

Mondial Case Study: Food Industry



Business Continuity Management

Client Challenge

Following a series of near misses experienced by a local food manufacturing company the insurance underwriters and management requested us to determine their vulnerability to a catastrophic disruption and whether there were sufficient safeguards and systems in place to manage the consequences to the business. The underwriters were particularly concerned that their exposure could be extensive and that the company could experience a major disruption that could exceed the current indemnity period as reflected in the business interruption insurance cover.

The analysis we undertook revealed that the business was vulnerable to a major disruption to its supply chain from a number of sources. In addition, in recovering from a potential disaster it was revealed that the company does not have a ready-to-use plan of action for tackling the situation as required by the underwriters who expect the company to demonstrate its resilience in the face of potential disruptions. For this particular client this became a crucial factor as they tend to focus their risk management efforts on the most obvious and immediate issues, and in the heat of the event may neglect to address the needs and concerns of important stakeholders. In the end, those randomly taken decisions during the response to a disaster may lead to significant errors and other consequences, compounding the company's troubles at a later stage.

Mondial Consultants' Solution

As part of a multi-pronged approach Mondial Consultants developed an integrated roadmap to enhance the resilience of the business through the adoption of a business continuity programme. As part of this approach, we conducted a comprehensive analysis of all potential major outcomes by identifying and describing all possible scenarios and ensuring that any potential medium-term and long-term solutions are fully considered.

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These scenarios addressed social, industrial, environmental and other impacts, and also included a consolidated impact assessment across all dimensions of the business.

We then, in conjunction with management, developed comprehensive recovery strategies for various critical scenarios so that the roles and responsibilities related to the swift and accurate response to a disaster could be clarified. This formed the foundation to improve business efficiency and base costs, allowing the business to implement mechanisms to limit the impact of major incidents on business processes and operations, and provide reputational resilience even in the most difficult of circumstances.



Impact on Client's Business

We adopted a structured and robust approach based on leading practice with practical application within the client's internal and external business environment. The company was provided with a management and operational framework consisting of organisational tools that will make it more resilient should major disruptions such as, supply chain failures, product recall, crop failures, etc. occur. With a comprehensive business continuity management framework in place, it will also be able to appropriately manage various incidents and crises that might otherwise have interfered with or interrupted vital business activities, keeping operations running without a noticeable break in outputs.

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