

# SUPPLY SECURITY IN THE PROSPECT OF THE RUSSIAN-UKRAINIAN WAR

## THE CLIENT:

A leading global Dairy company with operations across the world. In scope were all raw-and pack materials as well as third party suppliers.



## STATUS QUO:

- There was no coordinated way to assess the energy related risk across various teams and business units.
- There was very limited supply chain visibility beyond immediate (T1) suppliers.

## THE OBJECTIVE:

- Understand energy related risks across the upstream supply chain in great detail
- Ensure business continuity for all raw and pack materials in the light of the energy crisis
- Build and execute business contingency plans



## THE APPROACH:

- Setup of a PMO and x-functional teams for crisis management, reporting to the CPO.
- Categorize risks using internal and external data risk mapping.
- Analysis of each spend category and their suppliers
- Challenge of suppliers' BCPs to ensure quality and feasibility of those
- Creation of scenarios for light, medium and severe interruption of gas and electricity and defined trigger points showing when to move to the next stage.

## THE RESULT:

- ✓ Creation of a dashboard to monitor the implementation of each risk mitigation plan.
- ✓ Creation of contingency plans for single sourced materials as a particular source of risk.
- ✓ Execution of 3 main resilience strategies: additional stock build, formulation flexibility and creation of an alternate supplier base.
- ✓ The company could avoid war related supply disruptions and upheld their service levels.