

UNDERSTANDING SUPPLY CHAIN SECURITY STRATEGY

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ABSTRACT

In the post-9/11 environment, organizations are acutely aware of the need to secure their supply chains from risks of being a target of, or an unwilling participant in, a terror attack. However, supply chain security (SCS) comes at a cost and increasing levels of protection have increasing levels of costs to the firm. So some firms engage in strategic initiatives to secure the supply chain (SC) while others do not; and each firm engages in varying degrees of activities to ensure SCS. Therefore, in this study, the researchers sought to explore what types of SCS strategies exist. The researchers analyze 162 responses to a SCS survey completed by executives from a broad range of firms and industries and identify three general SCS strategies: Advanced, Laggards, and Compliant. Implications for researchers and practitioners are presented.

A COMPARISON OF LOGISTICS STRATEGIES AND INTEGRATION IN THE U.S. AND GHANA

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ABSTRACT

This manuscript empirically compares logistics strategies and outcomes in Ghanaian and U.S. firms to test the underlying factor structure and measurement equivalences of the Bowersox/Daugherty model and its relationship with critical success factors. A structured questionnaire was used to gather data from Ghanaian and American logistics managers. Using confirmatory factor analysis (CFA), we compared the three dimensions of Overall Logistics Strategy (OLS) - Process Strategy, Market Strategy, and Information Strategy – in the two countries. A structural equation model (SEM) was then used to assess the impact of OLS on perceived organizational competitiveness in the two countries. Although the economic, political, and cultural dimensions of the two countries differed substantially, the relationships among the constructs used were similar. Data from both countries provided strong support for the dimensionality of the Overall Logistic Strategy (OLS). In addition, it was found that OLS, when combined with Logistics Coordination Effectiveness (LCE) and Customer Service Effectiveness (CSE), contributes to organizational effectiveness (COMP) in both the countries studied. This research provides insights into comparative logistics in two completely disparate economies and provides support for the Bowersox/Daugherty logistics/supply chain management typology. The manuscript also provides insights into comparative logistics/supply chain management that have not been previously reported through empirical research.

THE ROLE OF RETURNS MANAGEMENT ORIENTATION, INTERNAL COLLABORATION, AND INFORMATION SUPPORT IN REVERSE LOGISTICS

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ABSTRACT

While reverse logistics has gained significant interest in recent years, the research on its antecedents is still far from comprehensive. The current study utilizes data collected from China to empirically test a conceptual model that is developed based on the resource based view of the firm. It is proposed that returns management orientation, internal collaboration, and information support are important predictors of reverse logistics performance. The structural equation modeling analysis supports these proposed relationships. Furthermore, the current study also confirms the positive relationship between a firm's reverse logistics performance and market performance.

THE PHYSICAL DISTRIBUTION SECURITY SYSTEM: WHO IS AFFECTING THE VULNERABILITY OF GOODS TRANSPORTATION?

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ABSTRACT

The purpose of this study is to explore the vulnerability of physical distribution networks to antagonistic threats. Previous research identifies globalization and Just in Time (JIT) as the main causes of vulnerability. However, cargo crime has always existed, even before the identification of these trends. In this explorative study new factors are brought to light. In particular, it appears that stakeholders' dynamics are influencing the level of security.

ASSESSING THE STRATEGIC EVOLUTION OF U. S. LOW COST AIRLINES IN THE POST - 9/11 ENVIRONMENT

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ABSTRACT

It has been suggested in the literature that low-cost airlines have, in varying degrees, departed from the original low-cost model introduced by Southwest Airlines. This study provides a multi-year analysis in the post-9/11 time period, for the years 2004-2009, of the demonstrated strategic positioning choices of U. S. low-cost airlines. The sample utilized is restricted to U. S. low-cost carriers so as not to conflate operating environments. Furthermore, a quantitative methodology is employed to measure effectively these choices and to facilitate inter-airline comparisons. Airlines, as part of their strategic planning process, articulate positions with regard to cost leadership, product differentiation, and growth. Decisions implemented are dynamic and inter-temporal in nature. Managers thus need a multi-period methodology to evaluate the implementation of strategic positions. One such approach is the strategic analysis of operating income utilized in this study.