



MEDIUM SIZED ENTERPRISE GREECE

The risk story 3



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Medium sized enterprise from Greece

Context of the Company and the Supply Chain

ALS C. & Co is a Greek medium-sized enterprise, which was established in 2007 and is one of the most rapidly growing logistics company in the country. The founders started it with the main goal to place their knowledge, their experience and longing for work at the disposal of each importer, or trader, by suggesting the best solutions in supply chain management. The services that the company offers include:

- Custom clearance services
- Forwarding services
- Serving as a fiscal representative.

On May 27, 2008, ALS C. & Co created the department of logistics and cross-docking department in order to complete the chain of goods turnover.

Digitalization of SC

Nowadays, the role of the digitalization in the companies is very important. During the last few years, ALS C. & Co has adopted a method that is very helpful for the clients. More specifically, during the picking-up service, before the client receive the goods, company proceeds with a detailed tracing of imported goods into the warehouse. Through its system, the company prepares a database for the clients with information related to the quantity, quality, and condition of their goods. According to that, clients are able to log their requests with the company and then, based on their request, the system will provide an updated report regarding the status of the request to each client separately. Moreover, the client has the option to take only a portion of the goods and keep the rest at ALS C. & Co.'s warehouse.

Risk Management

Currently, ALS C. & Co, does not has a formalized risk management plan, as during the lifetime of the company, and more specifically, the years that the company has adopted this structure, the only risk that it faced was related to the skills of the employees. The growth and the aims of the company require employees who are experienced and have organizational skills. According to surveys, when a client faced a difficulty with the company, collaboration stopped.

Practice of Risk Management: Based on the risks that have been faced so far, and the practices that have been undertaken, before hiring an employee a training and trial period should be implemented. Accordingly, based on each risk, corrective actions and a plan are developed, without following a specific protocol.

Risks: Currently, the company is affected by COVID-19-related risks, i.e., regulatory, financial, and personnel.

- The COVID-19-related risks: The pandemic has strongly affected the operation of the company.
- Regulatory risk: According to instructions from the Greek Ministry of Health, all the companies from November until the middle of January were closed.
- Operational risk: Due to governmental regulations, all operations were put on hold: the goods were trapped in the company's warehouses and clients were unable to pick up the merchandise to distribute it to their own customers who have ordered online.
- Financial risks: Apart from the impact of COVID-19, ALS C. & Co. is facing financial risks due to restrictions imposed by the government.
- Personnel risk: From the viewpoint of personnel, there is the concern of the company related to the health of employees. For example, the risk that might be faced is that personnel are affected by COVID-19 and thus unable to work.

Benefits of risk management: The benefits that ALS C. & Co will gain is that through a Risk Management Plan, it will be able to forecast the risks and plan their mitigation.