

Contents

Preface	ix
About the Authors	xi
Chapter 1 Introduction	1
Respondent Profile	2
How Respondents Manage Supply Chain Risk	3
Factor 1: Corporate Strategy	5
Factor 1—Data and Observations.....	5
Factor 1—Conclusions and Recommendations	6
Factor 2: Supply Chain Organization	8
Factor 2—Data and Observations	8
Factor 2—Conclusions and Recommendations	12
Factor 3: Process Management	13
Factor 3—Data and Observations	13
Factor 3—Conclusions and Recommendations	14
Factor 4: Performance Metrics	16
Factor 4—Data and Observations	16
Factor 4—Conclusions and Recommendations	17
Factor 5: Information and Technology.....	18
Factor 5—Data and Observations	18
Factor 5—Conclusions and Recommendations	21
Concluding Comments.....	21
Chapter 2 Using FMEA for Supply Chain Risk Management	25
Introduction	25
Research Method	26
Survey Results	27
Company1 Background	33
Failure Mode and Effects Analysis.....	33
Finished Goods FMEA	34
Conclusion	37
References	41

Chapter 3	Supply Chain Risk Management within the Context of COSO's Enterprise Risk Management Framework....	43
	Introduction	43
	Literature Review.....	44
	Rationale for a Standard Framework.....	44
	Enterprise Risk Management and the COSO Framework.....	45
	Linking ERM and SCRM Frameworks	48
	Supply Chain Risks and Practices	49
	Research Method	51
	Data Analysis	51
	Respondent Profiles	51
	Results and Discussion	52
	Internal Environment and Objective Setting	53
	Event Identification and Risk Assessment	55
	Risk Response.....	58
	Control Activities.....	59
	Information and Communications.....	59
	Monitoring.....	60
	Discussion and Conclusion	61
	References	66
Chapter 4	Integration of ISO 31000:2009 and Supply Chain Risk Management.....	69
	Introduction	69
	Literature Review.....	70
	ISO 31000:2009	70
	SCRM Frameworks	72
	Supply Risks and Responses.....	72
	Research Method	72
	Data Analysis	74
	Discussion.....	81
	Communication and Consultation	81
	Establishing the Context.....	82
	Risk Assessment.....	83
	Risk Treatment	84
	Monitoring and Review	85

Managerial Implications.....	86
Future Research Questions.....	86
References	88

Chapter 5 ISO 31000:2009 Enterprise and Supply Chain Risk Management: A Longitudinal Study.....	91
Introduction	91
Literature Review.....	92
SCRM Research Gaps.....	92
ERM, ISO 31000:2009, and SCRM Frameworks.....	94
Supply Chain Risks and Practices	97
Research Method	98
Data Analysis	99
SCRM Process.....	100
Discussion.....	106
Longitudinal Data Analysis and SCRM Trends.....	109
CRM Practices Relative to ISO 31000 Clauses	112
Implications for Managers.....	117
Implications for Researchers	117
References	119

Chapter 6 A Longitudinal Study of Supply Chain Risk Management Relative to COSO's Enterprise Risk Management Framework.....	123
Introduction	123
Literature Review.....	124
Research Method	129
Limitations.....	130
Results	130
Internal Environment and Objective Setting	131
Event Identification and Risk Assessment	134
Risk Response.....	137
Control Activities.....	139
Information and Communications.....	139
Monitoring.....	140
Performance Outcomes	141
Discussion.....	142

Conclusion and Future Research.....	145
Area 1: In the Long Term, Does Dedicating Resources Specifically for SCRM and/or ERM Provide an Appropriate Return on Investment?	146
Area 2: Coalescing around a Standard Risk Framework.....	146
Area 3: Impact and Utilization of ERP and Other Information Technology Tools	146
Area 4: Growth of the Risk Management Function within Organizations	147
Area 5: Link between Open Innovation and Risk?	147
References	148
Chapter 7 Global Procurement and Supply Risk Management	
Processes at Steelcase Inc.	151
Steelcase Background.....	151
Risks in the Steelcase Supply Chain.....	151
Global Procurement Process.....	152
Strategic Needs Identification and Supplier Qualification...	154
Rapid Plant Assessment.....	161
Global Business Process Assessment	161
Process Failure Mode and Effects Analysis	163
Finished Goods PFMEA.....	169
Summary	172
References	172
Chapter 8 Feedback from Managers.....	173
Appendix A: Research Questionnaire Results.....	193
Company Background Information	196
Managing Supply Chain Risk	198
Index.....	239