

# Supply Chain Risk Research: Past, Present and Future

Martin Christopher  
Cranfield School of Management

# Timeline

- Y2K was the trigger
- Fuel transport dispute in 2000 followed by Foot and Mouth disease on 2001
- 9/11 (2001) highlighted new global threats to supply chains
- Realisation that leaning down, out-sourcing and off-shoring had radically changed the risk profile

# Cranfield's response

- Millennium bug and its impact on supply chain bullwhips (1999)
- DfT funded major study on supply chain vulnerability (2000)
- Supply chain risk forum established (2004)
- World's first Chair in Supply Chain Risk Management established (2006)
- DfT fund study on the impact of global sourcing on supply chain risk (2007)

# The gaps that remain

- Still limited understanding in many companies of their supply chains
- The need for a broadening of corporate risk reporting to include supply chain issues
- Formalised supply chain risk management processes not fully established
- Lack of awareness that supply chain risk can be designed into the product

# Agenda for future research

- Focus on resilience: combining resistance and recovery capabilities
- Exploring the impact of sourcing strategy on the supply chain risk profile
- The development of frameworks that maximise structural flexibility and maintain options
- Highlighting the growing threat of cyber-risk