleet customers (fleets, leases, car rental companies, etc.)	
	3A	Insurance companies (claims handling)	
	4A	Sales department of the NSC/IMP	
	5A	After-sales and warranty department of the NSC/IMP	
	6A	Competition (e.g., other dealerships ¹ , unauthorized workshops, unlicensed sellers of new and used cars)	
	7A	Suppliers (e.g., specialist service providers, parts wholesalers, tool suppliers, etc.)	
	8A	Others:	
<p>2. In which of the following areas had/have the organization's activities been improved prior to and/or during the COVID-19 pandemic (after March 20, 2020)?</p>	2A	Sale of new vehicles	Activities of improving character
	2B	Sale of used vehicles	
	2C	Repair/maintenance and warranty	
	2D	Sale and delivery of spare parts and accessories	
	2E	Bodywork and painting services	
	2F	Financial services (insurance, leasing, long-term rentals, etc.)	
<p>3. Which client segments did you work with before and/or have worked during the COVID-19 pandemic (after March 20, 2020)?</p>	3A	B2C - Business to customer	Identification of client groups
	3B	B2B - Business to business	
	3C	B2G - Business to governance	
	3D	Customer segmentation is not implemented	
<p>4. Which of the customer needs listed constituted the starting point for changing the company's manner of operation?</p>	4A	Purchase of a car w/o having to visit the dealership	Distribution channel
	4B	Video car presentation w/o having to visit the showroom	
	4C	Service repair or door-to-door inspection	
	4D	Ordering spare parts, accessories and consumables via the Internet (e-mail, online shop, sales platform etc.)	

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	4E	Purchase of financial instruments w/o having to visit the dealership	
5. Which of the following methods of contacting customers were/are used in your company? [Direct contact with sellers at the company's headquarters]	5A.	Direct contact with salespersons at the dealership	Types of contact with customers
	5B	Purchase of a car via the Internet	
	5C	Purchase of spare parts and accessories via an online shop	
	5D	Use of loyalty programs	
	5E	Communication via social media (e.g., Facebook Fan Page)	
6. How would you assess the impact of customer expectations and needs on the manner in which your company operates?	6A	Decisions are made to improve processes, based on customer satisfaction surveys	Impact of customer needs and expectations
	6B	New automotive industry trends in customer expectations and needs are monitored	
	6C	Implementation of new service standards proposed by the importer/manufacturer	
	6D	Improvement activity is undertaken in the event of numerous complaints regarding the same problem	
	6E	The manner of an organization's operation is not dependent on the customer needs and expectations	
7. Which of the following areas constitute the main source of profit for your company, taking into account the period before (the past 2 years) and during the COVID-19 pandemic?	7A	Vehicle rental	Identification of the dominant source of profit
	7B	Sale of financial instruments	
	7C	Sale of spare parts and accessories	
	7D	Auto body and painting services	
	7E	Service and warranty	
	7F	Sale of used vehicles	
	7G	Sale of new vehicles	
8. Which of the company's resources played/play a key role in its functioning before and after the outbreak of the Covid-19 pandemic? [Tangible	8A	Material resources	Identification of key resources
	8B	Intangible resources	
	8C	Relational resources	
	8D	Human resources	
	8E	Information resources	

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resources (e.g., production infrastructure, buildings, vehicles, devices, systems, distribution network)]	8F	Financial resources	
9. Which of the following improvement activities were/have been undertaken in your company before (the past 2 years) and during the COVID-19 pandemic? [Implementation of remote work where possible]	9A	Implementation of remote work where possible	Activities of improving character
	9B	Increased number of courtesy vehicles	
	9C	Introduction of door-to-door maintenance services	
	9D	Launch of an online shop	
	9E	Search for modern IT solutions to improve on-line sales	
	9F	Provision of employee trainings which could not be implemented before due to lack of sufficient time	
	9G	Changes in the entity's organizational structure	
	9H	Design and development of new services	
10. Which of the following stakeholders were/have been of key importance for the functioning of your company before and during the COVID-19 pandemic?	10A	Importer / Manufacturer	Identification of stakeholders
	10B	Individual clients	
	10C	Fleet clients	
	10D	Insurance companies	
	10E	Financial institutions	
	10F	Public administration institutions (e.g., voivodship offices, municipal offices)	
	10G	Scientific centers (e.g., universities, research institutes)	
	10H	Suppliers (e.g., suppliers of spare parts, tools)	
	10I	Service subcontractors (e.g., specialized measurement services, cosmetics, etc.)	
	10J	Transport companies (e.g., courier companies)	
11. Has the change in the manner in which the company operates affected the structure of costs?	11A	The costs have increased	Cost structure
	11B	The costs have decreased	
	11C	Costs have not changed significantly	
	11D	I do not know / do not have access to such information	
	12A	Income has increased	

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12. Has the change in the manner in which the company operates affected the profit (income)?	12B	Income has decreased	Profit structure
	12C	Income has not changed significantly	
	12D	I do not know / do not have access to such information	

* In this questions the respondents could indicate their answer within a time frame: prior to the COVID-19 pandemic (the past 2 years) and after the COVID-19 pandemic outbreak in Poland (after March 20, 2020).

Source: own elaboration.