

# MEDIUM-SIZED ENTERPRISE GREECE

## The risk story



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# Medium-sized enterprise from Greece

## Context of the Company and the Supply Chain

The first generation - three brothers - started as transport drivers and in 1965 they acquired their first own, privately owned trucks, thus creating the original form of the present company. Since the 1990s, the current shareholders, the second generation of the company, have been involved in the operation of the company. These are the children of the founders of the company, who over the years have shaped the modern face of the company and developed its business as it exists today. In 1999 two of the current shareholders decided to establish a company as they had been truck owners until then, but the company had an informal form as the trucks were owned by each shareholder individually. In practice, the 'deed of incorporation' of what we know today as Delatolas Express Cargo was signed in 1999.

DELATOLAS Express Cargo, is a Greek medium-sized enterprise and is one of the most rapidly growing logistics company in Greece. The main goal of DELATOLAS Express Cargo is to maintain its position as a leader in Home Delivery and to be considered "best value for money" in the Transport - Warehousing - Supply Chain sector. The main objective of the company specializes in providing courier services in a business to business (B2B) and business to customer (B2C) environment throughout Greece.

With the main pillars of their large fleet of privately owned transport vehicles, modern building facilities, information systems and especially their human resources, they offer integrated Tailor-Made services along the Supply Chain of Industrial and Commercial Companies, maintaining their customer-centric philosophy and a lean structure, which is a key element to offer competitive costs to their customers.

DELATOLAS Express Cargo, in numbers:

- 9 branches
- 55 privately owned trucks
- 160 staff members
- 3.000 shipments per day

- 14.000 sq.m. of warehouses and logistics centers

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:

- Transport Services
- Courier Services
- Logistics Services
- Moving Services

## Digitalization of SC

Delatolas Express Cargo continues on a positive growth path, safeguarding jobs and turnover, while respecting the trust of its customers and investing in both resources and technology in order to offer new and modern services to its customers.

Delatolas Express Cargo has paid particular attention to the development of new technological systems for the monitoring of shipments (proof of delivery), managing to maintain its customer-centric philosophy and remain firm in its values, values that have established it among the big names in the sector.

Through aberon WMS, which is a rich Warehouse Management Platform, ideal for companies seeking to improve their operations and increase customer satisfaction, the company has improved its IT infrastructure.

## Risk Management

The company has no formalized risk management. However, measures are taken to avoid or reduce the impact of supply chain risks. These measures include:

- branches - hubs in key parts of the country
- large network of 51 reliable partners
- computer infrastructure and IT systems
- fleet of 55 privately owned vehicles

## Practice of Risk Management:

### Operational risks

Delatolas Courier was created in order to fill the gap in the market, for the transport of parcels and shipments of high weight and volume, between transport companies and courier companies operating in Greece mainly in the field of courier transport of documents. During its 20 years of operation, the company has invested in a real-time information system for monitoring the fleet of privately owned transport vehicles, which is carried out through a telematic application, as well as in an information system for informing the delivery of the shipment.

### Cyber risks

The company invests in IT-security and up to now was not affected by cyber-attacks.

### Covid-19 related risks

Trying to adapt to the new pandemic measures is very difficult for all of us. Delatolas, with a sense of responsibility towards consumers and employees alike, is taking all health and safety measures to eliminate the risk of infection and protect everyone's health. As much as the measures in force make the company's work more difficult and create delays in deliveries, they continue to give priority to everyone's health. The volume of shipments from online purchases they are asked to manage has increased more than at any time in the past and beyond all their projections. As a result, there are instances of malfunctions, particularly in major city distribution centers, in the usual handling and delivery times with modifications and deviations.

### Benefits of risk management:

Despite the adverse conditions that prevailed in 2020 due to the pandemic COVID-19, the company maintained a positive growth path, safeguarding jobs and increasing its turnover, while respecting the trust of its customers and investing in both resources and technology in order to offer new and modern services to its customers. As part of its investment plan in last-mile delivery and with an ecological conscience, it increased and renewed its vehicle fleet, acquiring 10 electric vans, while in 2021 it created new facilities in the area of Agios Ioannis Rentis and new distribution centers in Chalkida, Corinth and Argos, thus improving the organization of the network of the region and especially the Thessaloniki-Athens-Patras axis. At the same time, particular emphasis was

placed on the development of new technological systems for shipment monitoring (proof of delivery), and invested in ERP - entersoft, managing to maintain its customer-centric philosophy and remain firm in its values, which established it among the big names in the industry. Through the development of this plan, the company will undertake more corrective actions, and thus organize processes and will deliver products on time.

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## Medium-sized enterprise from Greece

### Context of the Company and the Supply Chain

MED FRIGO, when it was founded in 1991 in Patras, had as its main activity the customs clearance, export, and transport of temperature-controlled products. MED FRIGO, is a Greek medium-sized enterprise and is one of the most rapidly growing logistics company in the country. MED FRIGO today provides Integrated Food Logistics Services, National & International Transportation of Temperature Controlled Products.

In 2005, CARGO MED was established, which is considered as a company that owns the fleet and manages the goods services in Greece. CARGO MED, for imports from Europe to Greece, receives, transports, and delivers goods 365 days a year. The company specializes in the transportation of groupage cargo. Consistently every week it supports the needs of its customers in the import of temperature-controlled products (food, raw materials, medicines, etc.). The main goal of MED FRIGO is to provide quality and integrated services in the road transport sector at controlled temperatures and in the logistics sector, while achieving continuous and sustainable growth.

The company's services include:

- provide services with speed - safety - consistency - reliability and efficiency
- exceed the expectations of their customers
- constantly evolve
- ensure continuous and targeted training and support of their human resources
- strengthen their relationship and cooperation with all clients and employees with respect and integrity

-they are a collective, corporate entity with a sense of social responsibility, contributing to the well-being of the local communities where they operate

## Digitalization of SC

The company is constantly investing in its fleet, facilities and human resources, while at the same time focusing on new technologies that allow it to evolve, remaining pioneering, competitive and innovative.

MED FRIGO has paid particular attention to the management area, following five main stages: receipt and reception of orders, loading schedule, warehouse operations, CMR and delivery notes, invoicing.

MED FRIGO implements the FEFO/FIFO/LIFO systems, ensuring direct recording of products, their hierarchical and chronological correlation with shipments, customers and documents.

Electronic receipt, counting and recording of loads and products is also carried out. The company has also invested in fleet management and proper scheduling of shipments with direct financial benefit to its customers.

Also, the company, considering the constantly changing economic data through targeted tools, offers accounting support and upgraded management services in the context of economy of scale for the benefit of its clients.

## Risk Management

The company faces internal risks from time to time. For example, sometimes the number of

orders are large, resulting in some delays in the delivery of goods. The company some years ago did not have a specific risk management plan to follow, even though it was necessary. Before the COVID-19 pandemic, the only risk that the company managed was the number of the goods and the delivery processes.

For this reason, it started to use innovative systems which would help the company's organization and operation in the future.

### Practice of Risk Management:

#### Operational risks





tool for facilitating international trade, which is now especially necessary for the recovery of the global economy from the effects of the COVID-19 pandemic.