

Mondial Case Study: in Manufacturing



Risk and Strategy

Client Challenge

We helped a beverage company to develop a management framework for its supply chain that aligns risk management metrics to its business strategy and performance objectives.

Following recent acquisitions, a local beverage company faced a difficult integration between ensuring that its existing global and local supply chain is resilient in the face of potential disruptions and that business continues as usual.

The client found that its scale of operations, as well as the complexity related to the rationalisation of suppliers, based on historical transactions, had significantly increased supply risks.

Mondial Consultants' Solution

As part of reforming the supply chain, it required a review of supply chain fundamentals for the business that were aligned to the key value drivers within the businesses. The objective was to map the key drivers to functional supply chain performance metrics, so that any exposures could be addressed.

We helped the client's senior management to focus on value drivers within the business aligned with the supply chain. This allowed us to develop business critical performance and risk metrics that key managers could focus their attention on.

With the client we developed a supply chain map containing the major local and foreign based suppliers to second tier level along with a repository of organisational supply chain key risk indicators (KRI), reporting dashboards and the processes to maintain the KRIs and dashboards. We then used the enterprise supply chain map for risk mining as the basis for assessing the client's supply chain concerns.

The supply-chain operations reference (SCOR) model was used as a base framework for modelling the supply chain processes, practices and performance and as a risk management foundation for an improved supply chain risk management programme.



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The project delivered a framework that monitors the organisation's strategic supply chain priorities and the realisation of value. It is made up of:

- A structured and integrated approach defining how the organisation creates value.
- A prioritised list of key risk indicators that aligns with the key drivers of value the organisation is planning and measuring.
- Dashboard reporting that provides clear visibility of the focus of each business unit.
- A governance structure to enable the supply chain risk management framework to be embedded into how the organisation manages its supply chain.

Impact on Client's Business

The approach we adopted helps the organisation realise defined business benefits. The approach was founded on:

- Generating buy-in from the senior leadership at the corporate and business unit level.
- A structured, robust approach based on leading practice with practical application, demonstrated through implementation and continuously refined by the client's experiences.
- A highly collaborative approach with strong navigation by the consultant.

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