

# Managing Disruptive Events in the Order Fulfilment Process: A Case Study

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## Abstract

*Managing disruptions has become increasingly important due to COVID-19 pandemic, trade wars, and other crises that have affected supply chains worldwide. However, prior research has mainly focused on major crises and large disruptions instead of frequently occurring operational disruptions that lead to smaller disruptive events.*

*This study focuses on managing disruptive events in the order fulfilment process in a global supply chain. To gain deep knowledge on the studied phenomena, a qualitative approach and a case study strategy are adopted. Both literature and empirical analyses are utilised. The empirical data includes semi-structured expert interviews in the case company, as well as internal documentation and information system data.*

*The results show that the case company has adopted an integrated approach for managing disruptive events as part of the order fulfilment process. However, there are several problems, such as the lack of visibility in order execution, insufficient communication practices and tools, as well as lack of clear responsibilities and systematic control procedures.*

*Based on the findings, it is recommended to create new ways for improved preventive and corrective actions for managing the disruptive events. These include improving the visibility and communication of order execution plans and creating rules how corrective actions should be implemented when disruptive events occur. For preventive actions, it is recommended to measure the supply chain performance more accurately and implement systematic process development practices. The study provides both practitioners and researchers with new knowledge on how disruptive events in a global supply chain can be prevented and managed.*

**Keywords:** disruption, disruptive event, supply chain, order fulfilment process