

JOURNAL OF BUSINESS LOGISTICS

STRATEGIC SUPPLY CHAIN RESEARCH

The mission of the *Journal of Business Logistics (JBL)* is to become your journal of choice for original, high-quality, thought-provoking supply chain research that will make a valuable contribution to supply chain theory and practice. We encourage you to submit your best research that is . . .

- Theoretically grounded
- Methodologically rigorous
- Managerially relevant
- Written in a clear, concise, and compelling style.

JBL Newsletter Editor's Corner



Happy 2014! As I transition from my role with the *JBL Newsletter* to focus on JBL's new Dialogue section, I would like to take a moment to thank those of you who have made suggestions for the newsletter over the past couple of years. Bryan Ashenbaum from Miami University will be taking over leadership of the newsletter starting with the next issue. Please continue to send your thoughts and ideas to Bryan. He can be reached at:

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I am confident that the newsletter will continue to evolve and serve as a valuable outlet for our community to share ideas and information in support of our collective goals for the *Journal of Business Logistics*.

Somewhere, something incredible is waiting to be known.
- Carl Sagan

In this issue of the *JBL Newsletter*, we spend some time with Heather Sheehan, Vice President of Indirect Sourcing and Logistics at Danaher Corporation and the newly elected Chair of the Council of Supply Chain Management Professionals (CSCMP) Board of Directors. Our conversation covered a wide-ranging set of topics related to CSCMP and JBL, including 1) her assessment on the current state of the organization, 2) the role of the *Journal of Business Logistics*, and 3) the opportunity we as academics have to continue to be key contributors to achieving CSCMP goals. The following article presents some of the highlights from our conversation.

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IN THIS ISSUE

<i>Editor's Corner</i>	1
<i>Conversation with Heather Sheehan</i>	2
<i>Non-traditional Article Formats:</i>	
• <i>Forward Thinking Articles Guidelines</i>	4
• <i>Dialogue Guidelines</i>	4
<i>Increasing Your Visibility & Citation Index</i>	5
<i>Submit to Special Topic Forums</i>	
• <i>Leveraging Logistics for Buyer/Supplier Success</i>	6
• <i>Issues in Health Care Supply Chains</i>	7
• <i>SCM & Internet Commerce</i>	8
• <i>Performance Measurement in Logistics & SCM</i>	9
<i>Abstracts for Volume 34, No 3 & 4</i>	10-13

JOURNAL OF BUSINESS LOGISTICS

STRATEGIC SUPPLY CHAIN RESEARCH

Conversation with Heather Sheehan

The JBL Newsletter: CSCMP is made up of a diverse group of constituents. What do you see as the value of the connections between practitioners, consultants and academics that are facilitated by CSCMP membership?

Heather Sheehan: These connections are an important aspect of the CSCMP membership experience. By providing a platform for academics, consultants and practitioners to interact and share their ideas, CSCMP enables their members to access a significant knowledge base as well as providing the members enhanced networking opportunities. In particular, the connections with the academic community allows practitioners to identify, discuss and potentially implement new ideas and leading-edge practices that are being developed through academic research. In my view, there is no other industry group that offers this type of value. In fact, I believe the connections between academics, practitioners and consultants that exists in CSCMP provides a great mix of perspectives and skill sets that is critical for research to be translated into practical value. For example, our consultant members do a great job of taking ideas that are developed in academic research that is published in JBL and provide ways that these ideas can translate into industry practice.

The JBL Newsletter: The relevance of our research is an increasingly discussed topic in academic circles. Are there things academics can do to increase the diffusion of our research into practice?

Heather Sheehan: Take for example, the topic of development and retention of supply chain talent. There is just not enough talent to meet the supply chain needs of companies. Academics serve an important role in developing future supply chain leaders that can take what they are learning in the classroom and apply it to practice. Beyond that, it is critical that the academic community continue to provide research insights and learning opportunities for supply chain practitioners throughout the various stages of their careers. In particular, for those of us who enter supply chain roles from other parts of our companies, we require ways to attain supply chain management knowledge as well as the leadership skills needed to implement. Academics are all about building talent and this is a great way for them to contribute to industry.

The JBL Newsletter: Are there any other areas where academic research could be particularly beneficial to industry?

Heather Sheehan: One that comes to mind is the application of technology to solve real world problems, as well as the ROI on technology. Companies struggle to understand and identify the real value and return on investments in automation. Academics can help with research and analytical tools for quantifying the value in terms of benefits to shareholders.

The JBL Newsletter: The academic community is continuing to find that supply chain managers are less likely to fill out the surveys that have been a key data source for our research. From your view, what do you see as being the opportunities for academics to access other types of data from companies for their research?

Heather Sheehan: I think there will continue to be big challenges for academics as they attempt to gather data from companies. I have seen a shift in the willingness of companies to share data. Twenty years ago, we didn't really think about the value of the information that we shared with others. In today's world, employees of most companies are bound by codes of conduct and confidentiality requirements that tightly restrict sharing any numerical information. We increasingly view this type of data as both proprietary and a source of competitive advantage.

The JBL Newsletter: The academic community has also been concerned about how traditional logistics fits into an organization that is evolving to a more supply chain perspective. How do you view the status of logistics within CSCMP?

Heather Sheehan: Logistics, procurement, operations, order fulfillment, customer service, and other functions all contribute to efficient and effective supply chain management. I see logistics as part of the supply chain and it is a critical function for companies to manage, just as they manage the other functional areas. The big challenge for companies is being able to link the business functions together effectively. Functional and cross-functional expertise

JOURNAL OF BUSINESS LOGISTICS

STRATEGIC SUPPLY CHAIN RESEARCH

Conversation with Heather Sheehan

is critical to support the business processes that represent supply chain management. Thus, logistics is an important contributor to how supply chain processes meet customer requirements and drive growth for organizations. As such, it will continue to be an important part of CSCMP.

The JBL Newsletter: In your new role as Chair of the Board of Directors at CSCMP, you will be charged with helping to formulate the organization's strategic plan. How would you characterize the current state of CSCMP and where would you like the organization to go in the coming years?

Heather Sheehan: We find ourselves in an interesting time as an organization. The generations are changing in terms of their desire for an official affiliation with an organization such as CSCMP. The importance that individuals place on memberships in professional organizations seems to be changing. So while the past few years have seen the highest levels of inquiries from companies, media and individuals wanting to know more about supply chain management issues than any other time in our history, this change in how individuals assign value to membership in CSCMP has been challenging. We are adapting our business model for today's environment. For example, CSCMP is seeing our corporate memberships taking on a new and expanding role. In addition, we are seeing an increasing globalization of our membership beyond North America. So while CSCMP maintains our importance as the premier supply chain management professional organization, we must be aware that our membership model will continue to evolve. The Board of Directors will continue to work with our stakeholders to facilitate this evolution and ensure that CSCMP continues to provide value to our members.

The JBL Newsletter: You mentioned the increasing globalization of CSCMP's membership. What do you see as being the biggest challenges for establishing CSCMP as a global brand?

Heather Sheehan: One of the biggest challenges to becoming a global brand is that we continue to be a primarily a North American organization. We are continuing to work on how best to translate the value that CSCMP offers to other cultures and the members who live in other parts of the world. We see the CSCMP roundtables around the world as being key to these efforts. The roundtables are helping us better understand how the value CSCMP offers best fits with the diverse cultures and needs that exist around the world.

The JBL Newsletter: The *Journal of Business Logistics* is a primary outlet for academic research. What do you see as the future for the JBL?

Heather Sheehan: The Board of Directors' approach to JBL over the past few years has been to do everything we can to ensure that JBL is positioned as an A-level journal. Even those of us who are not academics, realize that it is important that we make the investments in the journal to position it as the leading outlet for logistics and supply chain research. We must continue to listen to our academic members to guide these efforts. In terms of the journal itself, I don't want to see it watered-down in terms of the content. It must continue to be a top-notch academic journal. However, I think we can evolve how we communicate the topics appearing in JBL through other CSCMP outlets. For example, I would love to see the great articles that are appearing in JBL somehow be connected or translated into practitioner-focused pieces that could appear in the *Supply Chain Quarterly*. It would be valuable to make the research insights appearing in JBL more accessible for our practitioner members.

The JBL Newsletter: Any other thoughts or issues you would like to mention to the academic community?

Heather Sheehan: I will emphasize that CSCMP greatly benefits from the involvement of our academic community in our organization. We get so much from being exposed to academic research. CSCMP is all about this engagement and the valuable conversations across academics, consultants and practitioners. Thank you to our academic members for continuing to connect and dialogue with the other groups so that we can all benefit.

JOURNAL OF BUSINESS LOGISTICS

STRATEGIC SUPPLY CHAIN RESEARCH

Submit “Forward-Thinking” Articles

We are actively promoting tighter, more timely, more forward-thinking research. Our goal is to capture the spirit of open innovation and bring insightful research to print faster. Forward-thinking manuscripts should meet two of the following criteria:

1. **Timely.** “Forward Thinking” articles should address hot topics and provoke discussion.
2. **Large-audience Appeal.** “Forward Thinking” articles should motivate additional research across a large cross section of researchers.
3. **Unique Data.** “Forward Thinking” articles will often rely on unique data that informs future research, but may not be extensive enough to write a traditional research manuscript.

The text of “Forward Thinking” articles should be 3,500 words or fewer (i.e., excluding references and tables). Forward-thinking manuscripts will go through a fast-track, double-blind review and appear in print in the first issue after acceptance. Although the ideas may be exploratory, “Forward Thinking” manuscripts should express fully developed thinking, appropriate analysis, and excellent writing. Revision opportunities will be developmental.

Submit “Dialogue” Articles

We are actively promoting more rapid dialogue. Our goal is to spur more collaborative conversations that will help us harness the ideation of the supply chain community. We really do want to “get on every side of today’s and tomorrow’s toughest questions until we fully understand them.” As we employ inquiry to promote vibrant dialogue, we invite you to submit papers that extend or confront (in a positive way) recently published JBL articles. The guidelines for Dialogue manuscripts follow below:

1. *Dialogue* papers will be evaluated based on their 1) potential to advance the quest for a more complete understanding of the topic of interest and 2) ability to stay true to the conditions and conventions for open dialogue (see our editorial “Inquiry and the Practice of Theoretical Conversation”).
2. *Dialogue* papers cannot exceed 1,000 words. They should include a title and share research extensions/ viewpoints in clear, concise, and compelling prose. No abstracts or references will be published. For most Dialogue pieces, only one table or figure will be permissible.
3. *Dialogue* papers may be conceptual or empirical in nature.
4. *Dialogue* papers must be timely. Our goal is to have *Dialogue* papers appear in print within six months of the time the original article is published. This means that papers should be submitted within two months of an article’s debut in print. Early View can give you advance notice on upcoming articles.
4. Authors of the original article may be invited to share their thoughts related to a forthcoming *Dialogue* piece when such interplay would promote a more provocative and robust conversation.
5. Publication space in *JBL* is limited. We envision dedicating no more than 3-5 pages to *Dialogue* pieces in each issue.

JOURNAL OF BUSINESS LOGISTICS

STRATEGIC SUPPLY CHAIN RESEARCH

Increasing Your Visibility & Citation Index

Measuring the impact of research contributions has always been difficult. Today, administrators from the AACSB to the Dean's Office are using citation indices to evaluate faculty performance. We have all seen this via the journal impact factor. Our discipline might benefit from a more proactive approach to building our citation index.

One way for you to proactively “bump” your citations is to share your research earlier and more widely. This fact is one reason why journals now use a form of “early view” online publication and send out email alerts of upcoming issues. We estimate that getting the news out six months earlier bumps the citations of a highly citable article by a non-trivial 2-3 cites in its first year in print and 5 or more cites in its second year in print. The momentum cascades from this point.

Given the connection between early view and citations, we would like to encourage members of the JBL interest group and the broader supply chain community to take advantage of the following two opportunities:

Social Science Research Network. SSRN distributes “new” research via ejournals and posts older research to its web catalogue. What kind of visibility does SSRN provide? We have run an experiment with our three most recent editorials. All three have made the “top-ten” download list for the Operations Research Network. The numbers for clicks and downloads follow below:

- Click Here for a Data Scientist: Big Data, Predictive Analytics, and Theory Development in the Era of a Maker Movement Supply Chain: **308 views; 111 downloads.**
- Considering Supply Chain Management's Professional Identity: The Beautiful Discipline (Or, “We Don't Cure Cancer, But We Do Make a Big Difference”): **110 views; 36 downloads.**
- Data Science, Predictive Analytics, and Big Data: A Revolution that Will Transform Supply Chain Design and Management): **1,231 views; 530 downloads.**

Of note, our first “Big Data” editorial was picked up and highlighted by an MIT blog, greatly increasing its visibility. Consider the possibilities! If only 10% of the downloads translate into citations, what will the impact on the impact factor be? How many new citations will emerge in moving forward? We don't know. But, remember, these are people who likely would not have seen this article otherwise. Thus, we are sure that the future citations will be greater than if the paper had never been posted to SSRN.

Please consider signing up for and posting your work to SSRN.

Research Gate. We are new to Research Gate, but have noted that colleagues use it to share their latest research. You may want to take a moment to sign up and start to share your research to a broader community.

Finally, if you have mastered the use of social media to increase the immediacy and visibility of your research, please share your experience with us so we can all work to together to grow our discipline.

JOURNAL OF BUSINESS LOGISTICS

Call for Papers: Special Topic Forum

LEVERAGING LOGISTICS DECISIONS FOR EFFECTIVE BUYER-SUPPLIER RELATIONSHIPS

Logistics has long been recognized as a boundary-spanning function that links planning and operational departments across the firm and businesses across the supply chain. In serving as the physical linkage that connects companies, logistics decisions hold great promise for improving the effectiveness of buyer-supplier relationships. In turn, effective buyer-supplier relationships contribute to the operational and financial well-being of both the buyer and the supplier.

Against this backdrop, this Special Topics Forum calls for articles focusing on the *role of logistics* in facilitating or hindering the development, maintenance, and, as appropriate, dissolution of buyer-supplier relationships. In particular, we are interested in how and why logistics management strategies and activities, performed in-house or by third-parties, affect buyer-supplier relationship evolution, structure, and performance. Exemplary topics include, but are not limited to:

- *Logistics decisions and their impact on emerging governance and structural forms of buyer-supplier relationships.*
- *The role of logistics in supporting broader/emerging forms of buyer-supplier relationships (triads, etc.).*
- *Role of the logistics function and logistics service providers in managing cross-cultural buyer-supplier relationships.*
- *Adoption and success of logistics strategies for distributing and mitigating risks within a buyer-supplier relationship.*
- *Logistics' role in power and dependence among buyers and suppliers in supply chain relationships;*
- *Success and hindrance factors in leveraging technology to integrate logistics decisions or logistics service providers into buyer-supplier relationships.*
- *Collaborative decision-making platforms among buyers, suppliers, and logistics service providers.*
- *Forms of benefits sharing and magnitude of shared benefits in collaborative buyer-supplier relationships involving logistics service providers.*

Suitable submissions can be primarily theory-building or theory-testing in purpose and employ empirical research, analytical, or simulation methods.

All topically appropriate papers will go through JBL's double-blind review process. Submission date for full consideration will be April 18, 2014. You can learn more by e-mailing one of the guest editors at dcantor@iastate.edu, Goldsby_2@fisher.osu.edu, or Rungtusanatham_1@fisher.osu.edu. Please submit your paper via Manuscript Central. Note that it is a special topic forum submission.

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JOURNAL OF BUSINESS LOGISTICS

Call for Papers: Special Topic Forum

ISSUES IN HEALTH CARE SUPPLY CHAINS

Health care, broadly defined, is almost certainly the largest industry component of the U. S. economy. It has been estimated to consume as much as 17.6 % of U.S. GDP and employ some 14.5 million people. However, the health care industry does not follow a standard business model because of different revenue generation and customer models, the prevalence of clinicians as “power buyers” as well as high levels of government regulation.

For all these reasons, Gartner among others claims that there are in fact three unique types of supply chains: 1) business to consumer, 2) business to business, and 3) health care. The purpose of this special issue is to further our understanding of the special properties of health care supply chains at strategic, tactical, and operational levels. Potential topics include, but are not limited to:

Strategic Issues in Health Care Supply Chains

- Organization and governance of health care supply chains
- Roles of manufacturers, distributors, and (integrated) service providers in health care supply chains
- Health care supply chains and global standards
- Talent availability in health care supply chains
- Strategic sourcing in health care supply chains
- Health Care Supply Chains in emerging markets

Tactical Issues in Health Care Supply Chains

- Global sourcing of health care goods and services (e.g. clinical trials)
- Inventory management in health care supply chains (e.g. distributor managed inventory, critical supply issues)
- Inventory models in health care supply chains
- Responding to health care emergencies
- Supplier selection and measurement
- Logistics and customer service measurement
- Cost measurement in health care supply chains
- Benchmarking health care supply chain performance
- Traceability and Visibility in health care supply chains

Operational Issues in Health Care Supply Chains

- Operating Room Scheduling
- Emergency Room Scheduling
- Inventory Accuracy
- Data acquisition for health care supply chains
- Measuring and encouraging productivity in health care supply chains
- Measuring quality in health care supply chains
- Replenishment models
- Implementing Activity Based Costing in Health Care Supply Chains

All topically appropriate papers will go through JBL's double-blind review process. Submission date for full consideration will be June 30, 2014. You can learn more by e-mailing the guest editors at arnie.maltz@asu.edu, Mohan.Gopalakrishnan@asu.edu, or gene.schneller@asu.edu. Please submit your paper via Manuscript Central. Note that it is a special topic forum submission.

GUEST EDITORS

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JOURNAL OF BUSINESS LOGISTICS

Call for Papers: Special Topic Forum

SUPPLY CHAIN MANAGEMENT AND INTERNET COMMERCE

The advent of Internet commerce has had notable effects on supply chain management (SCM). Ever since companies, like Amazon.com, started operations, over 15 years ago, there has been a dramatic transformation in operations, customer relationships, distribution, and inventory management in supply chains throughout the retailing industry. These changes have had far reaching implications for a variety of firms. Some traditional retailers like Wal-Mart have been able to respond effectively to these changes. While other retailers, such as Borders, Blockbuster, and Circuit City, have not had the same level of success.

Recognizing these changes in SCM, researchers have addressed questions across a variety of knowledge areas such as retail strategy, service operations, transportation, inventory management, and reverse logistics. Notwithstanding this prior research, there are still plenty of research opportunities to expand the extant knowledge in these areas and to address research questions brought about by more recent Internet technology applications based on the use of mobile phones and social networks. Furthermore, there is a need for new SCM research that incorporates theories from fields such as economics and management of information systems (MIS) in order to create a knowledge base from which interdisciplinary SCM work can be launched.

Scope and types of papers

We encourage submissions from all theoretical and methodological perspectives, and researchers from different disciplines. In keeping with the practice at the Journal of Business Logistics, we welcome papers that are theory driven and empirically based. We expect that the submitted papers will concurrently make substantial contributions to the SCM literature, and break new ground by offering novel and refreshing insights. We particularly encourage collaborative work by teams of interdisciplinary researchers who offer unique perspectives to solve a common problem. While we encourage papers at all levels of analysis (e.g., individual, group, project, process and organization), we are particularly interested in papers that cut across levels of analysis and focus on multi-level theorizing and analyses.

All topically appropriate papers will go through *JBL*'s double-blind review process. Submission date for full consideration will be August 31, 2014. You can learn more by e-mailing the guest editor at Elliot.Rabinovich@asu.edu. Please submit your paper via Manuscript Central. Note that it is a special topic forum submission.

JOURNAL OF BUSINESS LOGISTICS

Call for Papers: Special Topic Forum

PERFORMANCE MEASUREMENT IN LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Logistics and Supply Chain Management (LSCM) has become the foundation of the modern operations management paradigm. Since LSCM is an integral part of enterprise management, there is a high volume of research activity to exploit the full potential of logistics and supply chain management in enhancing organizational competitiveness. Performance Measures are the basic managerial tools that support the business and organizational decision-making and performance. Decisions involve suitable organizational structure, strategies, tactics and operations, and performance measures in LSCM. Since Information Technology/Information System (IT/IS) is an integral component of LSCM, performance measurement is invaluable for making timely and more accurate decisions. Though there are many papers on performance measures, the extant literature has yet to identify the measures and measurement practice needed to guide inter-firm and inter-organizational decision making. Hence, there is further research required on the nature and type of measures required to effectively manage value co-creation across supply chain. Therefore, a special topics forum on performance measurement in logistics and supply chain management can encourage further research in this area.

The scope of the special topics forum will be to present researchers and practitioners with appropriate measurement practice for effectively developing and managing an agile and appropriately collaborative global supply chain system. The prime objective of the feature issue is to publish original works that demonstrate the theoretical, conceptual, analytical models and interesting case studies and empirical results arising from research on measurement in LSCM. Contributed papers may deal with, but are not limited to:

- Performance measures for product and LSCM system design
- PM in logistics and supply chain management
- Evaluation of the impact of knowledge management in LSCM
- PM for production planning and control in supply chain
- Performance measures for procurement decisions
- Evaluation of suppliers or partnering firms in supply chain and logistics
- Models for optimal LSCM configurations
- Evaluation of costs and benefits in logistics and supply chain
- Performance measures in Outsourcing
- Evaluation of IT/IS in logistics and supply chain management
- PM for technology management in logistics and supply chain
- Evaluation of greening in supply chain and logistics
- Cost/benefit and risk considerations/realizations in LSCM
- Impact of social/human capital in logistics and supply chain
- Costing methods in LSCM
- Benchmarking in logistics and supply chain

All topically appropriate papers will go through *JBL*'s double-blind review process. Submission date for full consideration will be October 31, 2014. You can learn more by e-mailing the guest editors at agunasekaran@umassd.edu. Please submit your paper via Manuscript Central. Note that it is a special topic forum submission.

GUEST EDITORS
ANAGAPPA GUNASEKARAN

JOURNAL OF BUSINESS LOGISTICS

STRATEGIC SUPPLY CHAIN RESEARCH

Abstracts for JBL Volume 34, No. 3 & 4

Fawcett, S., M. Waller, 2013. Considering Supply Chain Management's Professional Identity: The Beautiful Discipline (Or, "We Don't Cure Cancer, But We Do Make a Big Difference"), 34(3): 183-188.

In recent months, we have participated in various discussions on the future of logistics and supply chain management (SCM). As the newest business discipline, it is not surprising that SCM is going through growing pains and seeking to chart its future course and define a meaningful destiny. Considering professional identity—that is, who are we and what do we do—is a natural part of maturation. As *JBL* exists to help construct the discipline's identity, we address SCM's value-creation competence as a source of identity construction. As we explain, SCM's economic and social contributions are not just noteworthy but remarkable. Modern SCM makes a difference to the people of the world, driving economic growth and raising living standards. Truly, it is a good time to be a supply chain professional. Much research, however, needs to be conducted if we are to fulfill SCM's value-creation promise.

Kull, T.J., M. Barratt, A.C. Sodero, and E. Rabinovich, 2013. Investigating the Effects of Daily Inventory Record Inaccuracy in Multichannel Retailing, 34(3): 189-208.

Inventory record inaccuracy (IRI) challenges multichannel retailers in fulfilling both brick-and-mortar and direct channel demands from their distribution centers. The nature and damaging effects of IRI largely go unnoticed because retailers assume daily IRI remains stable over time within the replenishment cycle. While research shows that a high level of IRI is damaging, in reality the level of IRI can change every day. We posit that daily IRI variation increases the uncertainty in the system to negatively affect inventory and service levels. Our research uses data collected daily from a multichannel retailer to ground a discrete-event simulation experiment. Going beyond testing just the level of IRI, we evaluate daily IRI variation's impact on operating performance. What we find in our empirical data challenges extant assumptions regarding the characteristics of IRI. In addition, our simulation results reveal that daily IRI variation has a paradoxical effect: it increases inventory levels while also decreasing service levels. Moreover, we also reveal that brick-and-mortar and direct channels are impacted differently. Our findings show that assumptions and practices that ignore daily IRI variation need revising. For managers, we demonstrate how periods of multi-day counting help assess their daily IRI variation and indicate what the causes may be.

Bellingkrodt, S., and C.M. Wallenburg, 2013. The Role of External Relationships for LSP Innovativeness: A Contingency Approach, 34(3):209-221.

Innovativeness is key to the success of logistics service providers (LSPs) and as LSPs often lack competencies for innovation internally, external relations as sources to acquire knowledge relevant for innovation are important. To the authors' knowledge, there is no research identifying the relevant knowledge sources for LSP innovativeness. Based on contingency theory, we develop a conceptual model on the relevance of different external relations in the context of the innovation focus of the LSP. Thus, we extend insights from previous studies that have only discussed the benefits of external knowledge acquisition in general and outline how to use existing business relations of an LSP to facilitate different types of innovation. The hypothesized model is tested based on survey data from 201 LSPs using structural equation modeling. The findings support the model and outline that better relationships with external service firms or other LSPs are not important for internal process improvements and innovations for existing customers, but very valuable for innovations targeting new customer business, while good relations to customers even show a slight tendency to hamper the development of innovations for new customer business. In addition, it is shown that innovativeness is a strong driver of LSP firm performance.

Boone, C.A., C.W. Craighead, J.B. Hanna, and A. Nair, 2013. Implementation of a System Approach for Enhanced Supply Chain Continuity and Resiliency: A Longitudinal Study, 34(3) 222-235.

Researchers and practitioners frequently point to inventory as a necessary component of an effective supply chain strategy. However, an undisciplined or ineffective approach to inventory can have a detrimental impact on an organization and its entire supply chain. When making inventory decisions, firms must ensure that the selected approach "fits" the overall supply chain strategy. While such an assertion seems intuitive, there is a need for empirical validation. We seek to contribute to this important body of research by investigating the impact of improved strategic alignment of inventory on resiliency and continuity. More specifically, we investigate the impact of improved strategic fit by comparing two distinct approaches to inventory management within a service parts environment. We hypothesize that a well-aligned approach to inventory management can enhance continuity and resiliency. We test these hypotheses via a longitudinal field study involving 10 United States Air Force (USAF) locations and two years of data (approximately 650,000 inventory transactions). Results from nine test locations and one control location suggest that a well-aligned approach to inventory management is indeed effective in improving continuity and resiliency, thus enhancing service-based strategies—in this case, the USAF's ability to be mission-capable. While the results of the study are derived from the USAF, we believe the implications provide broader insight into the use of inventory as a means of realizing a strategic fit.

JOURNAL OF BUSINESS LOGISTICS

STRATEGIC SUPPLY CHAIN RESEARCH

Abstracts for JBL Volume 34, No. 3 & 4

Sydow, J. and S.J. Frenkel, 2013. Labor, Risk, and Uncertainty in Global Supply Networks-Exploratory Insights, 34(3): 236-247.

Arising from widespread outsourcing and, in particular, offshoring, goods and services are increasingly provided by supply networks that rely on global logistic systems. While the risks and uncertainties involved in this strategy have been widely acknowledged in the literature on interorganizational networks and supply chain management, labor conditions and labor relations—and related human resource management issues—have thus far been neglected. Starting from a perspective that takes into consideration that global supply networks are not only confronted with calculable risks but also genuine uncertainties, we explore the conditions under which labor may constitute a source as well as a means for dealing with risk and uncertainty. The study is based on a review of the relevant interorganizational network and supply chain management literature and is informed by an investigation of International Framework Agreements (IFAs) in 10 European corporations and their supply networks. IFAs—in addition to unilateral codes of conduct—could be used to detect and cope with labor-related risk and uncertainties. However, our findings reveal that this is not the case. This leads to some tentative theoretical conclusions and implications for dealing with risk and uncertainty in global supply networks.

Waller, M.A., and S.E. Fawcett, 2013. Click Here for a Data Scientist: Big Data, Predictive Analytics, and Theory Development in the Era of a Maker Movement Supply Chain, 34(4) 249-252.

Predictive analytics is impacting many diverse areas, ranging from baseball and epidemiology to forecasting and customer relationship management. Manufacturers, retailers, software companies, and consultants are creatively discovering new applications of big data using predictive analytics in supply chain management and logistics. In practice, predictive analytics is generally atheoretical; however, we develop a 2×2 model to explain the role of predictive analytics in the theory development process. This 2×2 model shows that in our discipline we have traditionally taken one path to theory development, but that predictive analytics can be a salient component of a comprehensive theory development process. The model points to a number of research questions that need to be addressed by our research community. These questions are not just highly relevant to the academic community but also in urgent need of answers to help practitioners execute the right strategies with greater precision and efficiency. We also discuss how one disruptive trend, the maker movement, changes the nature of who the producers are in the supply chain, making big data even more valuable. As we engage in higher levels of dialogue we will be able to make meaningful progress addressing these vital research topics.

Talluri, S., T.J. Kull, H. Yildiz, and J. Yoon, 2013. Assessing the Efficiency of Risk Mitigation Strategies in Supply Chains, 34(4): 253-269.

Mitigating supply chain risk is a critical component of a company's overall risk management strategy. Drawing upon Contingency Theory, we posit that the appropriateness and effectiveness of risk mitigation strategies are contingent on the internal and external environments and that there is no one-size-fits-all strategy. While literature on risk management has proposed a variety of tools and techniques for effectively evaluating and managing supply chain risks, comprehensive assessment of the efficiencies of alternative risk mitigation strategies has not been addressed in the literature. Such an assessment will help managers select the appropriate mitigation strategy for a given decision-making environment. To this end, this study is first of its kind in evaluating and proposing efficient supply chain risk mitigation strategies in the presence of a variety of risk categories, risk sources, and supply chain configurations. We combine an empirically grounded simulation methodology with data envelopment analysis and nonparametric statistical methods to analyze and rank alternative mitigation strategies. We find that the more efficient strategies focus on flexibility rather than on redundancy for supply chain failures. Our research presents several interesting and useful managerial insights for deciding what strategies are most capable of mitigating risks in a variety of contexts.

Macdonald, J.R., and T.M. Corsi, 2013. Supply Chain Disruption Management: Severe Events, Recovery, and Performance, 34(4): 270-288.

Given their proclivity to occur despite managers' best efforts, disruptions often result in lost sales, lead to large financial losses, and have a negative impact on shareholder wealth and operating performance. Less attention, however, has been paid to improving the process of managing a disruption from its discovery through to complete recovery. This entire process is not, in fact, fully understood. Clearer insights are needed surrounding the following issues: factors influencing the recovery process, how those factors interact to play a role in managerial decision making, and the company's actual ability to recover. While it is possible to determine basic recovery process factors, a more complete picture of disruption management can be built from analysis of data collected through qualitative in-depth interviews. This research delivers insights around the interactions and relationships among factors, providing the foundation for a set of propositions useful for further investigation in the following areas: discovery of the disruption event, causes of the event, and recovery performance. One finding indicates that while internal disruptions are faster to recover from, they more likely lead to negative perceptions about the recovery performance outcome.

JOURNAL OF BUSINESS LOGISTICS

STRATEGIC SUPPLY CHAIN RESEARCH

Abstracts for JBL Volume 34, No. 3 & 4

Melnyk, S.A., W.J. Ritchie, and R.J. Calantone, 2013. The Case of the C-TPAT Border Security Initiative: Assessing the Adoption/Persistence Decisions When Dealing With a Novel, Institutionally Driven Administrative Innovation, 34(4): 289-300.

The current study examines attributes of a diffusion process associated with an institutionally driven administrative innovation (IDAI) that was designed to mitigate international supply chain logistic risk. Using a sample of firms who adopted this type of administrative innovation (AI), we find that managers' adoption and persistence decisions differed from observed behaviors associated with economically driven AIs. For example, with IDAIs, large firms are the characteristic early adopters and the innovation persists in spite of a lack of a clearly compelling economic rationale for its continued support. These findings are drawn from an analysis of respondent data pertaining to Customs-Trade Partnership Against Terrorism—an AI that has been previously identified as being an example of such a development. The results prompt us to rethink on the mechanisms governing AI adoption and persistence decisions and enhance the theoretical richness surrounding research into not only IDAIs but also other related areas such as certified management standards.

Miller, J.W., J.P. Saldanha, C.S. Hunt, and J.E. Mello, 2013. Combining Formal Controls to Improve Firm Performance, 34(4): 301-318.

Formal controls are an essential part of organizational design, and are theorized to positively influence organizational performance. Mello and Hunt ([2009] *Transportation Journal*, 48:20–39) were the first to suggest using formal controls to influence truck drivers' behavior. Extending the salesperson control literature, they documented an underresearched method of formal control that we term technology control, whereby firms use on-board and communications technology to influence drivers. We build on their work by investigating the contingent effects of formal controls that influence the behavior of truck drivers and thereby influence the operational performance of firms in the U.S. motor carrier industry. Our work integrates the monitoring aspect of agency theory with the theory of operant conditioning and the theory of psychological reactance to develop a rationale for hypothesized contingent effects of formal controls on motor carriers' operational performance. We collected primary data pertaining to the controls used to influence truck drivers' behavior from a large sample of U.S. motor carrier firms. The results of our analyses using nonlinear structural equation modeling suggest a complex set of relationships between formal controls and operational performance. Our results shed light on scenarios where using technology to monitor driver behavior can result in positive and/or negative organizational outcomes.

Voss, M.D., and Z. Williams, 2013. Public-Private Partnerships and Supply Chain Security: C-TPAT as an Indicator of Relational Security, 34(4): 320-334.

Following the attacks of September 11th, public and private entities recognized a need to protect the global supply chain from terrorist disruption. In response to this need, the U.S. Government partnered with industry to create the Customs-Trade Partnership Against Terrorism (C-TPAT) program. This research investigates the public-private partnership (PPP) relational aspects of C-TPAT. C-TPAT encourages firms to voluntarily improve their security competence and that of their supply chain partners. We introduce the concept of relational security in the context of PPPs. We define relational security as *all activities that establish, cultivate, and maintain successful security exchanges between parties*. We establish C-TPAT as one indicator of relational security by demonstrating its ability to establish, cultivate, and maintain successful security exchanges between parties. Results indicate certified firms outperform noncertified firms in security performance, firm performance, and resilience.

Swanson, R.D., and R.J. Smith, 2013. A Path to a Public-Private Partnership: Commercial Logistics Concepts Applied to Disaster Response, 34(4): 335-346.

This paper initiates an exploratory investigation with the aim of providing a better understanding of the applicability of several commercial logistics processes to humanitarian logistics. The paper begins with background information, including humanitarian logistics literature and then summarizes current government agencies' and nongovernmental organizations' policies. Stakeholder theory is used to explore the motivations of commercial organizations to participate in humanitarian logistics operations. Next, the adequacy of emergency management policy is evaluated and four commercial logistics frameworks are analyzed for application to immediate disaster response. The analysis includes ratings of the frameworks and open-ended comments from a sample of logistics experts. Findings provide guidance to the implementation of commercial logistics processes to disaster response efforts.

JOURNAL OF BUSINESS LOGISTICS

STRATEGIC SUPPLY CHAIN RESEARCH

Abstracts for JBL Volume 34, No. 1 & 2

Davis, D.F., and W. Friske, 2013. The Role of Public-Private Partnerships in Facilitating Cross-Border Logistics: A Case Study at the U.S./Canadian Border, 34(4): 347-459.

Private enterprise carries out the complex operations of cross-border logistics that are the lifeblood of global supply chains. Yet, the efficiency of these activities depends on government agencies that provide the logistics infrastructure for global trade. Thus, public-private partnerships (PPPs) play an important role in facilitating improvements in cross-border logistics. While private enterprise and the public sector are key stakeholders in the quality of cross-border logistics, research that examines PPPs in logistics management is relatively sparse. To address this gap, the current study aims to develop empirically based theoretical insights into the nature and role of PPPs in the context of cross-border logistics. The study employs a grounded-theory analysis of case study data collected at the U.S./Canadian border. Findings show that private enterprise collaborative capability and public interagency cooperation determine the performance of PPPs which, in turn, influence the quality of cross-border logistics.

McCarter, M.W., and D.F. Kamal, 2013. Recognizing and Resolving Social Dilemmas in Supply Chain Public-Private Partnerships, 34(4): 360-372.

The public-private partnership (PPP) is a popular strategy for creating global sustainable value. However, many PPPs struggle to realize their value-added potential. *Why do some public-private partnerships succeed while others fail, and how may those struggling succeed?* Combining supply-chain integration and social dilemma perspectives into the conversation of PPPs, we examine the dynamics and psychology of cooperation necessary for PPP success. Addressing the first part of our research question, we recognize three social dilemmas that can manifest while managing PPP supply chains: a give-some dilemma, a take-some dilemma, and a give-or-take-some dilemma. To address the second part of our research question, we present a taxonomy of strategies resolving these PPP social dilemmas through the enhancement of trust, self-efficacy, and social responsibility. We discuss implications for PPPs, supply-chain, and social dilemma literatures.