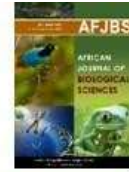


<https://doi.org/10.33472/AFJBS.6.10.2024.3767-3778>



African Journal of Biological Sciences

Journal homepage: <http://www.afjbs.com>



Research Paper

Open Access

Risk evaluation and management involved in supply chain management

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Article History

Volume 6, Issue 10, 2024

Received: 13 Apr 2024

Accepted : 05 May 2024

doi: 10.33472/AFJBS.6.10.2024.3767-3778

Abstract

Supply chain management holds a pivotal role in determining the success of businesses, and its effectiveness can significantly influence an organization's performance. Nevertheless, it is vulnerable to a wide array of risks that have the potential to disrupt operations, result in financial losses, and tarnish a company's reputation. This summary offers an insight into the crucial components of evaluating and managing risks within supply chain management. In this context, risk evaluation encompasses the identification and assessment of various risk categories that could impact the supply chain. These risks may include natural disasters, geopolitical challenges, fluctuations in demand, delays in transportation, and issues related to suppliers. A comprehensive risk assessment involves both quantitative and qualitative analysis to gauge the likelihood and potential consequences of these risks on the supply chain. Effective risk management strategies are indispensable for mitigating the adverse effects of these identified risks. Risk management in supply chain management encompasses several actions, such as risk avoidance, risk transfer, risk reduction, and risk acceptance. Developing a resilient supply chain capable of adapting to unforeseen circumstances is also a critical element of risk management. Furthermore, this summary underscores the significance of technological tools and data analytics in the field of risk management. Advanced technologies like the Internet of Things (IoT), blockchain, and artificial intelligence enable real-time monitoring and predictive analytics, which can improve the visibility of risks and provide early warning signals. The success of a supply chain heavily relies on a proactive approach to risk assessment and management. By identifying potential risks, evaluating their impact, and implementing robust risk management strategies, organizations can bolster the resilience of their supply chains and ensure uninterrupted operations even in challenging environments. This abstract emphasizes the significance of understanding, evaluating, and effectively managing risks in supply chain management, as it contributes to an organization's long-term sustainability and competitive advantage.

Keywords: Supply chain management, Risk Management, IOT

Introduction

Assessing and managing risks play crucial roles in ensuring the effectiveness of supply chain management. In the contemporary business environment, which is characterized by constant change and interconnectivity, supply chains are vulnerable to a diverse range of risks, including natural disasters, geopolitical conflicts, economic shifts, and cybersecurity vulnerabilities. To maintain the uninterrupted flow of goods and services and enhance the overall robustness of the supply chain, organizations must systematically evaluate, comprehend, and proactively mitigate these risks.

Supply chain management encompasses the orchestration of goods, services, and information from their source to their destination, involving the strategic phases of planning, execution, and oversight. Within this intricate web, multiple factors can jeopardize the punctuality, cost-efficiency, and quality of deliverables. Consequently, the assessment and mitigation of risks are crucial for preserving the operational robustness of the supply chain and the financial health of the organization.

Risk evaluation encompasses the identification and analysis of potential threats to the supply chain, including but not limited to:

- 1) Natural Disasters: Events like earthquakes, hurricanes, floods, and wildfires can disrupt transportation, manufacturing, and distribution facilities.
- 2) Geopolitical Risks: Political instability, trade disputes, and regulatory changes can affect the movement of goods across borders.
- 3) Economic Factors: Currency fluctuations, inflation, and economic downturns can impact supply chain costs and demand.
- 4) Supplier Reliability: Issues with suppliers, such as bankruptcy, quality problems, or labor strikes, can disrupt the supply chain.
- 5) Cybersecurity Threats: Data breaches, ransomware attacks, and other cyber threats can compromise sensitive information and disrupt operations.
- 6) Demand Variability: Unpredictable changes in customer demand can lead to overstocking or stockouts, affecting supply chain efficiency.

Once risks are identified, the next step is risk management. This entails the formulation of plans to address risks, which could involve measures to reduce, transfer, or embrace them based on their characteristics and possible consequences. Risk management approaches could encompass:

- 1) Risk Mitigation: Putting in place actions to minimize the probability and consequences of identified risks. For example, diversifying suppliers, building redundancy into the supply chain, and improving disaster preparedness.
- 2) Risk Transfer: Utilizing insurance or contractual agreements to shift some risks to third parties, such as suppliers or insurers.
- 3) Risk Acceptance: Recognizing that certain risks are unavoidable or not cost-effective to mitigate and, therefore, deciding to manage them with contingency plans or through financial reserves.
- 4) Continuous Monitoring: Regularly reviewing and reassessing the supply chain's risk profile to adapt to changing conditions and emerging threats.

Continuous and strategic efforts are essential for the efficient evaluation and management of risks in supply chain operations. This necessitates the active involvement of a variety of stakeholders, such as suppliers, logistics partners, and IT experts, in order to enhance the supply chain's ability to handle unforeseen challenges and maintain its resilience. In a time marked by growing complexity and unpredictability, companies that make risk management a focal point in their supply chain strategies are more likely to attain efficiency, flexibility, and enduring prosperity.

Risk

Risk management plays a vital role in the realm of Supply Chain Management (SCM), encompassing the strategic planning, meticulous execution, and precise control of the movement of goods, information, and financial resources within a multifaceted network connecting suppliers, manufacturers, distributors, and customers. Supply chains are susceptible to a multitude of risks that can cause operational disruptions, financial setbacks, harm to the organization's image, and customer discontent. Therefore, it is imperative for businesses to proactively detect and mitigate these risks in order to maintain the seamless and effective operation of their supply chains.

One of the most common risks in supply chain management is demand uncertainty. Fluctuations in customer demand, seasonal variations, and sudden changes in market conditions can lead to excess inventory or stockouts, affecting a company's profitability and customer service levels. Another significant risk is supplier-related issues. Suppliers could encounter challenges like production delays, issues with product quality, or financial instability, all of which have the potential to cause disruptions in the supply chain. Furthermore, external factors such as geopolitical events and natural disasters, such as political turmoil, trade conflicts, and environmental catastrophes, may interfere with the smooth flow of goods and materials, rendering supply chains vulnerable to unexpected external shocks.

Risk mitigation in supply chain management involves a combination of strategies. This includes diversifying suppliers, implementing safety stock, using advanced forecasting techniques, and leveraging technology to enhance visibility and communication throughout the supply chain. Continuous monitoring and assessment of potential risks are essential to adapt and respond quickly to unforeseen challenges. Robust risk management practices not only enhance supply chain resilience but also contribute to cost reduction and improved customer satisfaction, ultimately ensuring a competitive advantage in the market.

Risk evaluation and management are crucial components of supply chain management (SCM) because SC are often complex and vulnerable to various potential risks. Risk can be broadly characterized as the likelihood of unfavorable outcomes, encompassing hazards, harm, loss, harm, or any other undesirable consequences. Here are some common risks involved in supply chain management:

Sources of Risk

a) Supply Risk(SR)

Supplier risk (SR) refers to the potential for interruptions in the smooth flow of goods or information within the network of organizations situated upstream from the central organization. As such, it signifies the risk linked to an organization's suppliers or their suppliers' ability to supply the necessary materials to the organization becoming compromised. This has

an adverse impact on the internal flow of resources necessary for operational activities to take place, and this phenomenon is referred to as 'input risk.' This encompasses a range of factors.

- Reliance on critical suppliers
- Consolidation within supply markets.
- Issues related to quality and management that arise from international procurement.
- Possible disruption at a lower level.

b) Demand Risk(DR)

Disaster recovery (DR) is associated with potential or real interruptions in the smooth progression of goods, information, and financial assets across the organization, its fundamental activities, and the marketplace. This risk offers a chance for dissatisfaction, as it has the potential to either surpass or fall below the anticipated demand thresholds. It encompasses uncertainties in both the quantity and variety of products involved.

c) Process Risk

Processes encompass the strategic organization of essential activities that contribute value and the administrative tasks carried out by businesses. Process risk associates disruptions with these operational procedures, impacting a company's capacity to generate and deliver goods or services. This consequence arises from the potential breakdown of a key operation, manufacturing, or processing capability. It includes.

- Variability in production yields.
- Prolonged setup times and rigid production cycles
- Reliability of equipment
- Restricted capacity.
- Delegating significant business processes to external partners.

d) Control Risk

Controls comprise the underlying presumptions, rules, frameworks, and methods that govern how an organization manages its processes. Risk arises from the correct or incorrect implementation of these principles, incorporating various factors. It includes.

- Inadequate principles that disrupt demand
- Lack of clear visibility throughout the pipeline.
- Lack of collaborative planning and forecasting.

Environmental Risk

Environmental risk in SCM is a critical consideration in today's increasingly eco-conscious business landscape. It refers to the potential negative impacts that a supply chain can have on the environment, as well as the risks associated with changes in environmental regulations, resource scarcity, and climate change. Evaluating and managing these risks is essential for sustainable and responsible SC operations.

Main environmental risks in SCM is related to carbon emissions and greenhouse gases. As governments worldwide implement more stringent regulations to combat climate change, companies are under increasing pressure to reduce their carbon footprint. Failure to do so can result in penalties, increased operating costs, and damage to a company's reputation. Supply chains, with their extensive transportation and production networks, play a significant role in contributing to these emissions. Therefore, supply chain managers must evaluate the ecological

footprint of their activities and pinpoint avenues for emission reduction by optimizing logistics, employing alternative transportation options, and adopting sustainable sourcing practices.

An additional noteworthy environmental concern pertains to the shortage of resources, encompassing the exhaustion of vital natural elements like water, energy, and raw materials. These essential resources play a critical role in the manufacturing and distribution aspects of the supply chain. Environmental risks associated with resource scarcity involve the potential disruption of supply chains due to shortages or rising costs of critical resources. Supply chain managers need to diversify suppliers, implement resource-efficient practices, and explore sustainable sourcing options to mitigate these risks.

In addition to this, natural disasters and extreme weather events pose environmental risks to supply chain management. Climate change has increased the frequency and severity of such events, leading to supply chain disruptions and increased costs. To manage these risks, companies must develop robust risk mitigation strategies, including supply chain diversification, disaster recovery plans, and real-time monitoring of weather and climate-related risks.

Environmental risk evaluation and management in SCM is not just a matter of regulatory compliance; it is about building resilience and sustainability into the SC. Companies that proactively assess and manage these risks are better positioned to adapt to changing environmental conditions, reduce costs, enhance brand reputation, and contribute to a more sustainable future. To do this effectively, organizations must engage with stakeholders, collaborate with suppliers, and continuously monitor and update their environmental risk management strategies.

Environmental risk refers to risks that an organization perceives from external factors, events beyond its control. This category of risk encompasses uncertainties that arise from interactions with the SC and the environment, whether they result from accidents, human activities, or natural occurrences.

The depicted diagram illustrates certain risk origins along with their defining attributes.



Fig 1: Sources of risk and their attributes

a) Risk Evaluation

Risk assessment is employed to evaluate the degree of risk linked to each hazard. The primary aim of this evaluation is to identify vulnerable areas and activities within the supply chain. This process entails adjusting the likelihood of establishing a dependable supply, managing the probability of demand, efficiently allocating resources, and evaluating the success prospects of new product launches, economic conditions, and the opportunity cost of alternative choices. The objective of this risk analysis is to craft a ranked inventory of risks in the supply chain,

denoting the importance associated with each element mentioned. This ranking streamlines the evaluation of the significance of each risk within the context of the supply chain.

b) Risk Management

It entails the process of assessing or appraising risk and creating strategies to manage it. Risk management encompasses a broad range of activities, encompassing the process of planning and decision-making aimed at handling potential risks and threats. Effective risk management hinges on a thorough understanding and categorization of risks identified during the analysis phase. This understanding is essential for making informed decisions regarding future actions aimed at minimizing, alleviating, or circumventing these risks. The process of making decisions related to risks is often impacted by ethical, legal, financial, and strategic considerations. It is crucial to differentiate between risks that require action and those that don't. Deciding whether to address a specific risk and how to do so depends on a thorough evaluation of the costs and benefits associated with either accepting the risk or implementing measures to reduce, mitigate, or eliminate it. These risks encompass both improbable yet highly impactful disruptions, as well as more routine uncertainties related to demand, internal operations, and supply.

Supply Chain Risk Management (SCRM)

SCRM is generally recognized as the cooperative management of supply chain risks among partners to guarantee the achievement of both efficiency and financial success. These practices encompass activities such as transferring risks to other parties, mitigating risks, and sharing risks within the SC. Evaluations of supply chain risks involve weighing factors like demand and supply reliability, resource allocation, and the potential outcomes of new product launches, economic conditions, as well as the opportunity costs associated with alternative decision-making approaches.

A comprehensive risk assessment can help determine the extent of potential SC disruptions. This assessment can be accomplished by evaluating various aspects of the SC, such as production or financial performance. Through effective risk management practices, such as mitigation strategies, the adverse effects of disruptions on processes can be minimized or prevented.

Supply Chain Risk Management (SCRM) is of utmost importance when it comes to appraising and handling risks within a supply chain. A supply chain is a multifaceted network that encompasses various parties, such as suppliers, producers, distributors, and retailers, rendering it vulnerable to an array of risks that could potentially impede the seamless flow of products and services. Proficient SCRM encompasses the identification, evaluation, and mitigation of these risks to guarantee the uninterrupted and streamlined operation of the supply chain.

In the evaluation stage of SCRM, companies must first identify potential risks that can impact their SC. These risks can be classified into different categories, such as operational, financial, geopolitical, environmental, and demand-related risks. After identifying them, an evaluation is conducted to determine their likelihood and the potential consequences they may have on the supply chain. This process enables organizations to prioritize risks and allocate resources effectively to mitigate them. Risk assessment tools, such as risk matrices and scenario planning, are often used to provide a structured framework for evaluating these risks.

Once the risks are evaluated, the next step is risk management. This entails the creation of plans to minimize, shift, or embrace the recognized risks. Some companies also opt for risk transfer

through insurance or contractual agreements with suppliers. Effective SCRM not only safeguards the supply chain from disruptions but also enhances its overall efficiency, ensuring a competitive advantage in today's dynamic business environment. Therefore, SCRM is an essential practice for companies looking to maintain supply chain stability and adapt to an ever-changing world of risks and challenges.

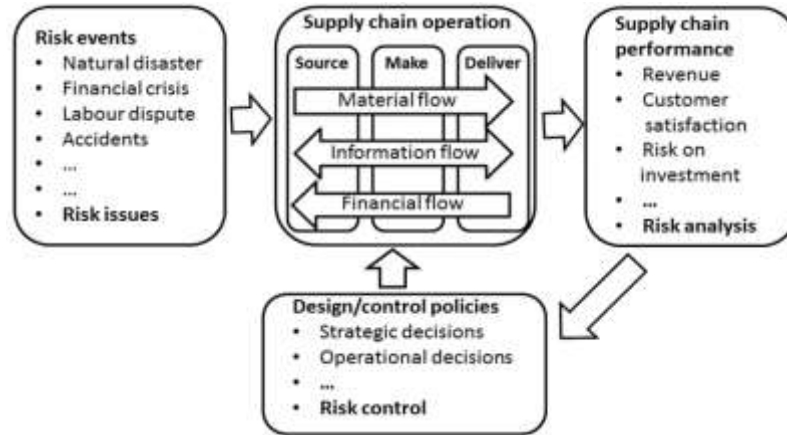


Fig 2: Framework for SCRM

Figure 3 illustrates our SCRM (Supply Chain Risk Management) process, which comprises two primary components: supply chain risk analysis and supply chain risk control, hereafter denoted as risk analysis and risk control, accordingly. It's worth noting that we may also use the term "risk assessment" interchangeably with "risk analysis." The initial phase encompasses the identification, estimation, and evaluation of risks. Executing all stages of this process effectively leads to the identification of potential risk events that could impact the supply chain. Nonetheless, it's essential to acknowledge that not every risk event falls under the classification of disruption risk events. Consequently, it is imperative to meticulously assess and appraise the potential consequences of each unique risk event in alignment with the particular description of the supply chain operation in question.

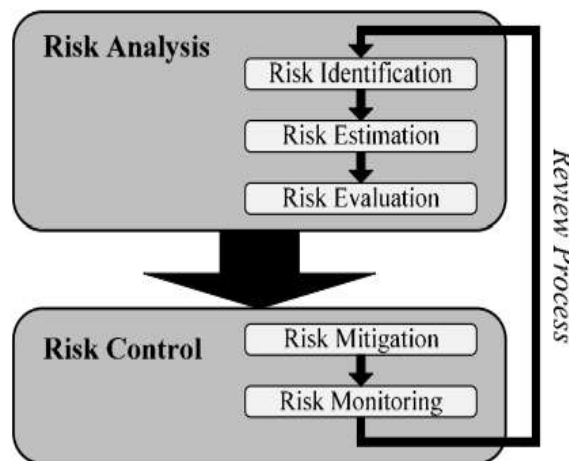


Fig 3: SCRM process

After completing the risk analysis process, the supply chain will have compiled a list of potential risk events and an evaluation of their possible consequences. To efficiently oversee a supply chain, the subsequent phase involves devising strategies to address these risks should they arise. Diverse mitigation techniques can be utilized to tackle different categories of risks. It is vital to evaluate and pinpoint the most appropriate mitigation plan for implementation. In

order to ensure the seamless functioning of all supply chain elements and maintain the supply chain's adaptability, continuous monitoring and regular assessments are imperative.

Supply chain risk issues

Managing the risks within the supply chain is a vital component of contemporary business operations, encompassing the resolution of numerous challenges associated with the interconnected material flow, financial flow, and information flow that link various elements of the supply chain.

- 1) **Material Flow:** Material flow refers to the tangible transfer of products and assets throughout the entire supply chain, encompassing the acquisition of raw materials, manufacturing, shipping, storage, and delivery. Risks in material flow can arise from various sources, such as natural disasters, transportation disruptions, and quality control issues. For example, a hurricane or earthquake can disrupt the transportation of goods, leading to delays and potential product shortages. To mitigate these risks, companies often employ strategies like diversifying suppliers, maintaining safety stock, and implementing just-in-time inventory management.
- 2) **Financial Flow:** The financial flow in a supply chain involves the movement of funds between the various entities within the chain, including suppliers, manufacturers, distributors, and retailers. Financial risks can stem from factors like currency exchange rate fluctuations, payment delays, and credit risks associated with partners. A sudden currency devaluation, for instance, can significantly impact the cost structure and profitability of a supply chain. Companies may use financial risk mitigation techniques like hedging, credit assessments, and establishing favorable payment terms to manage these financial risks.
- 3) **Information Flow:** Information flow is the communication and data exchange that underpins the coordination and decision-making within a supply chain. Risks related to information flow can result from data breaches, inaccurate or incomplete information, and disruptions in communication channels. In an era of increasing cyber threats, data security and confidentiality are paramount concerns. Supply chain participants need robust IT security measures, data encryption, and contingency plans to ensure the reliability and security of information flow.

Effective supply chain risk management requires a holistic approach that considers the interplay of these three flows. Companies need to identify vulnerabilities, develop risk mitigation strategies, and establish effective communication and collaboration processes with supply chain partners. Moreover, it is essential to continuously monitor and adapt to changing risk factors in the global business environment to ensure the resilience and success of the supply chain. By addressing material, financial, and information flow risks, organizations can better navigate the challenges of today's complex and interconnected supply chain networks.

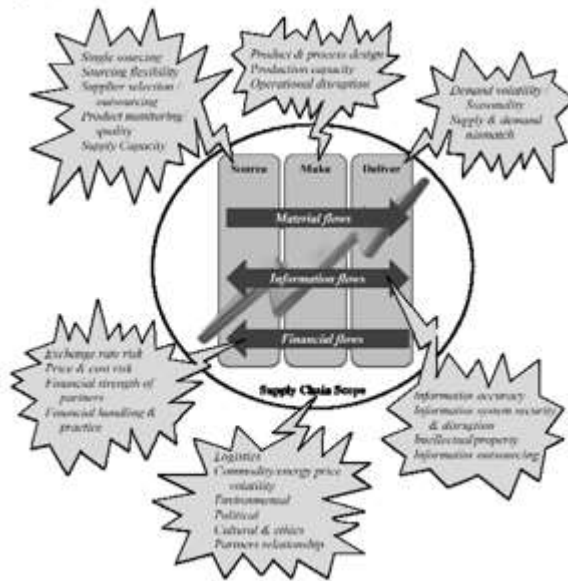


Fig 4: Risk issues in supply chain

Results

Risk evaluation and management are crucial components of effective supply chain management. Supply chains are complex networks that involve multiple stakeholders, from suppliers to manufacturers, distributors, and retailers. These networks are susceptible to a wide range of risks that can disrupt operations and lead to financial losses. To mitigate these risks, organizations must conduct thorough risk evaluations and implement effective risk management strategies.

The first step in risk evaluation is to identify potential risks within the supply chain. These risks can include natural disasters, political instability, economic fluctuations, supplier disruptions, and demand variability, among others. Once the risks are identified, they need to be assessed in terms of their potential impact and likelihood of occurrence. This helps organizations prioritize which risks to focus on and allocate resources accordingly.

After risk evaluation, the next step is risk management. This involves developing strategies and tactics to mitigate or eliminate identified risks. Risk management strategies may include diversifying the supplier base to reduce dependency on a single source, creating contingency plans for supply chain disruptions, implementing advanced forecasting techniques to better predict demand, and securing insurance coverage for potential financial losses. Effective risk management helps organizations reduce the impact of supply chain disruptions and maintain business continuity.

Continuous monitoring and adaptation are also essential in supply chain risk management. The supply chain environment is dynamic, and new risks can emerge over time. Therefore, organizations must regularly review and update their risk evaluation and management strategies to stay resilient and responsive to changing circumstances. By proactively addressing risks in their supply chains, organizations can enhance their competitiveness, ensure operational stability, and ultimately improve customer satisfaction.

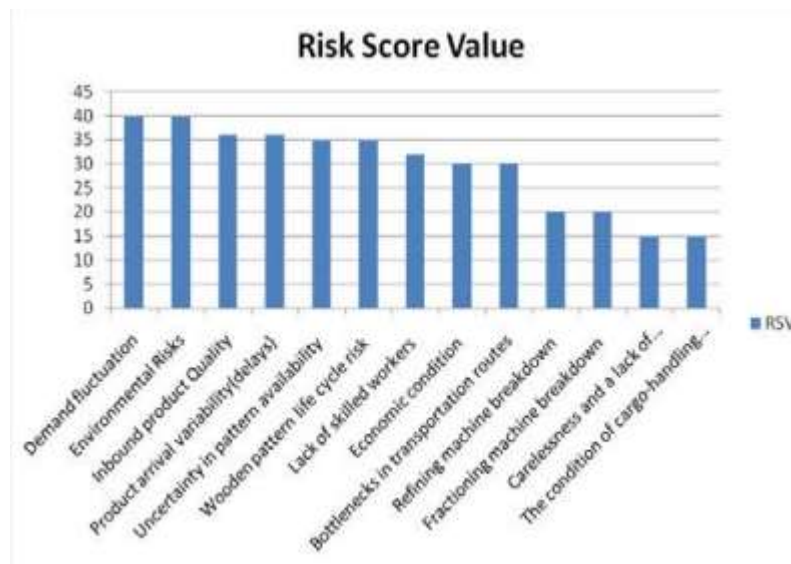


Fig 5: Risk Score Value's Pareto chart

The primary concern for those overseeing the supply chain is the risk associated with the ultimate product quality. This concern arises for several reasons:

- The product directly interfaces with the end consumer, who ultimately defines the success of the supply chain. Customers have specific expectations regarding the quality of the products they purchase. However, the actual quality may either exceed or fall short of these expectations.
- The organization may not possess an accurate understanding of the actual quality perceived by the customer. Consequently, when assessing the probability and impact of this risk, supply chain managers are anxious about a factor they cannot directly control, which is reasonable given its beyond their purview.
- The quality of the final product is intricately linked to numerous risks examined previously, including factors like raw materials, inadequate staff expertise, or potential damage during packaging. Therefore, the quality represents the cumulative consequence of various actions throughout the supply chain.

On one hand, the organization strives to define its products as high quality in terms of their production, end results, and customer service. The company's objective is to create a strong brand image associated with quality. Consequently, when customers visit their points of sale or make on-demand purchases, they anticipate outstanding quality, consistent with the organization's claims. However, the impact of this risk, if it were to materialize, cannot be significantly mitigated. A single instance of a dissatisfied customer could have catastrophic consequences. Hence, the focus should be on reducing the likelihood of the risk occurring.

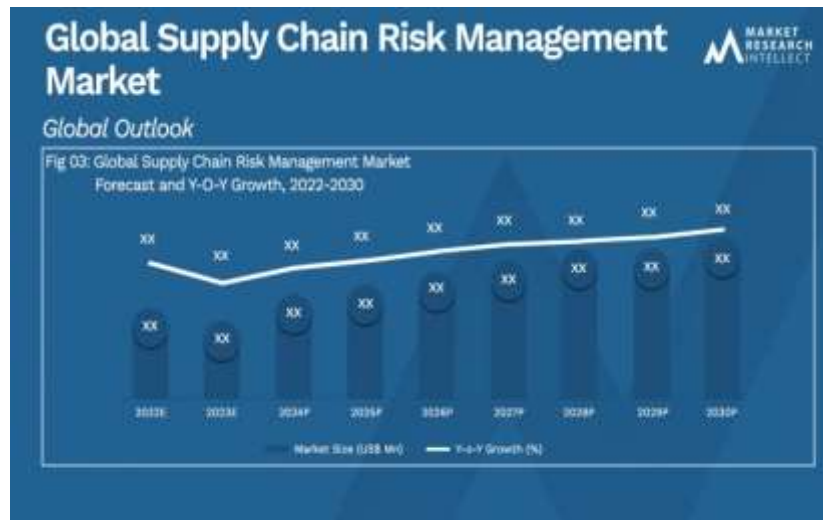


Fig 6: Global Outlook of Supply Chain Management

Conclusion

The primary goal of involvement in this project was to raise awareness among businesses that tend to overlook the risks associated with their supply chains, which can exacerbate their difficulties. The project aimed to reduce or eliminate the impact of these risks and their occurrences. In conclusion, risk evaluation and management are integral components of effective supply chain management. A well-structured SC is subject to various potential risks, including disruptions in logistics, supplier issues, natural disasters, and economic fluctuations. By thoroughly evaluating these risks and implementing proactive risk management strategies, organizations can safeguard their supply chains against potential disruptions. This includes diversifying supplier sources, creating contingency plans, and leveraging technology for real-time monitoring and data-driven decision-making. Successful risk management not only ensures the stability and resilience of the supply chain but also helps organizations maintain customer satisfaction, reduce costs, and enhance their overall competitiveness in the ever-evolving global marketplace. As SC become increasingly complex, the ability to identify and manage risks is paramount for sustained success in supply chain management.

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