

Macro environment risks

Have potential effects across the entire supply chain

Extended value chain risks

Originate in upstream and downstream supply chain partners

Operational risks

Relate to internal process risks

Develop Plan Source Make Deliver/
Return

Supply

Demand

Tier N

Tier 1



3rd party
services



Distributors

End users

Economic

Environmental/
Social responsibility

Geopolitical

Hazards

Infrastructure/
Resources

Regulatory

Security

Functional risks

Exist among enabling functions that support supply chain processes

Finance

Human resources

Information
technology

Legal