

The Resilient Enterprise

Overcoming Vulnerability for Competitive Advantage

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What Can Go Wrong?

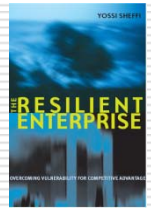
- ❑ March 2000; Philips fire
- ❑ December 2001; UPF Thompson bankruptcy
- ❑ February 1997; Aisin fire
- ❑ September 1999; Taiwan earthquake
- ❑ August 2001; dialysis deaths
- ❑ February 2001; FMD
- ❑ 9/11; Terrorism



Dichotomy of Disruptions

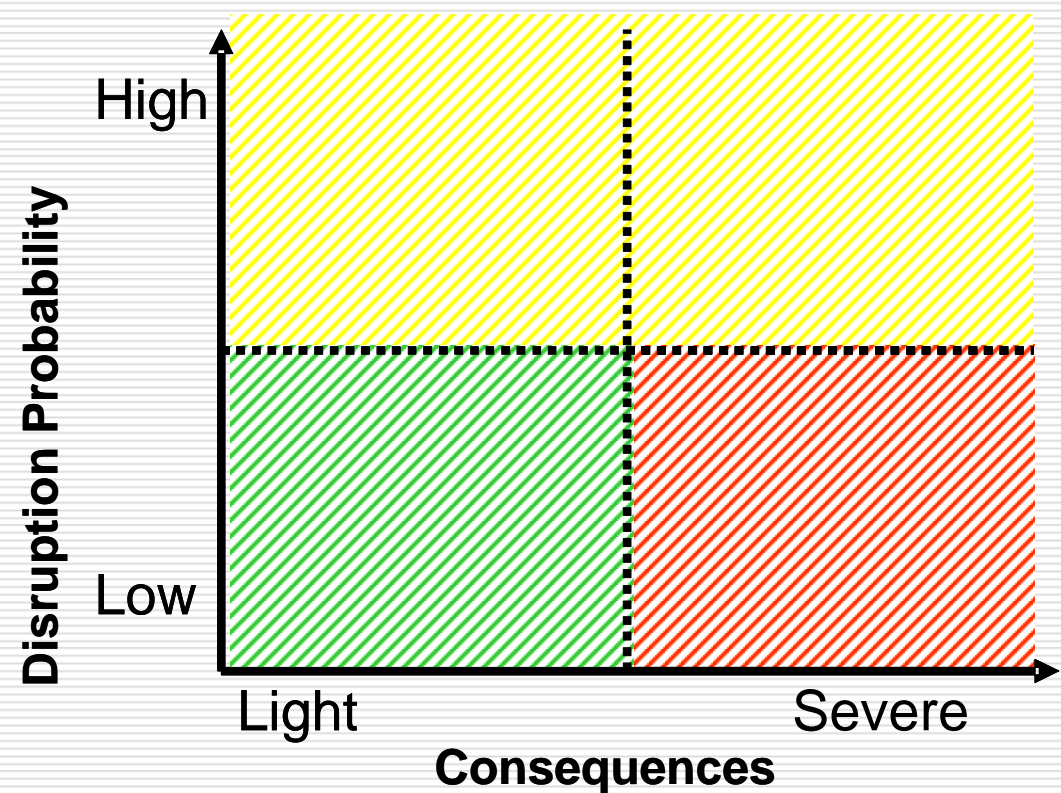
- Random phenomena
 - Power law distributions
 - Global events
- Accidents
 - Near misses
- Negligence
 - Non-compliance (regul
 - Disconnect (CSR, expe
- Intentional disruptions
 - Industrial actions
 - Industrial espionage/IT
 - Sabotage
 - Terrorism





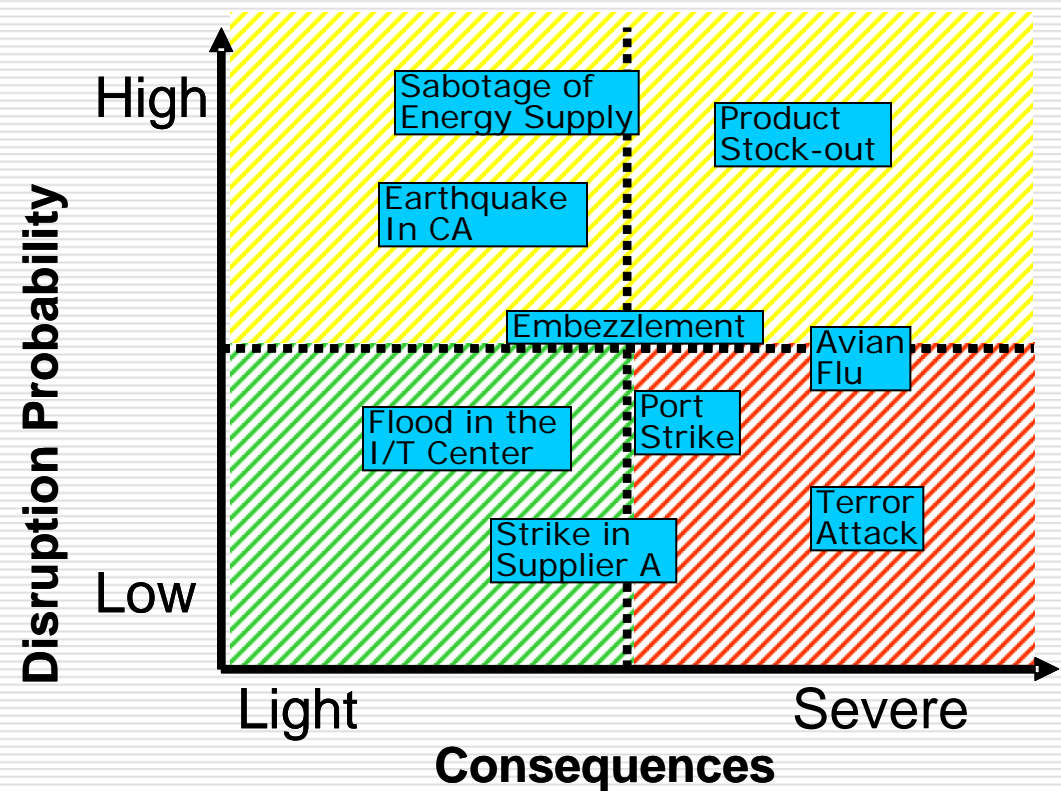
Classification:

- Categorize outcome
 - How likely?
 - How bad?



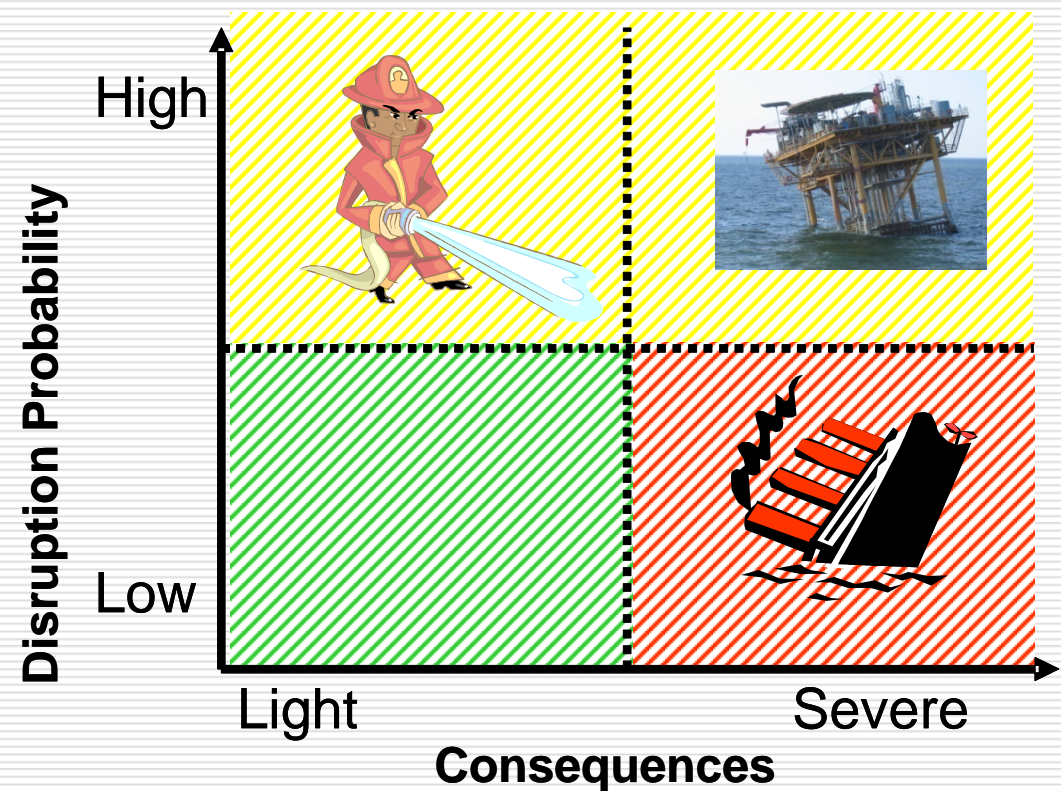
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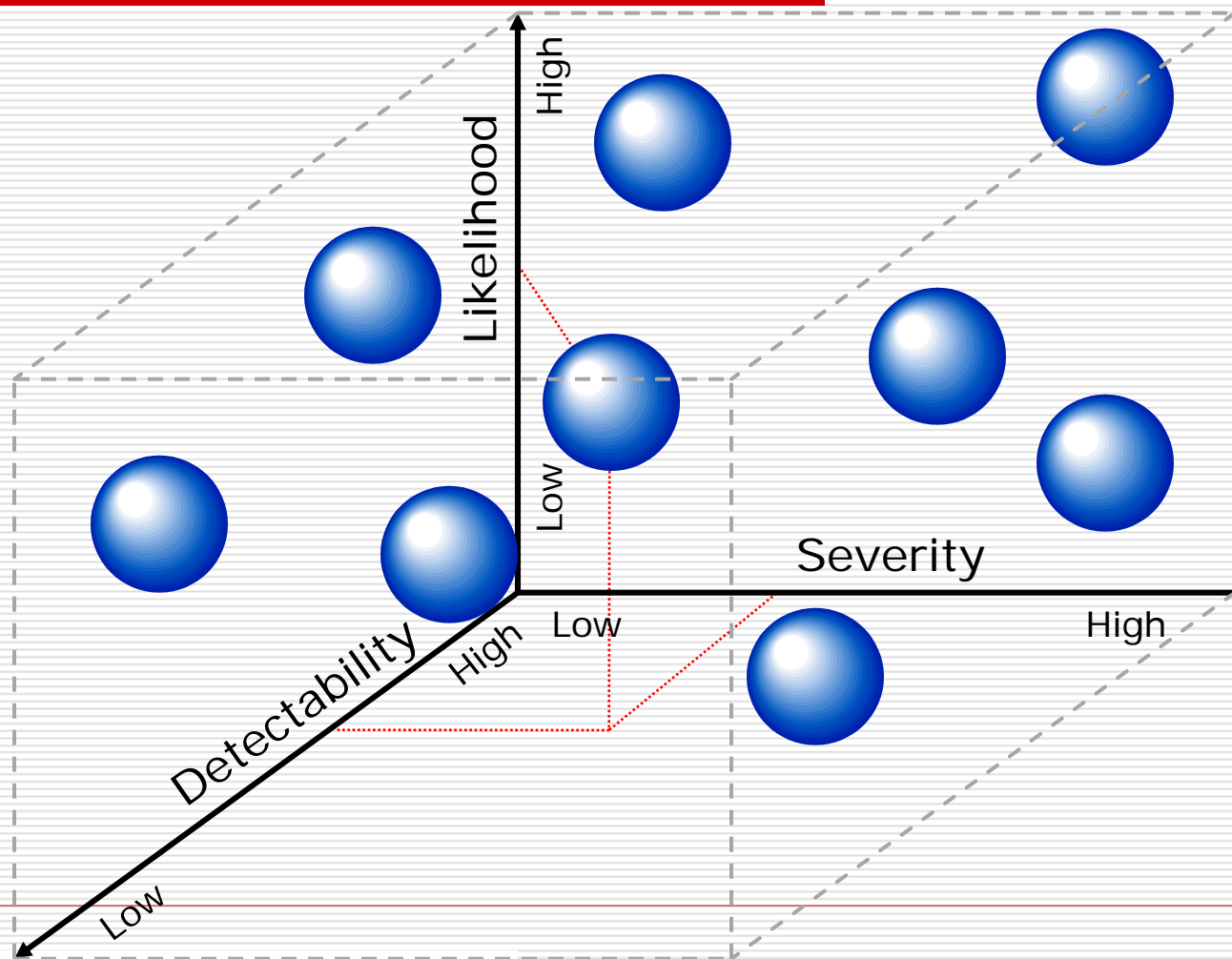


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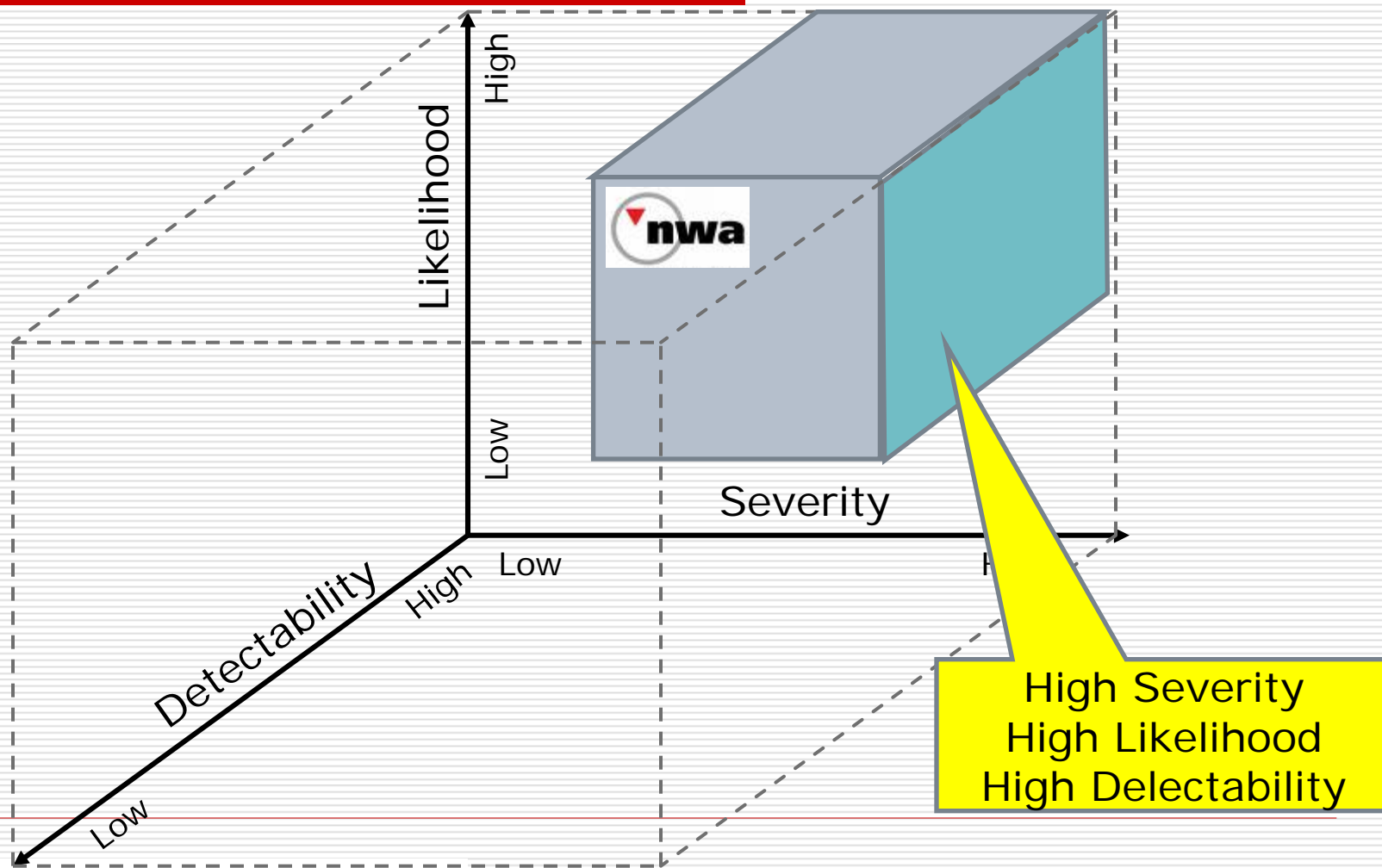
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 - How likely?
 - How bad?

- Characteristics:
 - Public fear
 - Government “over-reaction”
 - Unexpected connections and consequences
 - Not very unlikely

Classification:



Classification:



Classification:

