

SUPPLYCHAIN

MANAGEMENT REVIEW



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FEATURES

12 Risk Management: Welcome to the New Normal

The potential risk of supply chain disruption has never been greater. In fact, it's become the new normal, say authors and educators Robert Trent and Greg Schlegel. The problem for many companies is that they are ill prepared to handle a disruption should one occur. This article argues for a new set of risk management techniques in a world where heightened supply chain risk has become a fact of business life.

22 Getting the Most Out of SRM

Supplier relationship management (SRM) can deliver powerful business benefits. For companies to realize those benefits, though, SRM needs to be comprehensively understood and expertly implemented. The core principles and change management practices offered here can guide that process and deliver on the promise.

30 A Framework for Safety Excellence: Lessons from UPS

UPS has developed a solid safety framework that is founded on personal value—a commitment by every employee to adhere to clearly defined safe work practices. This joint academic-industry report describes that safety framework and lays out key lessons learned from the UPS experience for supply chain professionals everywhere.

38 Outsourcing Governance: Why Insight Beats Oversight

Though supply chain outsourcing has been generally beneficial, there's one recurring problem: a lack of a proper governance structure that provides consistent management, policies, and decision-making rights. Good governance is good business. When done right, the governance process can help both parties achieve their ultimate goal—a more successful enterprise.

46 How to Prep for a Winning Negotiation

Too often, supply chain and procurement leaders are not well-prepared for complex negotiations with key suppliers. For one thing, they don't do their homework as comprehensively or conscientiously as the folks on the other side of the table. Negotiation expert Mark Trowbridge offers seven techniques that can get you ready.

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