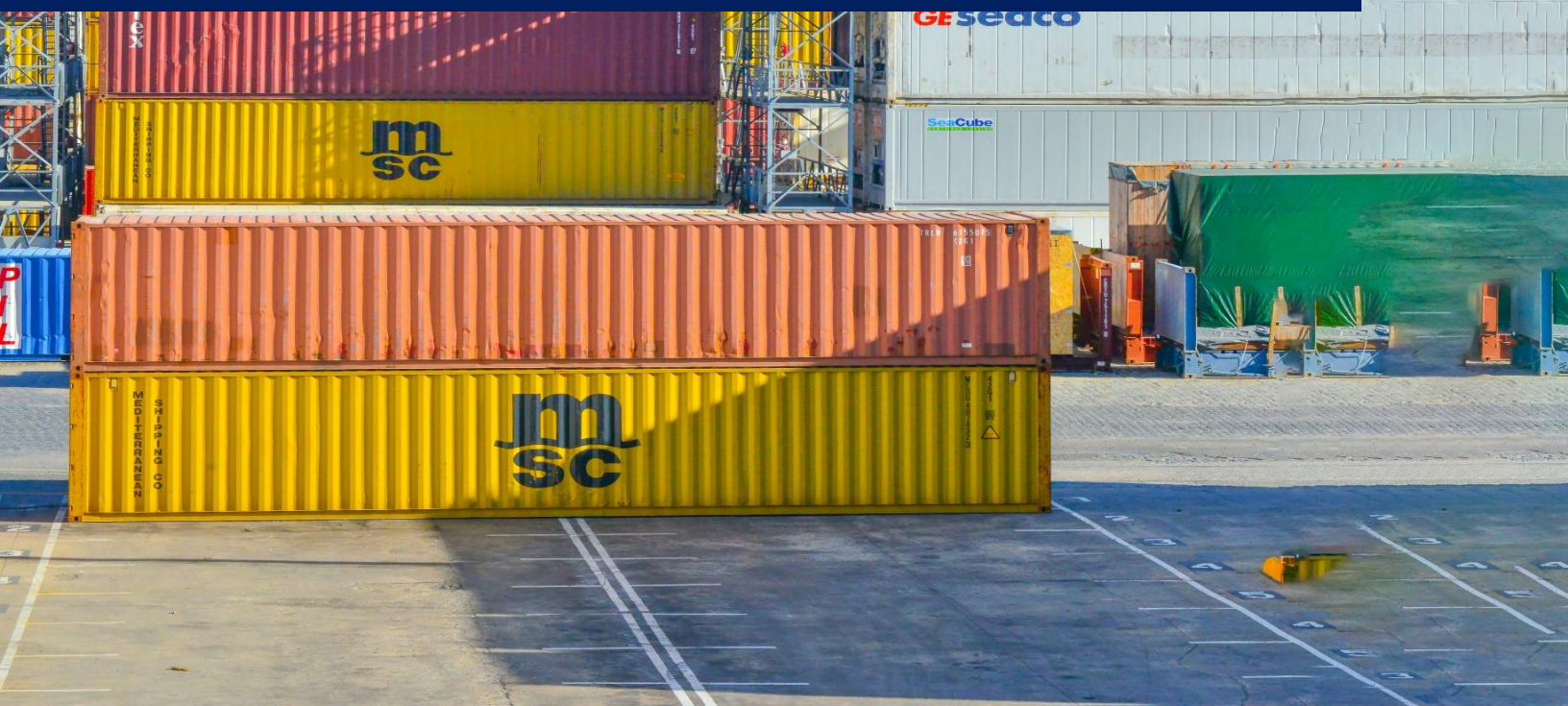




# SMALL ENTERPRISE GREECE

## The risk story 2



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# Small enterprise from Greece

## Context of the Company and the Supply Chain

OB was established in 1923. The company is in the transportation field and is a leading provider in Greece with subsidiaries in the Balkan States and the Eastern Mediterranean region. The main object of the company is shipping and transportation throughout the world. The company offers high quality service and the best know-how available today in all aspects of moving, forwarding, and logistics. Every year, the company review its goals and sets new ones with the main aim to try to advance its services even more, in all departments. The company's services include:

- Logistics Services
- Freight Forwarding
- Household Goods Removals
- Office Removals
- Relocation Services
- Fairs & Exhibition Management
- Fine Art
- Storage Services
- Special Transport
- International Couriers.

## Digitalization of SC

The company has developed its strategy and managed to improve it. This system includes management services that help clients to compress time, to decrease cost, to maximize supply chain efficiency, and to assure control and customer satisfaction. The methodology is based on advanced technology as follows:

- Receiving by PDA (cartons, items/return)
- Auto replenishment of the picking up area (FIFO, FEFO)
- Loose picking by list or PDA
- Checking/packing by scanning

- Packing list labels
- Fully automated inventory control
- Customer's name labeling
- IMEI, S/N tracking

Through this strategy, the company can assure quality, efficiency, and minimize the number of the errors.

## Risk Management

OB does not have an established risk management system. This is due to the lack of knowledge on how to develop it and how to structure it.

Before the COVID-19 pandemic, the only risk that the company managed was the number of the goods and the way that they would arrange the quality review, the packaging, and the delivery processes. Some goods had more priority than others. There was difficulty in arranging the workflow, in organizing the external partners (e.g., the shipping company), and in general, the procedures on organizing and implementing everything on time.

**Practice of Risk Management:** The company practices a reactive approach to risk management, in which once the risk is realized, the management makes an attempt to mitigate it.

**Risks:** Currently, the company is affected by regulatory risk, which has caused financial and operational risks as well.

- Operational risk: The goods remain in the warehouse for many days and this causes the deliveries to miss their schedule. It is also impossible to store new merchandise since the warehouse is full.
- Financial risk: The company has not received any income, as it is closed according to the guidelines of the government.
- Reputation risks: As an impact of the pandemic, delivery services have been postponed. Therefore, obligations are not fulfilled, and customers are dissatisfied.

**Benefits of risk management:** Through the existence of a risk management plan, the company will gain benefits related to the way that it will manage all risks. For example, for the risks faced currently, through the existence of agreements, the company will ensure collaboration among the parties. Based on these terms, each one of them will have certain rules and liabilities to track. In case that something will occur not according to plan, then OB will assume responsibility.