***Supply Chain Management – Resilient Supply Chain***

***What is Resilience?***

(Return, Recover, Respond, React)

***What is a Resilient Supply Chain?***

(Supply Chain Risk Events vs. Supply Chain Disruptions)

***How do you develop a Resilient Supply Chain?***

(Prepare, Respond, Improve)

**Resilient Supply Chain Development**

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| Prepare  (Before) | Respond  (During) | Improve  (After) |
| Prepare  (Characteristics of  Event Management &  Disruption Analysis) | Respond  (Characteristics of  Time: Quick Solutions  Functionality: Complete  Quality: Enhanced) | Improve  (Characteristics of  Internal Culture  &  External Competitiveness) |
| >Event Management: Risk Analysis  Known-Known Risks  Known-Unknown Risks  Unknown-Unknown Risks  >Disruption Analysis  -Supply Chain Structure  --Redundancy of Systems  --Flexibility of Policies/Processes  --Readiness of Human Resources  -Response Preparation  --Recognition of Events, Patterns, Trends  --Evaluation of Type, Level, Scope  --Mitigation of Probability, Consequences  --Development of Plan | -Communication & Information  -Critical Solution Points  -Identify Minimum Resources  -Delegate Authority to Champions  -Coordinate Solutions  -Transfer Solutions to Strategies |  |

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| Further Global Supply Chain Resilience Issues  -Security (IT, IP, People)  -Sustainability (Environmental & Sociopolitical)  -Political Coordination and Trust |

**Risk Management**

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| Known-Known Risks | Supply Chain Management |
| Known-Unknown Risks | Supply Chain Risk Management |
| Unknown-Unknown Risks | Supply Chain Resilience Management |

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| (Knowledge of the Risk-Knowledge of the Outcome) |

**Supply Chain Management**

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| **Risks** | **Events** | **Consequences** | **Response** | **Resilience** |
| Known-Known | SRM  ERP  CRM | Quality  Continual  Improvement | SCOR Model | Low  Requirements |
| Known-Unknown | Market  Economy  Culture | Cost  Service Level | Risk Acceptance  Risk Transference  Risk Mitigation | Moderate  Requirements |
| Unknown-Unknown | Catastrophes  Uprisings  Subversion | Disruption  Devastation | Redundancy  Sensing & Responding  Adaptability | High  Requirements |

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