

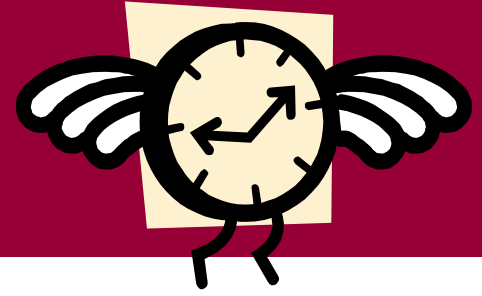
# *The Resilient Supply Chain*

**Keely L. Croxton**  
**Associate Professor of Logistics**



**FISHER**  
COLLEGE OF BUSINESS

# *Agenda*



- Why does the supply chain need to be resilient?
- Defining supply chain management.
- The role of customers and suppliers in achieving resiliency.

# Why Does the Supply Chain Need to Be Resilient?

“A resilient enterprise has the capacity to overcome  
and continually transform itself  
needs and preferences of  
shareholders and other stakeholders

Hurricane  
Katrina

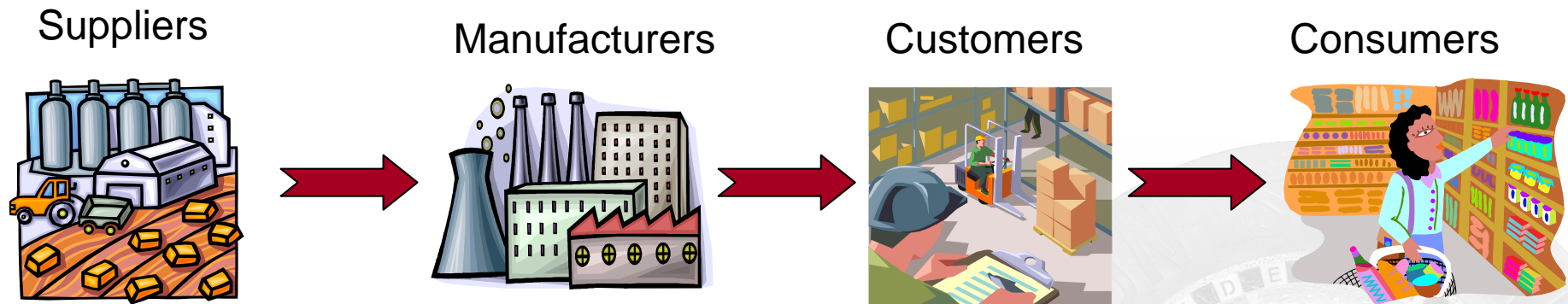
9/11

West Coast  
port strike

How can an *enterprise* be resilient  
without having a resilient *supply chain*?

All the day-to-day  
disruptions

# Achieving Supply Chain Resiliency

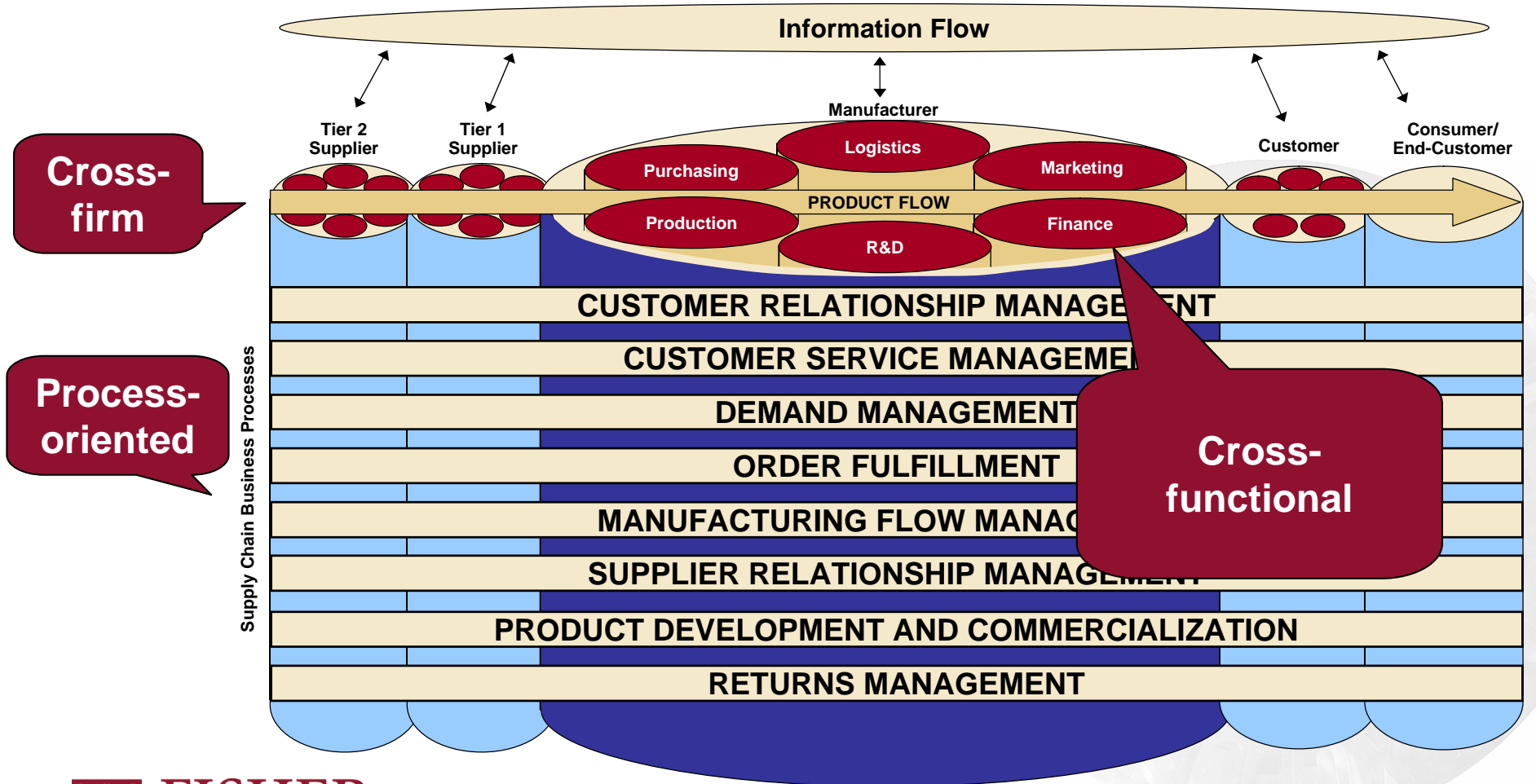


- If each enterprise is resilient, is the supply chain resilient?
- Perhaps, but at what cost?
- We need to implement *coordinated* resiliency so that it is cost-effective. Therefore we need a supply chain management perspective.

# *A Framework for Supply Chain Management*

- The Global Supply Chain Forum (GSCF) at OSU has developed a supply chain management framework.
- It is based on over a decade of research with a consortium of companies, including 3M, Coca-Cola, HP, Shell, Wendy's, Colgate-Palmolive, etc.
- It is process-oriented, and has a cross-functional and cross-firm perspective.

# Supply Chain Management

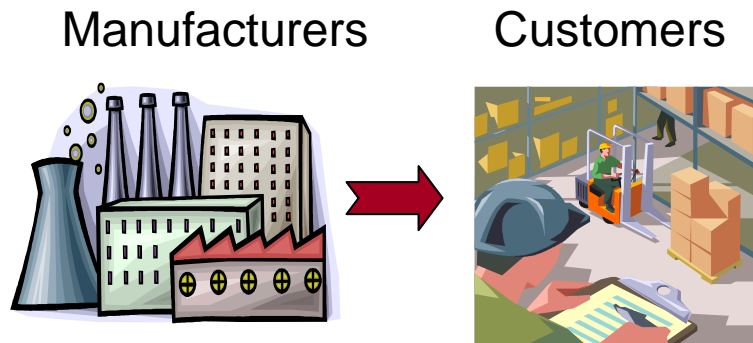


# *Drivers of Business Resilience*

- Foresight
- Adaptability
- Agility
- Diversity
- Safety
- Security
- Strategic alliances
- Resource efficiency
- Disruption Prevention

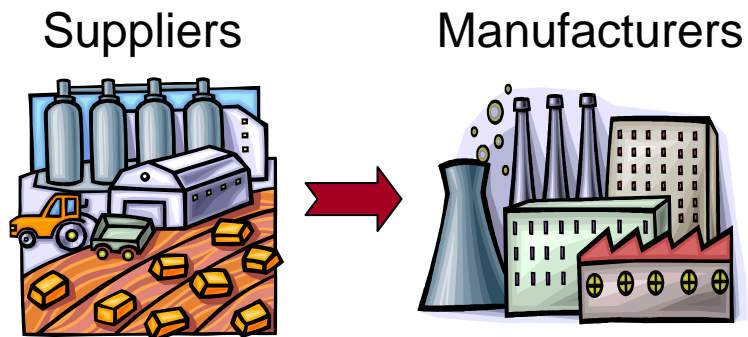
Using the GSCF supply chain management framework can help us achieve all of these.

# *The Role of Customers*



- **Postponement**
- **Collaborative forecasting**
- **Point-of-sale data**
- **Geographical or product diversity**

# *The Role of Suppliers*



- Returns avoidance
- Transportation flexibility
- Geographical diversity
- Manufacturing outsourcing

# Conclusions

- To develop a resilient enterprise, we need to consider the role of other members of the supply chain.
- The goal is to add resiliency in the most effective place(s) in the supply chain.
- The GSCF framework provides a structure for designing processes that consider the strategic role of resiliency.