

# EIPM



THE SOURCE FOR PURCHASING

## 15<sup>th</sup> EIPM European Round Table Agenda

### Wednesday 4<sup>th</sup> June

- 18.00 Registration
- 19.00 *Welcome – Bernard Gracia, Director, EIPM*
- 20.00 Cocktail and Dinner

### Thursday 5<sup>th</sup> June

- 08.15 Introduction to the day
- 08:30 *Dr. Peter Laurence, Research Director, EIPM*  
**Why should we be concerned about risk?**  
- sources of disruptions  
- consequences of disruptions  
- where do we feel the pain?
- 09.30 KEY NOTE:  
*Professor Richard Wilding, Professor of Supply Chain Risk Management, Cranfield School of Business*  
**Establish a Competitive Supply Chain Resilience Strategy to Ensure Maximum Buy-In for Your Risk Mitigation Programme**  
- taking an end-to-end view of Supply Chain Vulnerability to build Solutions-Focused Strategies  
- relating Supply Chain Risks to wider business consequences – classifying your Competitive Advantages  
- instigating action to involve all stakeholders in improving Supply Chain Resilience and Competitiveness  
- building the critical KPIs into Strategy to Ensure your Competitive Advantage is maintained
- 10.30 Networking coffee break



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- 11.00 **“A holistic approach to risk assessment: how a leading FMCG enterprise is managing exposure to financial, reputational and disruptive risk”, Mr Uwe Schulte, UNILEVER**  
Example from Industry – Consumer Goods
- 11.30 Plenary discussion
- Analytical approaches to risk management**
- Mapping risk and consequences
- A structured risk management programme is based on a solid process for identifying and categorising the risks and the severity of the consequences.
- What tools and techniques work and how are they best deployed.
- Measuring risk; should a risk free strategy be developed by Purchasing?
- There are numerous approaches that can be adopted in order to minimise the exposure to risk. Does it make good business sense to attempt to eliminate all sources of risk or is it likely to be better to accept reasonable risk with an adapted response programme.
- Building “risk modelling tools”
- Various approaches to risk modelling have been developed by leading academics and organisations. How do they work and can they be universally applied?
- 12.45 Lunch
- 14.00 Thematic presentation
- Example from industry – Retail/Pharma**
- 14.30 Parallel **workshops session 1**
- Global supply strategies inherently lead to increased supply chain vulnerability**
- Is there a trend towards near-shore to alleviate some of the risk exposure?
- The globalisation of supply networks towards low cost country leads to increased vulnerability, as management of the supply sources is less effective and transportation, import formalities and road condition is less predictable.
- Is a near shore policy including best cost country sourcing a viable trend?
- How have companies successfully used alternative business strategies (e.g. postponement) to manage risk?
- One of the responses to mitigate the risk inherent in global supply networks is to hold inventory close to the market in the most flexible form. In addition to postponing the customisation decision, what other business strategies might be employed to manage the global network?
- 16.00 Networking coffee break
- 16:30 **“Risk and Resilience in Supply Chain, Beyond the Obvious”, Mr Jean-François Baril, NOKIA**  
Example from industry – Hi-Tech
- 17.00 Plenary discussion
- 18.00 End of Day 1
- 19.30 Cocktail and Dinner

08.30 Introduction to the day

08.45 **“Assessing Supply Chain Vulnerability – designing in Resilience: from theory to practice – the risk mitigation toolbox”** *Professor Alan Braithwaite, Cranfield University, School of Management*

Companies are now taking the issue of risk management seriously as part of their sustainability agenda for the supply chain. Alain will draw on his experience as Visiting Professor at Cranfield School of Management to introduce an assessment approach that was developed during a UK government research project. He will give some insights on key questions:

- Are companies converging towards a common definition of supply chain vulnerability ?
- Are there opportunities for sharing risk and building resilience by leveraging our supply base ?
- How can resilience and flexibility be built in to our, and our suppliers, operations – and what does that entail?
- Some case stories of success and failure in building a “leagile” company.

09:15 Parallel **workshops session 2**

**What risk mitigation strategies really work?**

- How should risk mitigation be integrated into your operations strategy sourcing?

What approaches can be taken to mitigate risk through policies and through agility?

Risk mitigation starts at the strategic level. We need to establish an infrastructure that is adapted to the risk profile that the company is prepared to tolerate. What are the strategic choices that could be considered and how effective might they be?

Agility is considered as an essential strategy to respond to unforeseen events. Why have few organisations successfully embraced the concepts?

- How to establish an effective crisis management process?

Catastrophic events are by their very nature impossible to predict. Yet to avert disaster, the organisation must be prepared. What are the characteristics of the effective crisis management process and how can it be solved within the company?

10:45 Networking coffee break

**11.15**     **“Taking that risk and creating value” Mr Guy Dunkerley, BRISTAN**

For the past couple of years Guy has been actively developing new supply sources, specifically in Asia, to complement the range of quality, affordable sanitary hardware. His approach has been to turn what, at face value is increased risk into a real business opportunity.

Example from industry

- Seeing risk in a positive way
- Risk as a source of advantage: taking an entrepreneurial view
- We need risk to reap reward: it just needs to be managed

**11.45**     **Parallel workshops session 3**

**Waking up to Risk**

Establishing and implementing a risk mitigation strategy often implies investment and increased costs. How can a business case be prepared as part of a sustainable development programme?

Convincing top management to invest in order to mitigate a disaster that they have never experienced and is highly unlikely to occur is a major challenge. Is it realistic to use our traditional format of business case to address such remote events or do we require an alternative strategy within a business continuity context?

**13:00**     Lunch

**14:15**     Thematic presentation

**Example from Industry - Automotive**

**14:45**     Plenary discussion

**Implementing a Risk Management Programme**

- developing the processes and tools
- preparing the organisation
- towards a risk managed culture

**15:45**     Summary of Round Table and conclusions

**16.30**     Close of ERT 2008