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## Poet risk interpreters

Suppose that the risks the supply chain is exposed to can be split into three groups. One group consists of the well known risks, which means if we use the terminology of Kaplan (1997), that we are able to answer the three questions; What can happen?, How likely is it that it will happen?, and What are the negative consequences? For this group the risk can often be quite accurately estimated and established methods for dealing with the risk exist. As to the second group we have some information about the answers to the three questions above but the information is incomplete or fuzzy. Those risks can be approximately estimated and there are established methods to handle them. As to the third group, finally, we have not identified the risk simply because we have not been able to give an accurate answer the first question; What can happen?

For the first two risk groups theories and methods exist as well as different professions like fire safety engineers and risk managers, but not for the third one? We know that the unknown risks exist and that they might be quite high but since those risks are unspecified why should we bother about them. Let us spend our time and energy on the other two risk groups.

But cannot the unknown risks be affected? To some degree I think they can and in at least two ways; First some of the traditional risk handling strategies/methods like buffers, diversification and flexibility also might mitigate the unknown risks. Secondly it might be possible to lift up/transfer some of the unknown risks to known risks. But where do we find the knowledge and the professionals to do that? It comes into my mind that writers and poets often are the ones in society that first identify and interpret new threats to society. Just think of George Orwell's book "1984" that deals with risk issues that at least in Sweden are very much discussed today in connection with a new law for systems surveillance of all Internet traffic and its threat to the personal integrity. Can those skills of poets and writers also be used in more specific situations like on a certain supply chain at a certain time? If so, perhaps we will get a new risk profession – poet risk interpreters.

Have a nice summer

Ulf

## Printed articles

- Autry C.W. & Bobbitt L.M. (2008):** "Supply chain security orientation: conceptual development and a proposed framework", *International Journal of Logistics Management*, Vol. 19(1), pp. 42-64.
- Kerr J. (2008):** "A New direction For Executive Education?", *Supply Chain Management Review*, Vol. 12(4).
- Khan O., Christopher, M. & Burnes, B. (2008):** "The Impact of Product Design on Supply Chain Risk: A Case Study", *International Journal of Physical Distribution & Logistics Management*, Vol. 38(5), pp. 412-432.
- Lapide L. (2008):** "How Buffers Can Mitigate Risk", *Supply Chain Management Review*, Vol. 12(4).
- Manuj, I. & Mentzer, J.T. (2008):** "Global Supply Chain Risk Management", *Journal of Business Logistics*, Vol. 29(1), pp. 133-155.
- McKay N., Faughnan, A. & Choat, R. (2008):** "Shedding the load", *Supply Management*, Vol. 13(10), p. 21.
- Schoenherr, T., Rao Tummala, V.M. & Harrison, T.P. (2008):** "Assessing supply chain risks with the analytic hierarchy process: Providing decision support for the offshoring decision by a US manufacturing company", *Journal of Purchasing & Supply Management*, Vol. 14(2), pp. 100-111.
- Wagner, S.M. & Bode, C. (2008):** "An Empirical Examination of Supply Chain Performance along Several Dimensions of Risk", *Journal of Business Logistics*, Vol. 29(1), pp. 307-325.
- Wheatley M. (2008):** "Turning plant operations over to the supply chain is a risky business", *Manufacturing Business Technology*, Vol. 26(6).
- Khan O. & Burnes B. (2007):** "Risk and supply chain management: creating a research agenda", *International Journal of Logistics Management*, Vol. 18(2), pp. 197-216.
- Masson R., Iosif, L., MacKerron, G. & Fernie, J. (2007):** "Managing complexity in agile global fashion industry supply chains", *International Journal of Logistics Management*, Vol. 18(2), pp. 238-254.
- Ülkü S., Toktay L.B. & Yücesan E. (2007):** "Risk Ownership in Contract Manufacturing". *Manufacturing & Service Operations Management*, Vol. 9(3), pp. 225-241.
- Faisal, M.N., Banwet, D.K. & Shankar, R. (2006):** "Supply chain risk mitigation: modeling the enablers", *Business Process Management Journal*, Vol.12( 4), pp. 535-552.
- Papadakis, I.S. (2006):** "Financial performance of supply chains after disruptions: an event study", *Supply Chain Management: An International Journal*, Vol. 11(1), pp. 25-33.

## Articles in process

- Norrman, A. (2008):** "Supply chain risk sharing contracts from buyers' perspective: content and experiences". Accepted for publication in *International Journal of Procurement Management*.
- Zsidisin, G.A., Wagner, S.M., Melnyk, S.A., Ragatz, G.L. & Burns, L.A. (2008):** "Supply Risk Perceptions and Practices: An Exploratory Comparison of German and U.S. Supply Management Professionals", *International Journal of Technology, Policy and Management*, Vol. 8(4) (in press).

## Conference papers

- Wagner, S.M., Bode, C. & Koziol, P. (2008):** "Negative Default Dependencies: Do Automotive Suppliers Benefit From their Competitors' Default?", *Abstracts of the Annual International Conference, Operations Research 2008*, German Operations Research Society (GOR), (in press)

## Miscellaneous

**Stephan M. Wagner** has been hosting an invited session on "Risk Strategies in Logistics" at the 4<sup>th</sup> Logistics Research Symposium of the German Logistics Association on June 12, 2008 in Munich. Contributors are scholars from the logistics management and operations research field. Further information about the symposium is available at [www.bvl.de](http://www.bvl.de).

**Simon Burtonshaw-Gunn** has produced material covering Financial and Risk Management as a module on a post-graduate diploma / MSc Construction Management degree - the first course for the UK construction industry at NVQ level 5. Simon will also be involved in the delivery of this module this year and adds that the course material is also to be used on three other master's level degree courses.

## Books and book chapters

**Moder, M., Jahns, C. & Hartmann, E. (2008):** *Supply Frühwarnsysteme. Ergebnisse einer Studie zur Identifikation und Analyse von Risiken im Supply Management* (Eng: "Supply Early Warning Systems. Results of a study on the identification and analysis of risks in Supply Management"). Series Purchasing and Supply Management. Jahns, Christopher ed. Wissenschaft und Praxis, Sternenfels. ISBN 978-3-89673-314-6

**Burtonshaw-Gunn, S. (2008):** *The Essential Management Toolbox*. Includes chapters on Supply Chain Management and on Risk Management. John Wiley and Sons Limited. Jossey-Bass. ISBN: 978-0-470-51837-3

**Brindley, C. (ed.) (2004):** *Supply Chain Risk: A Reader*, Ashgate Publishing Limited, UK. (Book)

**Burtonshaw-Gunn, S. & Ritchie, B. (2007):** "Developments in Construction Supply Chain Management and the Impact on People and Cultural Change", chapter in Dainty, A. (ed.) (2007): *People and Culture in Construction*, Taylor & Francis. ISBN-13: 978-0415348706. (Book chapter)

**Kajüter, P. (2003):** "Risk Management in Supply Chains", pp. 321-336 in Seuring, S Müller, M., Goldbach, M., Schneidewind, U. (eds.) (2003): *Strategy and Organization in Supply Chains*, Physica, Heidelberg. (Book chapter)

**Kersten, W. & Blecker, T. (eds.) (2006):** *Managing Risks in Supply Chains: How to Build Reliable Collaboration in Logistics*, Erich Schmidt Verlag, Berlin. (Book)

**Kleindorfer, P.R. & Van Wassenhove, L.N. (2004):** "Managing Risk in Global Supply Chains", in Gunther, R.E., Gatignon, H. & Kimberly, J.R.: *The INSEAD-Wharton Alliance on Globalizing: Strategies for Building Successful Global Businesses*, Cambridge University Press. (Book chapter)

**Peck, Helen (2006)** "Supply Chain Risk", in Global Logistics, 5<sup>th</sup> edition, by D. Walters (ed), Kogan Page. (Book chapter)

**Pfohl, H-C. (ed.) (2002)** *Risiko- und Chancenmanagement in der Supply Chain: proaktiv - ganzheitlich – nachhaltig*, Erich Schmidt Verlag, Berlin, Germany. (Book)

**Ritter, L., Barrett, J.M. & Wilson, R. (2007):** *Securing Global Transportation Networks*, McGraw-Hill, New York. (Book)

**Sheffi, Y. (2005):** *The Resilient Enterprise – Overcoming Vulnerability for Competitive Advantage*, The MIT Press, London, UK. (Book)

**Wagner, S. M. & Bode, C. (2006):** "An Empirical Investigation into Supply Chain Vulnerability Experienced by German Firms", in Kersten, W. & Blecker, T. (eds.): *Managing Risks in Supply Chains: How to Build Reliable Collaboration in Logistics*, Erich Schmidt Verlag, Berlin, pp. 79-96. (Book chapter)

## Reports/Theses

**Moder, M. (2008):** "Supply Frühwarnsysteme. Die Identifikation und Analyse von Risiken in Einkauf und Supply Management" (Eng: "Supply Early Warning Systems. Identification and analysis of risks in Purchasing and Supply Management"). Gabler, Wiesbaden, ISBN 978-3-8349-1203-9. Doctoral thesis.

**Wels, A. (2008):** "Quantifizierung von Lieferzeitabweichungen zur Unterstützung eines effektiven Supply Chain Risikomanagements" (Eng: "Quantification of lead time deviations to support an effective Supply Chain Risk Management"), Estenfeld, ISBN: 978-3-9809964-9-5 (zugleich Dissertation Technische Universität Dresden, 2008). Doctoral thesis.

**Paulsson, U. & Nilsson, C-H. (2008):** "Changed Supply Chain Disruption Risks through Installation of a Pasteurizer – the case of Brämhults Juice AB", Lund University Centre for Risk Analysis and Risk Management, Sweden, LUCRAM 1016/2008. ISSN 1404-2983. Download at [www.tlog.lth.se/detailpublication.asp?ID=261](http://www.tlog.lth.se/detailpublication.asp?ID=261)

**Christopher, M. Jia, F. Khan, O. Mena, C. Palmer, A. Sandberg, E (2007):** "Global Sourcing and Logistics". Report Produced by the Centre for Logistics and Supply Chain Management at Cranfield School of Management on Behalf of the Department for Transport (DfT) Logistics Policy Number - LP 0507.

**Mullai, A. (2007):** *A Risk Analysis Framework for Maritime Transport of Packaged Dangerous Goods – A Validating Demonstration, Volume I and II*, Doctoral thesis. Department of Industrial Management and Logistics, Engineering Logistics, Lund University. Sweden. The thesis can be downloaded at [www.tlog.lth.se/visapublication2.asp?type=Doktorsavhandling](http://www.tlog.lth.se/visapublication2.asp?type=Doktorsavhandling)

**Paulsson, U. (2007):** *On Managing Disruption Risks in the Supply Chain – the DRISC model*, Doctoral thesis. Department of Industrial Management and Logistics, Engineering Logistics, Lund University. Sweden. The thesis can be downloaded at [www.tlog.lth.se/visapublication2.asp?type=Doktorsavhandling](http://www.tlog.lth.se/visapublication2.asp?type=Doktorsavhandling)

**Peck, H. (2006):** "Opening the Way to Successful Risk Management in Purchasing and Supply: A Cranfield/CIPS Study". Resilience Centre, Cranfield University.

Two older reports from the Cranfield Supply Chain Resilience project can be downloaded via the web page, [www.som.cranfield.ac.uk/som/research/centres/lscm/risk.asp](http://www.som.cranfield.ac.uk/som/research/centres/lscm/risk.asp) The reports can also be ordered in paper format from the web page.

- "Creating Resilient Supply Chains: A practical Guide" (Peck et al. 2003)
- "Understanding Supply Chain Risk: A Self-assessment Workbook"

## Appointments

**Stephan M. Wagner** has moved to a new position as Professor and Chair of Logistics Management at the Swiss Federal Institute of Technology, Zurich, Switzerland.

## Special issues - Call for papers

**International Journal of Production Economics (IJPE).** Special issue on “*Robust Supply Chains under Uncertainty*”. Guest editors: Stein W: Wallace (The Chinese University of Hong Kong) and Tsan-Ming Choi (The Hong Kong Polytechnic University). Deadline for manuscript submission 30 September 2008 (E-mails to [swallace@se.cuhk.edu.hk](mailto:swallace@se.cuhk.edu.hk)).

## Special issues – In progress

**International Journal of Agile Systems and Management.** Special issue on “*Managing the Uncertainty and Risks in Supply Chains: The Agility Paradigm*”. Guest editor: Dr. Samir Dani, Loughborough University, UK. (E-mails to [S.Dani@lboro.ac.uk](mailto:S.Dani@lboro.ac.uk)).

**International Journal of Risk Assessment and Management (IJRAM).** Special issue on “*Managing Supply Chain Risks in Disaster*”. Guest editors: Dr. Karen Spens and Dr Gyöngyi Kovács, Swedish School of Economics, Helsinki, Finland. E-mails to [spens@hanken.fi](mailto:spens@hanken.fi).

## Special issues – Printed

**International Journal of Physical Distribution & Logistics Management.** Two special issues on “*Logistics and Supply Chain Risk and Uncertainty*”. Guest editor: Professor Joseph L. Cavinato. Vol 34(5) and vol. 34(9), both 2004.

**International Journal of Operations & Production Management.** Special issue on “*Supply chain management: Theory and practice - the emergence of an academic discipline?*”. Guest editors: Paul D Cousins, Benn Lawson & Brian Squire, Vol. 26(7), 2006.

**Operations Research (Journal of Operations Research Society).** Special issue on “*Risk based methods for supply chain planning and management*”. Editors: Poojari, Lucas & Mitra.

## Coming conferences

**The 8<sup>th</sup> International Research Seminar on Supply Chain Risk Management.** Norwegian University of Science and Technology, Trondheim, Norway, September 3-4, 2008. Open only to ISCRiM members and invited guests.

**LRN 2008.** Liverpool, UK. September 10-12, 2008. [www.lrn2008.com](http://www.lrn2008.com)

**ICOVACS 2008 - International Conference on Value Chain Sustainability.** November 5-7, Izmir, Turkey.  
<http://dba.ieu.edu.tr/icovacs>

## Conferences/work-shops that have taken place

**SCSC 2008 - Summer Computer Simulation Conference.** Edinburgh, Scotland, June 16-19. With Emergency Simulation Track.  
[www.msc-les.org/Conf/SCSC2008/](http://www.msc-les.org/Conf/SCSC2008/)

**WHU Campus for Supply Chain Management 2008.** WHU – Otto Beisheim School of Management, Vallendar, Germany, March 12-13. Key note presentations by Hartmut Mehdorn (CEO of German Railway) and Professor Vinod Singhal (Georgia Institute of Technology) on “*Supply Chain Disruptions and Corporate Performance*”. [www.campus-for-scm.de](http://www.campus-for-scm.de)

**IPSERA 2008.** Perth, Australia. Mars 9-12. [www.ipsera2008.com](http://www.ipsera2008.com)

**European Risk Research Network. 1<sup>st</sup> European Risk Conference: “Risk Management Systems”.** September 6-7, 2007. University of Muenster, Germany. [www.wiwi.uni-muenster.de/iur/erc](http://www.wiwi.uni-muenster.de/iur/erc)

**LRN 2007.** Hull, UK. September 5-7, 2007. [www.lrn2007.com](http://www.lrn2007.com)

**The 7<sup>th</sup> International Research Seminar on Supply Chain Risk Management.** Lappeenranta University of Technology, Finland. August 23-24, 2007.

**SCSC 2007 - Summer Computer Simulation Conference.** San Diego, California, USA. July 15-16, 2007. **IPSERA 2007.** Baath, UK. April 1-4, 2007. [www.ipsera2007.com](http://www.ipsera2007.com)

**3<sup>rd</sup> Annual conference on Risk management for the legal profession.** London, UK. December 5-6, 2006. Ark Group.

**The 6<sup>th</sup> International Research Seminar on Supply Chain Risk Management.** University of Wiesbaden, Germany. September 18-19, 2006.

**Complexity and Risk Management in Supply Chains.** Hamburg, Germany. September 15-16, 2006. Hamburg International Conference of Logistics 2006. [www.hicl.org](http://www.hicl.org)

# International Supply Chain Risk Management Network

## Interesting Internet links

- ALARM - The National Forum for Risk Management in the Public Sector. [www.alarm-uk.org](http://www.alarm-uk.org)
- ASIS – An almost 50 year old organisation for the security profession with 33'000 members worldwide. [www.asisonline.org](http://www.asisonline.org)
- BCI - The Business Continuity Institute. [www.thebci.org](http://www.thebci.org)
- CAPS - Centre for Advanced Purchasing Studies. [www.capsresearch.org](http://www.capsresearch.org)
- Centre for Supply Risk and Resilience at Cranfield. [www.som.cranfield.ac.uk/som/research/centres/lscm/risk.as](http://www.som.cranfield.ac.uk/som/research/centres/lscm/risk.as)
- Globalcontinuity.com - A portal for business continuity and disaster recovery. [www.globalcontinuity.com](http://www.globalcontinuity.com)
- The Institute of Risk Management. [www.theirm.org](http://www.theirm.org)
- IRMI.com - The homepage for International Risk Management Institute, Inc. A database over risk management articles and other useful information. [www.irmi.com](http://www.irmi.com)
- Procurement Strategy Council. [www.psc.executiveboard.com](http://www.psc.executiveboard.com)
- Risk Transfer Magazine. Useful links to organisations, conferences, books and articles. To get full access to the articles you have to subscribe to the Risk Transfer Magazine. [www.risktransfermagazine.com](http://www.risktransfermagazine.com)
- ROSS (Reliability, Safety and Security Studies). Norwegian University of Science and Technology. [www.ntnu.no/ross](http://www.ntnu.no/ross)
- SCOR - Supply-Chain Council. [www.supply-chain.org](http://www.supply-chain.org)
- SOLE - The International Society of Logistics. [www.sole.org](http://www.sole.org) or [www.soleurope.org](http://www.soleurope.org) (European partner organisation)
- SURVIVE - The Business Continuity Group. An international, industry-wide group for business continuity practitioners with 3000 members. [www.survive.com](http://www.survive.com)
- Wharton School, Risk Management and Decision Process Centre. Working papers and newsletter to download. <http://grace.wharton.upenn.edu/risk>

## International journals on risks

- Enterprise Risk. Informa Professional, London.
- Journal of Risk and Uncertainty. Kluwer.
- Journal of Risk Research. (The official journal of the society for Risk analysis Europe and the Society for Risk Analysis Japan). Carfax Publishing.
- Risk Analysis – an international journal. Blackwell.
- Risk Transfer Magazine. Ark-group Publishing, London. [www.risktransfermagazine.com](http://www.risktransfermagazine.com)
- Risk Transfer E-bulletin. Ark-group Publishing, London. (Free) [www.risktransfermagazine.com/newsletter.asp](http://www.risktransfermagazine.com/newsletter.asp)
- Risk Management. Gale Group. Thomson Corporation Company.
- Security Management
- Strategic Risk [www.strategicrisk.co.uk](http://www.strategicrisk.co.uk)
- Treasury & Risk Management

## ISCRIM Newsletter

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## ISCRIM – The International Supply Chain Risk Management Network

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2008:4	December 10	December 20

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