

Index

A

A Bridge Too Far, 247
Abraxis Pharmaceutical Products (APP), 191
Ace Group, 275
Acer, 176
AEY Inc., 152
AIG, 48, 275
Alcoa, 10–11, 188
Alien, 9–10
All risks and exclusions, 264, 265–268
Allianz SE, 160
Amazon.com, 123
AMD, 190
AMR Research, 125
Apache Energy, 10–11
APEC economies, 211
Apollo 13 disaster, 61–62
Apple Computer, 135
Arm & Hammer, 217
At Your Own Risk, 38, 174, 205, 235
Atradius NV, 158
Audits and enforcement standards, 138
Avian flu, 75–79, 115–116
Avon Products, 164–165

B

Bacon, Kevin, 79
BAE Systems North America, 66–68
Bartol, Craig, 177
Batilla Group, 176
Baxter Labs, 11, 191
Best Buy, 190–191, 215
Big Three (auto companies), 152, 158
Black Death, 173–174, 196–197
Black Friday, 123

BMW, 156–157
Boeing, 188
BP, 176
Brown, Gordon, 194
Bullwhip effect, 56
Bush, George W., 82
Business Alliance for Secure Commerce (BASC), 220–221
Business interruption insurance (BI), 255–258

C

Cadbury Schweppes, 11, 144
Campbell's, 150–151
Cargill, 110, 178
Cargo theft, 203–205
Carmakers Trade Association (France) (CCFA), 127
Carrefour SA, 189
Carroll, Lewis, 37
Centre of Research on the Epidemiology of Disasters, 112
Change, 43–48, 54–56, 66, 184–186, 234–237
Changzhou Scientific Protein Laboratories (SPL), 191, 193
Chappell, Michael, 190, 194
Chavez, Hugo, 109–110
Chen Jianjun, 193
CHEP USA, 203
Chinese Dairy Association, 143–144
Church & Dwight, 217
Cisco, 88, 118–119, 135, 176, 189
Clear line of sight, 23, 162–163
Coca-Cola, 11, 132
Colella, Amy, 123

Collaborative effort (manufacturing), 181–186
 Collateralized debt obligations (CDOs), 45, 245
 Common language, 164–165
 Corporate Responsibility (CR), 176
 Credit insurance, 159–161, 259–260
 Credit Suisse, 192
 CSX Transportation, 208–209
 Cui Huifel, 193
 Customers, 124–141

D

Darden Restaurants, 88
 Dell Computer, 189
 Delta Consulting Group, 229–230
 Demand-based strategy, 127–132
 Department of Defense, 69–70
 Devirtualization and deglobalization, 218
 Diablo Canyon 2 reactor, 17
 Disaster recovery plans, 139–140
 Dow Chemical Company, 175
 Dreamliner jet, 188

E

Eastman Kodak, 126, 132–133
 Emerson Electric Company, 176
 Enterprise resource planning (ERP), 42
 Ericsson, 19
 Eschenbach, Andrew von, 191
 Euler Hermes SA, 160
 Export credit agencies (ECAs), 271
 Exposure diversification, 136–137
 ExxonMobil, 11

F

Federal Emergency Management Agency (FEMA), 208
 Federal Reserve, 245–246
 Financing issues, 158–159
 Fisher-Price, 56
 Folgers Coffee, 209
 Fonterra Co-operative Group Ltd., 11, 55, 144, 176

Food and Drug Administration (FDA), 63, 94, 98, 190, 192
 Ford Motor Company, 15, 110, 152
 Frederick, Shannon, 59
 Friedman, Thomas, 104

G

Gazprom, 11, 201–202
 General Electric, 176
 General Mills, 178
 General Motors, 11
 Glass Steagall Act, 46
 Global 500 organizations, 168
 Golden Temple of Oregon, 124
 Goods in transit insurance, 260–263
 Government Accountability Office (GAO), 191
 Gross domestic product (GDP), 78, 211
 Gustav (hurricane), 209

H

Hamilton, William, 37
 Harley-Davidson, 88
 Heinz, 144
 Heparin, 191–193
 Hewlett-Packard,
 Hytek, 31–32

I

IBM, 45, 52, 176, 189
 Imperial Sugar, 177–178
 Industrial Revolution, 173–174, 196
 Innovation chain, 134
 Insurable risks, 272
 Insurance
 all risks and exclusions, 264, 265–268
 business interruption (BI), 255–258
 credit, 159–161, 259–260
 goods in transit, 260–263
 loss experience, 266–267
 Marine Cargo Insurance, 260–263
 Marine Insurance Act of 1906 (MIA), 261–262
 named perils, 264
 risks (insurable), 272
 securitization, 259–260

solutions and limitations, 255–263
 subrogation, 267–268
 Intel, 11, 18–19, 190
 Internal education, 138–139
 International Maritime Bureau (IMB),
 205–206
 Invisibility factor, 272–275
 Irwin, James, 79, 116
 Ivan (Hurricane), 121

J

Jidoka, 15–16, 23, 156
 Johnson & Johnson, 121, 176
 Joojie's Grape Juice, 93–99

K

Kadam, Rajeev, 13
 Katrina (Hurricane), 121,
 208–210
 Kentucky Fried Chicken, 144
 Knowledge base, 138–139
 Koala, 144

L

Laws of the Laws
 advice from, 100
 basic, 26
 details, 227
 explained, 12–13
 indirect threats and, 27
 key questions, 282–283
 listed, 14
 personal, 284–285
 supply chain, 145–146
 valid premise, 281
 Lee Der, 55
 Linyl Melyuan Seasoning
 Company, 192
 Lipton Tea, 144
 Liu Jian, 193
 Lockheed Martin, 195
 Logistics flow, 202, 212–216
 London Metals Exchange, 209
 Loss experience, 266–267
 Lotte Group, 144
 Lovell, Jim, 61–62
 LVMH Moët Hennessy, 176

M

Marine Cargo Insurance, 260–263
 Marine Insurance Act of 1906 (MIA),
 261–262
 Market and client factors, 135–136
 Marsh & McLennan, 57, 229, 271
 Mattel, 11, 56, 178–180
 Mazda, 206–207
 McKinsey Group, 57
 Melamine poisoning, 11, 69, 143–144
 Mengniu-Arla, 144
 Merkel, Angela, 194
 Microsoft, 11, 123, 135
 Mitigation, 238–247
 Mucha, Gary, 66–69
 Murphy, Bob, 227–229

N

Nader, Francois, 59
 Nadler, David, 229
 Named perils, 264
 Nantong Koulong, 193
 Nargis (Cyclone), 112
 National Association of Corporate
 Directors, 59
 National Cargo Security Council, 204
 NATO, 201–202
 Neiman Marcus, 135
 Nike, 31–33, 35–36, 135, 169, 176–177
 Nixon, Richard, 126
 Nokia, 19–20, 135, 189
 Nongovernmental organizations
 (NGOs), 46, 174
 Nordenberg, Dale, 192
 NPS Pharmaceutical, 59

O

Oklahoma! 139
 Olam International Ltd., 13
 Olympic Games, 35, 137–138
 OPEC, 270
 Organizational genome, 105–106
 OSHA, 178

P

Park 'n Shop, 144
 PCS Nitrogen, 108

Pentium FDIV bug, 18–19
 Pepsico, 156
 Petróleos Mexicanos, 11
 PG&E Corporation, 17
 Piggly Wiggly, 178
 Piracy, 205–208
 Policy structure chart, 150
 Political Risks Insurance, 259–260
 Prescription Drug Marketing Act, 63
 Proctor & Gamble, 81, 176, 209
 Product theft, 219
 Production (critical), 186–197

R

Ranta, Paul, 176–177
Red queen hypothesis, 37
 Resiliency management, 234–237
 Rio Tinto, 10–11, 176
 Risonomic exercise, 235
 Risk and risk management

- accountability, 45–46
- action plan, 108–112
- aggregate exposure, 46–47, 57, 59
- aligned priorities, 68
- assessment, 266
- assumptions, 53
- awareness, 49, 92–99
- big production, 175–178
- conscious culture, 104, 112
- continuous change, 46–47
- defined, 13–14
- evaluation criteria, 168
- execution gap, 66
- expectations, 64–65
- external evaluation failure, 47
- geographic, 57
- impacts, 26–27
- increased by sourcing strategies, 154–165
- intelligent supply chain, 229–233
- kingdom (keys to), 102–105
- lessons learned, 44
- logistics, 200–203
- long-term, 24–26
- low frequency, high impact, 51
- misaligned priorities, 67
- mitigation, 74, 238–247

- mob mentality, 46
- multiplier effect, 176
- overlay, 43
- paradigm, 66–71
- parts and the whole, 22–24
- piracy, 205–208
- price, 48
- prioritization, 22, 50
- role-based, 58
- selling to third parties, 48
- set downstream, 70
- sourcing policy, 147–152
- systemic, 44–45, 244–247
- transactional, 51
- transfer policies, 48
- triggers, 34
- unexpected, 51
- universal dimension, 93
- universe of events, 34
- visibility and transparency, 45
- wake-up call, 39–43

Risk parasite

- consciousness, 18–20
- described, 10
- destruction of, 61–62
- dormant, 272–273
- drivers, 39
- evolving, 37
- examples, 11
- expanding, 37–38
- factory to customer, 186–187
- management, 282
- new breed of, 40
- strategies, 18–20
- universe of events that trigger, 34

Rita (Hurricane), 209
 Roche, 79, 115–117, 124–125
 Rockwell Automation, 227–229, 230
 Roudier, Francois, 127
 Rubicon Resources LLC, 88
 Ruihia, 193
 Ryan, Cornelius, 247

S

Saks Fifth Avenue, 125–126
 Sanlu Group, 11, 55, 143

- Scientific Protein Laboratories,
191–192
- Seconds from Disaster*, 28
- Secret Service, 82
- Securitization, 259–260
- Shell Oil, 176
- Shenzhen Hepalink, 191
- Single point of failure syndrome, 47,
110, 147, 203, 212–216, 226, 251
- Six Sigma, 26, 68, 141–142
- Sourcing strategies, 154–165
- Srinivasan, Mandyam M., 121–122
- Starbucks, 144
- Streamlined*, 121–122
- Strunce, David, 191, 193
- Subrogation, 267–268
- Suppliers, taking up the cause of, 163
- Supply chain
- activities (risk), 62–63, 73
 - awareness, 16–17
 - bullwhip effect, 56
 - concentration, 58
 - consist, 41
 - decentralized, 37–38
 - DNA, 87–89, 90–91
 - driven force, 125
 - energy, 80
 - everyone is part of, 14–18
 - extended, 101–102
 - failure, 151–154
 - finance solutions, 260–262
 - flows, 134
 - food, 20, 89
 - global, 44, 135
 - information flow, 216–218
 - initiatives, 111
 - insurance, 250–269
 - moving target, 58
 - offensive practices, 135
 - overlay chart, 231
 - positive and negative impacts,
140–141
 - processes and subprocesses, 233
 - production capacity, 117, 119
 - profitable, 41
 - proper scope, 190, 194
 - pull and push, 120
 - risk intelligent, 229–233
 - risk management program, 144–154
 - risk overlay, 12, 100
 - risk paradigm, 63, 70, 81–82
 - risk programs, 66
 - slave to demand, 117
 - strategy, 161–162
 - supplier as part of, 164–165
 - sustainable, 40–41
 - universe, 122
- Swine Flu (H1N1), 75–79, 115–117, 252
- Szwast, Scott, 57, 133–134
- T**
- Tamiflu, 79, 115, 124–125
- Target, 81, 88, 215
- Terrorism Risk Insurance Act (TRIA),
256
- Tesco, 88, 135, 189
- Through the Looking Glass*, 37
- Tiffany's, 88
- Titanic*, 48–49, 53
- Toyota, 11, 15–16, 23, 81, 176
- Trade Disruption Insurance,
258–259
- Tragedy of the Commons, 22
- Transfer and sharing plans, 137–138
- Trust (suppliers) but verify, 165–170
- TSMC, 190
- Tylenol, 121
- U**
- U.S. Customs, 88
- UMC, 190
- Unilever, 144, 176
- Union Carbide, 175
- United Parcel Service, 57, 133–134
- V**
- Viatoy, 144
- Visteon Corporation, 152
- Volatility in demand cycles, 132–135
- W**
- Wal-Mart, 11, 55, 59, 88–89, 123, 135,
178, 189, 212, 215
- Warehouse theft, 203–205

Wellcome, 144
Weng Shengfu, 192
Williams, Doug, 195
World Bank, 78
World Health Organization (WHO),
115–116
World Is Flat, 104
World Trade Center, 136–137
World Trade Organization (WTO),
194–195, 246–247

X
Xbox, 123

Y
YouTube, 175

Z
Zheng Xiaoyu, 69
Zhu Jinlan, 193
Zurich Financial Services, 48

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>