

**Title: Supply Chain Security Best Practices – Suppliers and Manufacturers**

**Principal Investigator:** David Closs, Michigan State University

**Center of Excellence:** Food Protection and Defense Institute (FPDI) (Emeritus)

**COE Lead/Co-Lead Institution:** University of Minnesota

**Project Start Date:** 09/2004

**Project Completion Date:** 08/2007

**Project Status:** Complete

**Research Theme:** System Strategies

**Participating State(s):** Michigan, Minnesota

**Amount Awarded to Date:** \$1,044,757

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**Abstract:** Based on a sample of over 200 food manufacturers, a survey was used to determine supply chain defense practices, supply chain defense performance, and moderating factors. Using the supply chain competency framework (Closs et al., 2006, Bowersox et al, 2000), reported competencies and performance characteristics were evaluated by quality, security, and supply chain professionals using Likert-scaled questions. Generally, respondents perceive that firms have substantially improved their ability to detect and recover from supply chain incidents. A number of significant differences were found between firm and respondent demographics as they relate to 1) firm security practices and 2) the perceived results of these actions. Auditing, background checks, and establishing emergency training communications, and procedures, and security expenditures differentiated larger firms from smaller firms. Results indicate that firms are primarily focusing their efforts on Process Management, Management Technology, Communications Management, Infrastructure Management, Metrics/Measurement, and Process Strategy competencies.

**End User Engagement:**

- Academic Community
- DHS U.S. Customs and Border Protection
- Food and Agriculture Industries
- Food and Drug Administration
- U.S. Department of Commerce

**Executive Summary:**

Peer-reviewed journal articles produced from this project

**Citation**

Closs, David, Cheri Speier, Judith Whipple, and M. Douglas Voss. “A Framework for Protecting Your Supply Chain; Recent Terrorist Threats and Security Incidents Have Heightened Awareness Regarding Supply Chain Security. But Many Managers Still Underestimate Supply Chain Vulnerability and Struggle with Where to Focus Their Security Efforts. Here Is a Framework for Doing Just That.” Supply Chain Management Review, March 1, 2008, sec. FEATURES.

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