

Part IV

Operations and Cost Management

The papers in this section address the topics of operations and cost management in VUCA environments, using different types of organizations and industries to give some ideas on functional strategies and concepts in this area.

In a first chapter, Lam/Khare critically reflect the outsourcing wave of the last decade. Seeing a high vulnerability of global supply chain networks, they discuss the idea of insourcing and backshoring from a business performance and risk reduction perspective. In a second paper, Reid/Ismail/Sharifi discuss in the context of small and medium sized enterprises (SME) the idea of operational agility and supply chain integration. The authors describe how SMEs deal with risk and unexpected changes and provide a framework for the design of supply chains in SMEs. The third chapter in this section also deals with SMEs, especially the German “Mittelstand”. Kusterer discuss ideas for a decision-oriented controlling in this area helping organizations to keep transparency about their business as well as their environment. A final paper in this section focus on the importance of corporate social responsibility based on the example of Canadian airline operations, from reducing aircraft emissions to the cultural aspects of the topic.