Specialization, Complexity & Resilience in Supply Chains

Alessandro Ferrari

University of Zurich & CEPR

Lorenzo Pesaresi

University of Zurich

Introduction

• Production is organized around complex supply chains = many firms producing complementary inputs are involved

- Production is organized around complex supply chains = many firms producing complementary inputs are involved
- Complex supply chains grant productivity gains from specialization ... but are subject to costly disruptions [Carvalho et al. (2021)]

- Production is organized around complex supply chains = many firms producing complementary inputs are involved
- Complex supply chains grant productivity gains from specialization ... but are subject to costly disruptions [Carvalho et al. (2021)]
- Policy-makers concerned about **supply chain resilience** = ability of supply chains to recover quickly from disruptions [2022 Economic Report of the President]

- Production is organized around complex supply chains = many firms producing complementary inputs are involved
- Complex supply chains grant productivity gains from specialization ... but are subject to costly disruptions [Carvalho et al. (2021)]
- Policy-makers concerned about **supply chain resilience** = ability of supply chains to recover quickly from disruptions [2022 Economic Report of the President]
- Resilience is related to product design ⇒ more standardized inputs boost resilience as easier to replace [Miroudot (2020)]

- Production is organized around complex supply chains = many firms producing complementary inputs are involved
- Complex supply chains grant productivity gains from specialization ... but are subject to costly disruptions [Carvalho et al. (2021)]
- Policy-makers concerned about **supply chain resilience** = ability of supply chains to recover quickly from disruptions [2022 Economic Report of the President]
- Resilience is related to product design ⇒ more standardized inputs boost resilience as easier to replace [Miroudot (2020)]

Research Question

How do specialization choices and network complexity shape resilience in supply chains? Should governments promote resilience? If so, how?

Ferrari & Pesaresi

Specialization, Complexity & Resilience in Supply Chains

- 1. Static model of sourcing with endogenous product specialization
 - Input design problem: specialization $\uparrow \implies$ price \uparrow but share of compatible buyers \downarrow
 - Complex network: Multiple key inputs needed for final production

- 1. Static model of sourcing with endogenous product specialization
 - Input design problem: specialization $\uparrow \implies$ price \uparrow but share of compatible buyers \downarrow
 - Complex network: Multiple key inputs needed for final production
- 2. Dynamic model of supply chain formation
 - Introduce long-term relationships and (stochastic) disruptions of final producers
 - Welfare-relevant notion of resilience = avg time it takes for a final producer to restore production following a disruption
 - Decompose resilience into search efficiency, avg specialization, and complexity

- 3. Normative analysis
 - **Novel network externality in specialization**: intermediate producers do not internalize the cascading effect of halting final production on complementary input producers
 - If network is complex enough, equilibrium displays over- specialization
 ⇒ resilience is inefficiently low
- 4. Normative implications
 - Targeted transaction subsidy decentralizes efficient allocation
 - Planner would like intermediate producers to have more *skin in the* (final production)
 game ⇒ align private and social cost of specialization

• Fragility in production networks

Levine (2012), Elliott et al. (2022), Acemoglu and Tahbaz-Salehi (2023), Carvalho et al. (2023), Grossman et al. (2023a)

 \Rightarrow Separately identify fragility of production ("robustness") from ability to recover quickly from shocks ("resilience").

• Product design

Bar-Isaac et al. (2012, 2023), Menzio (2023), Albrecht et al. (2023)

 \Rightarrow Study product design choices with complementary inputs.

• Optimal number of varieties

Spence (1976), Dixit and Stiglitz (1977), Zhelobodko et al. (2012), Parenti et al. (2017), Dhingra and Morrow (2019), Grossman et al. (2023b)

 \Rightarrow Endogenous specialization and price posting make appropriability and business-stealing effects perfectly offset each other.

Static Model

Key Concepts

• Specialization

- Characteristic of intermediate products
- Determines the degree of compatibility with final good production functions
- \neq general quality
- Complexity
 - Characteristic of final good production function
 - Equal the number of key inputs needed to produce
- Resilience
 - Equilibrium sourcing capacity of final producers
 - Equal the **probability that a final producer sources all key inputs**

- Rep household, measure 1 of final producers, measure *m* of intermediate producers
- Ex ante identical final producers, heterogeneous intermediate producers
- Perfectly competitive market for consumption good, **frictional markets for intermediate goods**
- Consumption good (of unit quality) is the numeraire

Rep Household

• Rep household's problem:

$$\max_{C_i,\ell} \mathcal{U} = C + \psi \log (1 - \ell)$$

s.t $C = w\ell + \overline{\Pi}$
 $C = \int_0^1 \mathcal{Q}_i C_i \, di$

- Q_i and C_i are quality and quantity of the consumption good produced by final producer *i*
- $\bar{\Pi}$ are profits rebated to the rep household

Final producers

• Each final producer needs to source *N* key inputs to produce *Y*_i = 1 unit of output (consumption good):

$$Y_i = \mathbb{1}\{\min\{y_1,\ldots,y_N\} > 0\}$$

• Output quality Q_i depends on the value of inputs sourced A_i :

$$\mathcal{Q}_i = \sum_{j=1}^N A_j$$

• Each final producer makes profits:

$$\pi_i = \left(\mathcal{Q}_i Y_i - \sum_{j=1}^N p_j\right) \mathbb{1}\{Y_i = 1\}$$

Specialization, Complexity & Resilience in Supply Chains

Sourcing frictions in the real world ...

"At most organizations [...], hunting for new suppliers is a daunting, manual process. On average, it takes about three months to complete a single supplier search, with a sourcing professional logging more than 40 hours of work—and yet able to consider only a few dozen suppliers from a total population of thousands."

McKinsey, Operations Practice, 2021

Sourcing frictions in the real world ...

"At most organizations [...], hunting for new suppliers is a daunting, manual process. On average, it takes about three months to complete a single supplier search, with a sourcing professional logging more than 40 hours of work—and yet able to consider only a few dozen suppliers from a total population of thousands."

McKinsey, Operations Practice, 2021

"*Finding suitable suppliers and raw materials that fulfill all relevant buying criteria remains one of the most time-consuming activities in procurement. According to studies, buyers spend the majority of their time on search or sample request activities.*"

ChemSquare, Why it's so hard to find the right supplier, 2018

Sourcing frictions in the real world ...

"At most organizations [...], hunting for new suppliers is a daunting, manual process. On average, it takes about three months to complete a single supplier search, with a sourcing professional logging more than 40 hours of work—and yet able to consider only a few dozen suppliers from a total population of thousands."

McKinsey, Operations Practice, 2021

"<u>Finding suitable suppliers</u> and raw materials that fulfill all relevant buying criteria remains one of the <u>most time-consuming activities in procurement</u>. According to studies, buyers spend the majority of their time on search or sample request activities."

ChemSquare, Why it's so hard to find the right supplier, 2018

\implies Intermediate market with search and compatibility frictions

... and in the model

• Search and compatibility frictions: each final producer meets a finite number *n^c* of *compatible* intermediate producers

 $n^c \sim \text{Poisson}(\lambda \bar{\phi})$

- $\lambda = \text{exogenous}$ expected number of sellers met \implies (search frictions)⁻¹ - $\bar{\phi} = \text{endogenous}$ average compatibility probability \implies (compatibility frictions)⁻¹

... and in the model

• Search and compatibility frictions: each final producer meets a finite number *n^c* of *compatible* intermediate producers

 $n^c \sim \text{Poisson}(\lambda \bar{\phi})$

 $-\lambda = \text{exogenous expected number of sellers met} \implies (\text{search frictions})^{-1}$ $-\bar{\phi} = \text{endogenous average compatibility probability} \implies (\text{compatibility frictions})^{-1}$

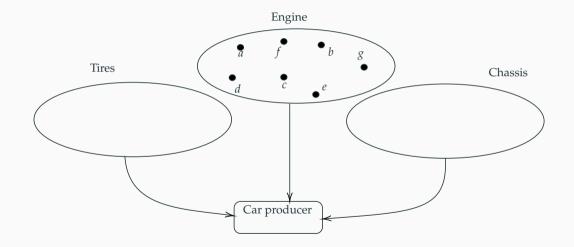
• **Finding probability** = probability that a final producer finds a compatible input:

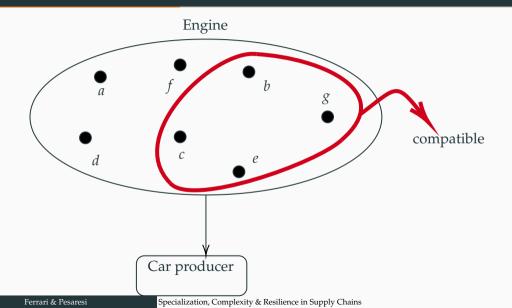
$$f = 1 - \exp\{-\lambda \bar{\phi}\}$$

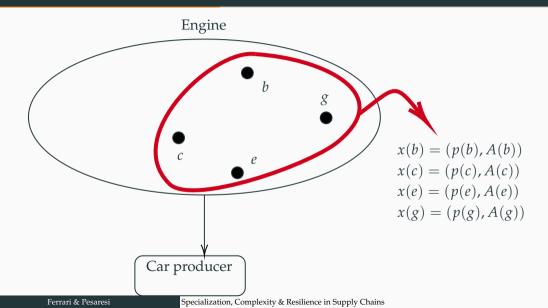
• Final producer trades w/ best compatible seller (= offering highest surplus), if any

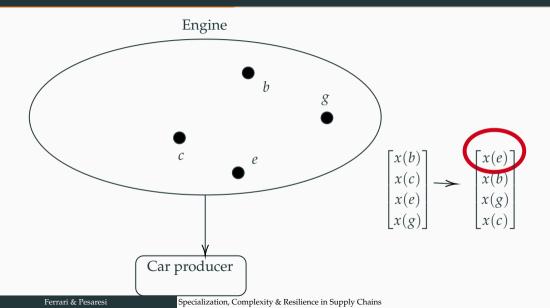


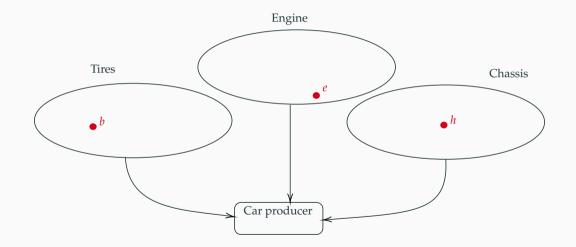
Ferrari & Pesaresi





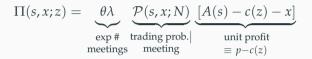




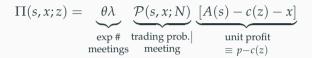


- Intermediate producers differ in marginal cost c(z), $z \sim \Gamma(z)$
- They choose specialization *s* and offered surplus *x* (\iff post price *p*)
- Higher specialization increases final good quality $A'(s) > 0 \dots$
- ... but reduces the share of compatible final producers $\phi'(s) < 0$

- Intermediate producers differ in marginal cost c(z), $z \sim \Gamma(z)$
- They choose specialization *s* and offered surplus *x* (\iff post price *p*)
- Higher specialization increases final good quality $A'(s) > 0 \dots$
- ... but reduces the share of compatible final producers $\phi'(s) < 0$
- Key trade-off: $s \uparrow \implies Pr(match) \downarrow \mathbb{E}[Profits|match] \uparrow$



• Expected operating profits:



• Note that A(s) - c(z) is the **total surplus** from firm *z* choosing *s*.

• Expected operating profits:

$$\Pi(s, x; z) = \underbrace{\theta \lambda}_{\substack{\text{exp } \# \\ \text{meetings}}} \underbrace{\mathcal{P}(s, x; N)}_{\substack{\text{trading prob.} |}} \underbrace{[A(s) - c(z) - x]}_{\substack{\text{unit profit} \\ \equiv p - c(z)}}$$

- Note that A(s) c(z) is the **total surplus** from firm *z* choosing *s*.
- Conditional trading probability:

 $\mathcal{P}(s, x; N) \equiv$



$$\Pi(s, x; z) = \underbrace{\theta \lambda}_{\substack{\text{exp } \# \\ \text{meetings}}} \underbrace{\mathcal{P}(s, x; N)}_{\substack{\text{trading prob.} |}} \underbrace{[A(s) - c(z) - x]}_{\substack{\text{unit profit} \\ \equiv p - c(z)}}$$

- Note that A(s) c(z) is the **total surplus** from firm *z* choosing *s*.
- Conditional trading probability:

$$\mathcal{P}(s, x; N) \equiv \underbrace{\phi(s)}_{\text{prob. compatible}}$$



$$\Pi(s, x; z) = \underbrace{\theta \lambda}_{\substack{\exp \# \\ \text{meetings}}} \underbrace{\mathcal{P}(s, x; N)}_{\substack{\text{trading prob.} |}} \underbrace{[A(s) - c(z) - x]}_{\substack{\text{unit profit} \\ \equiv p - c(z)}}$$

- Note that A(s) c(z) is the **total surplus** from firm *z* choosing *s*.
- Conditional trading probability:

$$\mathcal{P}(s, x; N) \equiv \underbrace{\phi(s)}_{\text{prob. compatible prob. best among compatible contacted}} \underbrace{\exp\left\{-\lambda\bar{\phi}\left[1-G(x)\right]\right\}}_{\text{contacted}}$$



$$\Pi(s, x; z) = \underbrace{\theta \lambda}_{\substack{\exp \# \\ \text{meetings}}} \underbrace{\mathcal{P}(s, x; N)}_{\substack{\text{trading prob.} |}} \underbrace{[A(s) - c(z) - x]}_{\substack{\text{unit profit} \\ \equiv p - c(z)}}$$

- Note that A(s) c(z) is the **total surplus** from firm *z* choosing *s*.
- Conditional trading probability:

$$\mathcal{P}(s, x; N) \equiv \underbrace{\phi(s)}_{\text{prob. compatible prob. best among compatible contacted}} \underbrace{\exp\left\{-\lambda\bar{\phi}\left[1-G(x)\right]\right\}}_{\text{prob. other key inputs sourced}} \underbrace{f^{N-1}_{\text{prob. other key inputs sourced}}}_{inputs sourced}$$



Intermediate producer's problem – Offered Surplus

• Profit maximization problem:

$$V(s, x; z) = \max_{s, x} \Pi(s, x; z) - \underbrace{wq(s)}_{\substack{\text{specialization}\\\text{cost}}}$$

Intermediate producer's problem – Offered Surplus

• Profit maximization problem:

$$V(s, x; z) = \max_{s, x} \Pi(s, x; z) - \underbrace{wq(s)}_{\substack{\text{specialization}\\\text{cost}}}$$

Lemma (Optimal Offered Surplus)

Optimal offered surplus equals the expected outside option of a final producer trading with the intermediate producer:

$$x^{\star}(z) = \mathbb{E}_{\tilde{z}, \tilde{z} < z}[A(s(\tilde{z})) - c(\tilde{z})]$$

• **First-price auction w/ unknown # bidders** $\implies x^*(z)$ makes buyer indifferent b/w z and the second-best compatible seller in expectation **Derivation** Intuition

Ferrari & Pesaresi

• Optimal specialization (implicit):

$$\theta \lambda \mathcal{P}(z;N) \left[A'(s(z)) + \frac{\phi'(s(z))}{\phi(s(z))} \left(A(s(z)) - c(z) - x(z) \right) \right] - wq'(s(z)) = 0$$

• Optimal specialization (implicit):

$$\theta\lambda\mathcal{P}(z;N)\left[A'(s(z)) + \frac{\phi'(s(z))}{\phi(s(z))}\left(A(s(z)) - c(z) - x(z)\right)\right] - wq'(s(z)) = 0$$

1. $\theta \lambda \mathcal{P}(z; N) A'(s(z)) > 0$: marginal increase in profits conditional on trading

• Optimal specialization (implicit):

$$\theta\lambda\mathcal{P}(z;N)\left[A'(s(z)) + \frac{\phi'(s(z))}{\phi(s(z))}\left(A(s(z)) - c(z) - x(z)\right)\right] - wq'(s(z)) = 0$$

2. $\theta \lambda \mathcal{P}(z; N) \frac{\phi'(s(z))}{\phi(s(z))} (A(s(z)) - c(z) - x(z)) < 0$: marginal reduction in trading probability

• Optimal specialization (implicit):

$$\theta\lambda\mathcal{P}(z;N)\left[A'(s(z))+\frac{\phi'(s(z))}{\phi(s(z))}\left(A(s(z))-c(z)-x(z)\right)\right]-wq'(s(z))=0$$

3. -wq'(s(z)) < 0: marginal increase in specialization cost

• Optimal specialization (implicit):

$$\theta \lambda \mathcal{P}(z;N) \left[A'(s(z)) + \frac{\phi'(s(z))}{\phi(s(z))} \left(A(s(z)) - c(z) - x(z) \right) \right] - wq'(s(z)) = 0$$

Lemma (Optimal Specialization)

If $\lambda \bar{\phi} < 1$, optimal specialization is increasing in search efficiency λ , and decreasing in complexity N.

General equilibrium

• Labor market clearing:

$$1 - \frac{\psi}{w} = Nm\bar{q}$$

where $\bar{q} = \int q(s(z)) d\Gamma(z)$

• Final good market clearing:

where
$$Y = \underbrace{f^{N}}_{\text{prob. active expected surplus | active}} \underbrace{N\mathbb{E}[A-c]/f}_{\text{active}}$$

$$f^N = [1 - \exp\{-\lambda \bar{\phi}\}]^N$$

- 1. Search efficiency $\lambda \uparrow (ICT, AI, ...)$ increases resilience
- 2. Avg product specialization $\bar{s} \uparrow \bar{\phi} \downarrow$ reduces resilience
- 3. **Production complexity** $N \uparrow$ reduces resilience

• Social planner problem

$$\begin{split} \max_{s_i(z)} & \mathcal{W} = C + \psi \log(1 - \ell) \\ \text{s.t.} & \ell = Nm\bar{q} \\ & C = f^N \sum_{i=1}^N \mathbb{E}[A(s_i(z)) - c(z)]/f \\ & \bar{q} = \sum_{i=1}^N \int q(s_i(z)) d\Gamma(z) \end{split}$$

• Social planner problem

$$\begin{split} \max_{s_i(z)} & \mathcal{W} = C + \psi \log(1 - \ell) \\ \text{s.t. } & \ell = Nm\bar{q} \\ & C = f^N \sum_{i=1}^N \mathbb{E}[A(s_i(z)) - c(z)]/f \\ & \bar{q} = \sum_{i=1}^N \int q(s_i(z)) d\Gamma(z) \end{split}$$

Proposition (Efficiency of Static Equilibrium)

m

The equilibrium is constrained efficient if and only if production is not complex, *i.e.* N = 1. If the production process is complex, *i.e.* N > 1, the equilibrium features over-specialization.

Ferrari & Pesaresi



• Efficient specialization S(z) :

$$\left. rac{\partial \mathcal{W}}{\partial s(z)}
ight|_{s(z) = \mathcal{S}(z)} = 0$$
 Effects

• Efficient specialization S(z) :

$$\left. rac{\partial \mathcal{W}}{\partial s(z)} \right|_{s(z) = \mathcal{S}(z)} = 0$$
 (Effects)

• Equilibrium specialization $s^{\star}(z)$:

$$\left. \frac{\partial \mathcal{W}}{\partial s(z)} \right|_{s(z) = s^{\star}(z)} \propto$$

• Efficient specialization S(z) :

$$\left. rac{\partial \mathcal{W}}{\partial s(z)}
ight|_{s(z) = \mathcal{S}(z)} = 0$$
 (Effects

• Equilibrium specialization $s^{\star}(z)$:

$$\frac{\partial \mathcal{W}}{\partial s(z)}\Big|_{s(z)=s^{\star}(z)} \propto \underbrace{\mathbb{E}_{\max\{\tilde{z}\}|\max\{\tilde{z}\} < z}\left[A(s^{\star}(\tilde{z})) - c(\tilde{z})\right]}_{\text{business-stealing externality}}$$

• Efficient specialization S(z) :

$$\left. rac{\partial \mathcal{W}}{\partial s(z)}
ight|_{s(z) = \mathcal{S}(z)} = 0$$
 (Effects

• Equilibrium specialization $s^{\star}(z)$:

$$\frac{\partial \mathcal{W}}{\partial s(z)}\Big|_{s(z)=s^{\star}(z)} \propto \underbrace{\mathbb{E}_{\max\{\tilde{z}\}|\max\{\tilde{z}\}< z}\left[A(s^{\star}(\tilde{z}))-c(\tilde{z})\right]}_{\text{business-stealing externality}} \underbrace{-x^{\star}(z)}_{\text{appropriability}}$$

• Efficient specialization S(z) :

$$\left. rac{\partial \mathcal{W}}{\partial s(z)}
ight|_{s(z) = \mathcal{S}(z)} = 0$$
 (Effects

• Equilibrium specialization $s^{\star}(z)$:

$$\frac{\partial \mathcal{W}}{\partial s(z)}\Big|_{s(z)=s^{\star}(z)} \propto \underbrace{\mathbb{E}_{\max\{\tilde{z}\}\mid\max\{\tilde{z}\}< z}\left[A(s^{\star}(\tilde{z}))-c(\tilde{z})\right]}_{\text{business-stealing externality}} \underbrace{-x^{\star}(z)}_{\text{appropriability}} \\ \underbrace{-(N-1)\exp\{-\lambda\hat{\phi}(z,z)\}\mathbb{E}[A-c]/f}_{\text{network externality}}$$

• Efficient specialization S(z) :

$$\left. rac{\partial \mathcal{W}}{\partial s(z)}
ight|_{s(z) = \mathcal{S}(z)} = 0$$
 (Effects

• Equilibrium specialization $s^{\star}(z)$:

$$\frac{\partial \mathcal{W}}{\partial s(z)}\Big|_{s(z)=s^{\star}(z)} \propto \underbrace{\mathbb{E}_{\max\{\tilde{z}\}|\max\{\tilde{z}\}< z}\left[A(s^{\star}(\tilde{z})) - c(\tilde{z})\right]}_{\text{business-stealing externality}} \underbrace{-x^{\star}(z)}_{\text{appropriability}} = 0 \quad \text{Intuition}$$

$$-\underbrace{(N-1)\exp\{-\lambda\hat{\phi}(z,z)\}\mathbb{E}[A-c]/f}_{\text{network externality}}$$

• Efficient specialization S(z) :

$$\left. rac{\partial \mathcal{W}}{\partial s(z)}
ight|_{s(z) = \mathcal{S}(z)} = 0$$
 (Effects

• Equilibrium specialization $s^{\star}(z)$:

$$\frac{\partial \mathcal{W}}{\partial s(z)}\Big|_{s(z)=s^{\star}(z)} \propto \underbrace{\mathbb{E}_{\max\{\tilde{z}\}|\max\{\tilde{z}\}< z}\left[A(s^{\star}(\tilde{z}))-c(\tilde{z})\right]}_{\text{business-stealing externality}} \underbrace{-x^{\star}(z)}_{\text{appropriability}} = 0 \quad \text{Intuition}$$

$$\underbrace{-(N-1)\exp\{-\lambda\hat{\phi}(z,z)\}\mathbb{E}[A-c]/f}_{\text{network externality}} < 0$$

• Efficient specialization S(z) :

$$\left. rac{\partial \mathcal{W}}{\partial s(z)}
ight|_{s(z) = \mathcal{S}(z)} = 0$$
 (Effects

• Equilibrium specialization $s^{\star}(z)$:

$$\frac{\partial W}{\partial s(z)}\Big|_{s(z)=s^{\star}(z)} \propto \underbrace{\mathbb{E}_{\max\{\tilde{z}\}|\max\{\tilde{z}\}< z}\left[A(s^{\star}(\tilde{z})) - c(\tilde{z})\right]}_{\text{business-stealing externality}} \underbrace{-x^{\star}(z)}_{\text{appropriability}} = 0 \quad \text{Intuition}$$

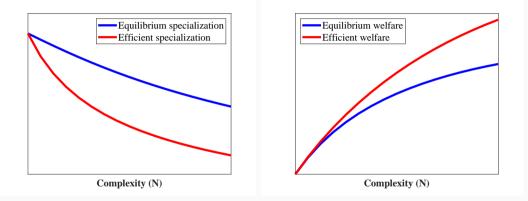
$$-\underbrace{(N-1)\exp\{-\lambda\hat{\phi}(\underline{z},z)\}\mathbb{E}[A-c]/f}_{\text{network externality}} < 0$$

\implies equilibrium over-specialization

Network Externality

- 1. Compatibility frictions $\iff f < 1$
- 2. Endogenous specialization $\iff f'(s) < 0$
- 3. Complex production $\iff N > 1$
 - \implies Network externality in specialization
- Intermediate producers do not internalize the **cascading effect of halting final production on complementary input producers**
 - Example: higher specialization of engine makers hurts tire makers because cars are less likely to be produced





• Network externality exacerbates as production becomes more complex

Specialization, Complexity & Resilience in Supply Chains

Remark (CES)

The model has the same "externalities canceling" effect of CES+monopolistic competition without the parametric restriction on σ .

Remark (CES)

The model has the same "externalities canceling" effect of CES+monopolistic competition without the parametric restriction on σ .

Remark (Bargaining)

The equilibrium allocation of our baseline model is the same as that of a general bargaining model where intermediate producers hold all bargaining power. The general bargaining model is also not efficient (network ext. + hold-up problem).

Remark (CES)

The model has the same "externalities canceling" effect of CES+monopolistic competition without the parametric restriction on σ .

Remark (Bargaining)

The equilibrium allocation of our baseline model is the same as that of a general bargaining model where intermediate producers hold all bargaining power. The general bargaining model is also not efficient (network ext. + hold-up problem).

Remark (Non-Contingent Contracts)

Economies with non-contingent contracts feature more equilibrium over-specialization than economies with contingent contracts.

Dynamic Model

- So far: Complex network \implies over-specialization
- **Now**: Over-specialization \implies under-resilience
- How: Extend static model to a dynamic setting with long-term relationships
 - Final producers face a disruption each period with probability δ
 - Resilience \equiv avg time it takes for a final producer to restore production following a disruption
 - Robustness = $1/\delta$

• Profit maximization problem:

$$\max_{x,\{s_t\}_{t=1}^{\infty}} \sum_{t=1}^{\infty} \beta^{t-1} \left[\mathcal{D}_t(s_{1,t}, x) \left(a(s_t) - x - c(z) \right) - w_t q(s_t) \right]$$

s.t. $\mathcal{D}_t(s_{1,t}, x) = (1 - \delta) \mathcal{D}_{t-1}(s_{1,t-1}, x) + \theta_t \lambda \mathcal{P}(s_t, x; N)$
 $\mathcal{D}_0 = 0$

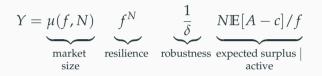
Remark (Customization)

The level of specialization within a match increases over time.

Remark (Customization)

The level of specialization within a match increases over time.

- Intuition: as intermediate producers "age" they build a customer base ⇒ they are less subject to search frictions
 - \Rightarrow they optimally increase specialization.



- Separately identify output effects of resilience (recovery from disruptions) and robustness (avoiding disruptions)
- Market size \equiv stationary share of searching final producers

• Marginal welfare effect of equilibrium specialization:

$$\frac{\partial \mathcal{W}}{\partial s(z)}\Big|_{\mathcal{S}(z)=s^{\star}(z)} \propto \underbrace{\mathbb{E}_{\tilde{z},\tilde{z}

$$= 0$$

$$\underbrace{-(N-1)\exp\{-\lambda\hat{\phi}(\underline{z},z)\}\mathbb{E}[A-c]/f}_{\text{network externality}} < 0$$

$$\underbrace{+\frac{\beta(1-\delta)}{1+\beta(1-\delta)}f^{N}Ne^{-\lambda\hat{\phi}(\underline{z},z)}\hat{\mathbb{E}}[a(s^{\star}(\tilde{z})) - c(\tilde{z})]}_{\text{search externality}} > 0$$$$

 If network is complex enough, equilibrium over- specialization ⇒ resilience is inefficiently low

Proposition (Efficiency and Complexity)

If search efficiency is low enough, the equilibrium allocation features more over-specialization and under-resilience as complexity increases.

Proposition (Efficiency and Complexity)

If search efficiency is low enough, the equilibrium allocation features more over-specialization and under-resilience as complexity increases.

Proposition (Efficiency and Robustness)

As the frequency of disruption increases, the equilibrium allocation features more over-specialization and under-resilience.

Proposition (Efficiency and Complexity)

If search efficiency is low enough, the equilibrium allocation features more over-specialization and under-resilience as complexity increases.

Proposition (Efficiency and Robustness)

As the frequency of disruption increases, the equilibrium allocation features more over-specialization and under-resilience.

Proposition (Efficiency and Search Frictions)

If the elasticity of the average compatibility probability to search efficiency exceeds one, the equilibrium allocation features more over-specialization and under-resilience as search frictions decline.

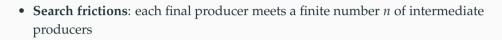
Conclusions

Conclusions

- New model of supply chain formation with endogenous compatibility frictions
 - Heterogeneous intermediate producers solve input design problem: specialization
 ↑ ⇒ price ↑ but share of compatible buyers ↓
 - Complex network: Multiple key inputs needed for final production
- Welfare-relevant notion of resilience = avg time it takes for a final producer to restore production following a disruption
- If network is complex enough, equilibrium displays over-specialization \implies resilience is inefficiently low
 - Network externality: intermediate producers do not internalize the cascading effect of halting final production on complementary input producers

- Dynamic model with link-specific destruction
- Optimal Policy
 - Targeted transaction subsidy decentralizes efficient allocation
 - Planner would like intermediate producers to have more *skin in the* (final production)
 game ⇒ align private and social cost of specialization
- Extensions
 - Endogenize complexity (choose *N*) and robustness (invest to reduce δ)

Appendix



$$n \sim \text{Poisson}(\lambda)$$

where $n \in \mathbb{N}$ and $\mathbb{E}[n] = \lambda$

• **Compatibility frictions**: each intermediate producer is compatible with final producer's technology with probability

$$\phi \sim \mathcal{F}$$

where the distribution \mathcal{F} is endogenous and $\mathbb{E}[\phi] = \bar{\phi}$



• Conditional trading probability:

$$\mathcal{P}(s, x; N) \equiv \underbrace{\phi(s)}_{\text{prob. compatible prob. best among compatible prob. other key contacted}} \underbrace{\exp\left\{-\lambda\bar{\phi}\left[1-G(x)\right]\right\}}_{\text{inputs sourced}} \underbrace{f^{N-1}_{\text{inputs sourced}}}_{\text{inputs sourced}}$$

- $x \equiv A(s) p$ is the **offered surplus** (profits granted to final producer)
- G(x) denotes the distribution of offered surplus

Optimal offered surplus **Back**

• First-order condition (DE)

$$x'(z) = \lambda \phi(s(z))\gamma(z) \left[A(s(z)) - c(z) - x(z)\right]$$
$$x(\underline{z}) = 0$$

• Optimal offered surplus:

$$\begin{aligned} x^{\star}(z) &= \int_{\underline{z}}^{z} [A(s(\tilde{z})) - c(\tilde{z})] \gamma^{\star}(\tilde{z}, z) d\tilde{z} \\ &= \mathbb{E}_{\max\{\tilde{z}\}|\max\{\tilde{z}\} \leq z} \left[A(s(\tilde{z})) - c(\tilde{z}) \right] \end{aligned}$$

where $\gamma^*(\tilde{z}, z) \equiv \lambda \phi(s(z)) \exp\{-\lambda \hat{\phi}(\tilde{z}, z)\} \gamma(\tilde{z})$ is the final producer's **productivity density of outside option** when trading w/ intermediate of prod. *z*

Intermediate producer's problem – Offered Surplus

Lemma (Optimal Offered Surplus)

Optimal offered surplus equals the expected outside option of a final producer trading with the intermediate producer:

$$x^{\star}(z) = \mathbb{E}_{\max\{\tilde{z}\}|\max\{\tilde{z}\} \le z} \left[A(s(\tilde{z})) - c(\tilde{z}) \right]$$

Intermediate producer's problem – Offered Surplus

Lemma (Optimal Offered Surplus)

Optimal offered surplus equals the expected outside option of a final producer trading with the intermediate producer:

$$x^{\star}(z) = \mathbb{E}_{\max\{\tilde{z}\}|\max\{\tilde{z}\} \le z} \left[A(s(\tilde{z})) - c(\tilde{z}) \right]$$

Consider a seller with productivity z

• loses against anybody with productivity z' > z

Optimal offered surplus equals the expected outside option of a final producer trading with the intermediate producer:

Back

$$x^{\star}(z) = \mathbb{E}_{\max\{\tilde{z}\}|\max\{\tilde{z}\} \le z} \left[A(s(\tilde{z})) - c(\tilde{z}) \right]$$

Consider a seller with productivity z

• buyer's outside option is given by the highest possible surplus by the best alternative

Optimal offered surplus equals the expected outside option of a final producer trading with the intermediate producer:

Back

$$x^{\star}(z) = \mathbb{E}_{\max\{\tilde{z}\}|\max\{\tilde{z}\} \le z} \left[A(s(\tilde{z})) - c(\tilde{z}) \right]$$

Consider a seller with productivity z

• buyer's outside option is given by the highest possible surplus by the best alternative

$$x^{\star}(z) = [A(s(\tilde{z})) - c(\tilde{z})]$$

highest possible offered surplus by \tilde{z}

Optimal offered surplus equals the expected outside option of a final producer trading with the intermediate producer:

Back

$$x^{\star}(z) = \mathbb{E}_{\max\{\tilde{z}\}|\max\{\tilde{z}\} \le z} \left[A(s(\tilde{z})) - c(\tilde{z}) \right]$$

Consider a seller with productivity z

• buyer's outside option is given by the highest possible surplus by the best alternative

$$x^{\star}(z) = \underbrace{\left[A(s(\tilde{z})) - c(\tilde{z})\right]}_{\text{highest possible}} \underbrace{\lambda\phi(s(\tilde{z}))\exp\{-\lambda\hat{\phi}(\tilde{z},z)\}}_{\text{offered surplus by }\tilde{z}} \underbrace{\lambda\phi(s(\tilde{z}))\exp\{-\lambda\hat{\phi}(\tilde{z},z)\}}_{\text{alternative}|\tilde{z} < z}$$

Optimal offered surplus equals the expected outside option of a final producer trading with the intermediate producer:

Back

$$x^{\star}(z) = \mathbb{E}_{\max\{\tilde{z}\}|\max\{\tilde{z}\} \le z} \left[A(s(\tilde{z})) - c(\tilde{z}) \right]$$

Consider a seller with productivity z

• buyer's outside option is given by the highest possible surplus by the best alternative

$$x^{\star}(z) = \int_{\underline{z}}^{z} \underbrace{\left[A(s(\tilde{z})) - c(\tilde{z})\right]}_{\text{highest possible}} \underbrace{\lambda\phi(s(\tilde{z}))\exp\{-\lambda\hat{\phi}(\tilde{z},z)\}}_{\text{offered surplus by } \underline{z}} \underbrace{\frac{\lambda\phi(s(\tilde{z}))\exp\{-\lambda\hat{\phi}(\tilde{z},z)\}}_{\text{alternative}|\underline{z} < z}}_{\text{pr} \, \underline{z} \text{ is best}} \underbrace{\frac{\gamma(\underline{z})d\underline{z}}_{\text{weighted across}}}_{\text{all possible } \underline{z}}$$

Intermediate producer's problem – Specialization

• Optimal specialization (implicit):

$$\theta \lambda \mathcal{P}(z;N) \left[A'(s(z)) + \frac{\phi'(s(z))}{\phi(s(z))} \left(A(s(z)) - c(z) - x(z) \right) \right] - wq'(s(z)) = 0$$

Lemma (Optimal Specialization)

Optimal specialization is decreasing in complexity N and increasing in search efficiency λ (if $\lambda \bar{\phi} < 1$).

Appropriability & Business-stealing Externalities Back

- In a given product line, product specialization gives rise to two externalities:
- 1. $x^{\star}(z) > 0 \implies$ appropriability externality
 - Intermediate producers bear specialization cost but do not appropriate its whole return

2.
$$\mathcal{P}(\hat{z}; N) \propto \exp\left\{-\lambda \int_{\hat{z}}^{\bar{z}} \phi(s^{\star}(\tilde{z}))\gamma(\tilde{z})d\tilde{z}\right\} \implies$$
 business-stealing externality

- Less productive intermediate producers (*ẑ* ≤ *z*) increase their trading prob. if intermediate *z* specializes more (φ(s^{*}(z)) ↓)
- Price posting + compatibility frictions \implies the two externalities cancel out

Interpreting the optimal offered surplus Back

- Optimal offered surplus = **expected outside option of a final producer** when intermediate *z* is the best compatible seller contacted:

$$x^{\star}(z) = \Pr(m(z) = 0) \cdot 0 +$$
$$\Pr(m(z) = 1) \cdot \mathbb{E} \left[\max \left\{ A(s(\tilde{z})) - c(\tilde{z}) \right\} \middle| \max\{\tilde{z}\} \le z, m(z) = 1 \right]$$

where m(z) = 1{final producer contacts at least one firm w/ productivity $\leq z$ }

• **Innovation** wrt std auction theory: **endogenous distribution of bidders** pinned down by search and compatibility frictions

• Efficient specialization (implicit):

$$\begin{aligned} \theta \lambda \mathcal{P}(z;N) \left[A'(\mathcal{S}(z)) + \frac{\phi'(\mathcal{S}(z))}{\phi(\mathcal{S}(z))} \left(\left[A(\mathcal{S}(z)) - c(z) \right] - \mathbb{E}_{\max\{\tilde{z}\}|\max\{\tilde{z}\} < z} \left[A(\mathcal{S}(\tilde{z})) - c(\tilde{z}) \right] \right. \\ \left. + (N-1) \exp\{-\lambda \hat{\phi}(\underline{z},z)\} \mathbb{E}[A-c]/f \right) \right] - \frac{\psi}{1 - Nm\bar{q}} q'(\mathcal{S}(z)) = 0 \end{aligned}$$

1. $\theta \lambda \mathcal{P}(z; N) A'(\mathcal{S}(z)) > 0$: marginal increase in surplus conditional on trading

• Efficient specialization (implicit):

$$\begin{aligned} \theta \lambda \mathcal{P}(z;N) \left[A'(\mathcal{S}(z)) + \frac{\phi'(\mathcal{S}(z))}{\phi(\mathcal{S}(z))} \left(\left[A(\mathcal{S}(z)) - c(z) \right] - \mathbb{E}_{\max\{\tilde{z}\}|\max\{\tilde{z}\} < z} \left[A(\mathcal{S}(\tilde{z})) - c(\tilde{z}) \right] \right. \\ \left. + (N-1) \exp\{-\lambda \hat{\phi}(\underline{z},z)\} \mathbb{E}[A-c]/f \right) \right] - \frac{\psi}{1 - Nm\bar{q}} q'(\mathcal{S}(z)) = 0 \end{aligned}$$

2. $\theta \lambda \mathcal{P}(z; N) \frac{\phi'(\mathcal{S}(z))}{\phi(\mathcal{S}(z))} [A(\mathcal{S}(z)) - c(z)] < 0$: marginal reduction in trading probability

• Efficient specialization (implicit):

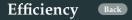
$$\begin{aligned} \theta \lambda \mathcal{P}(z;N) \left[A'(\mathcal{S}(z)) + \frac{\phi'(\mathcal{S}(z))}{\phi(\mathcal{S}(z))} \left(\left[A(\mathcal{S}(z)) - c(z) \right] - \mathbb{E}_{\max\{\tilde{z}\}|\max\{\tilde{z}\} < z} \left[A(\mathcal{S}(\tilde{z})) - c(\tilde{z}) \right] \right. \\ \left. + (N-1) \exp\{-\lambda \hat{\phi}(\underline{z},z)\} \mathbb{E}[A-c] / f \right) \right] - \frac{\psi}{1 - Nm\bar{q}} q'(\mathcal{S}(z)) = 0 \end{aligned}$$

3. $-\frac{\psi}{1-Nm\bar{q}} q'(\mathcal{S}(z)) < 0$: marginal increase in specialization cost

• Efficient specialization (implicit):

$$\begin{aligned} \theta \lambda \mathcal{P}(z;N) \left[A'(\mathcal{S}(z)) + \frac{\phi'(\mathcal{S}(z))}{\phi(\mathcal{S}(z))} \left(\left[A(\mathcal{S}(z)) - c(z) \right] - \mathbb{E}_{\max\{\tilde{z}\}|\max\{\tilde{z}\} < z} \left[A(\mathcal{S}(\tilde{z})) - c(\tilde{z}) \right] \right. \\ \left. + (N-1) \exp\{-\lambda \hat{\phi}(\underline{z},z)\} \mathbb{E}[A-c]/f \right) \right] - \frac{\psi}{1 - Nm\bar{q}} q'(\mathcal{S}(z)) = 0 \end{aligned}$$

4. $-\theta \lambda \mathcal{P}(z; N) \frac{\phi'(\mathcal{S}(z))}{\phi(\mathcal{S}(z))} \mathbb{E}_{\max\{\tilde{z}\}|\max\{\tilde{z}\} < z} \left[A(\mathcal{S}(\tilde{z})) - c(\tilde{z})\right] > 0$: marginal increase in trading prob. of lower-productivity intermediates



• Efficient specialization (implicit):

$$\begin{aligned} \theta \lambda \mathcal{P}(z;N) \left[A'(\mathcal{S}(z)) + \frac{\phi'(\mathcal{S}(z))}{\phi(\mathcal{S}(z))} \left(\left[A(\mathcal{S}(z)) - c(z) \right] - \mathbb{E}_{\max\{\tilde{z}\}|\max\{\tilde{z}\} < z} \left[A(\mathcal{S}(\tilde{z})) - c(\tilde{z}) \right] \right. \\ \left. + (N-1) \exp\{-\lambda \hat{\phi}(\underline{z},z)\} \mathbb{E}[A-c]/f \right) \right] - \frac{\psi}{1 - Nm\bar{q}} q'(\mathcal{S}(z)) = 0 \end{aligned}$$

5. $\theta \lambda \mathcal{P}(z; N) \frac{\phi'(\mathcal{S}(z))}{\phi(\mathcal{S}(z))} (N-1) \exp\{-\lambda \bar{\phi}\} \mathbb{E}[A-c]/f < 0$: marginal reduction in trading prob. of <u>other</u> inputs' providers

Example: specialization of engine makers affecting tire makers because cars are less likely to be produced

Network Externality: Simple Example Back

- N = 2, final producers only meet one intermediate at a time (x = 0)
- Intermediate 1 profits: $\Pi_1 = f(s_1)f(s_2)A(s_1)$
- Social welfare: $W = f(s_1)f(s_2)[A(s_1) + A(s_2)]$
- Equilibrium specialization:

$$\underbrace{f(s_1^{\star})A'(s_1^{\star})}_{\text{private MB}} = \underbrace{(-f'(s_1^{\star}))A(s_1^{\star})}_{\text{private MC}}$$

• Efficient specialization:

$$\underbrace{f(\mathcal{S}_1)A'(\mathcal{S}_1)}_{\text{social MB}} = \underbrace{(-f'(\mathcal{S}_1))[A(\mathcal{S}_1) + A(\mathcal{S}_2)]}_{\text{social MC}}$$

Decentralization

Proposition (Decentralization)

The efficient allocation can be decentralized via a **targeted transaction tax** schedule $\tau(z)$ such that the price of the transactions is given by $\rho(z) = p(z) + \tau(z)$, where:

Back

$$\tau(z) = \exp\{-\lambda \hat{\phi}(\underline{z}, z)\}T$$
$$T \equiv \left(\mu(f; N)N - 1\right) \mathbb{E}[A - c] / f \stackrel{\leq}{\leq} 0 \ (> 0 \text{ if over-specialized eq'm})$$

 \implies price of lower-productivity firms is more distorted