

# **The Fresh Connection - Risk Management**

ASSIGNMENT QUESTIONS  
FOR PREPARATION OF THE CASE DISCUSSION  
MARCH 2020



**The Fresh Connection**

THE ULTIMATE VALUE CHAIN EXPERIENCE

## Assignment questions for preparation of the case discussion

1. What does the current supply chain look like and what do you know about the setup, flows, volumes, etc.? Take a look at the introduction video about TFC in order to learn about the structure and content of the screens of the tool. Access TFC's system and focus on the tabs of the Management Board team members: Purchasing, Operations, Supply Chain and Sales. Take a detailed look at each of the reports per functional area (links at the bottom left hand side of the screens). Try to get a comprehensive view of the as-is situation: customers, production and warehousing, inventory levels, suppliers. You may want to use the map template of Figure 3 from the case text as a starting point for your analysis and use specific data from the system to "populate" the map.
  
2. Formulate an answer for Bob McLaren, addressing his first two messages of the day, which were focused on the potential short term urgent issues due to the Corona virus outbreak<sup>1</sup>. What would you suggest as an approach and why? Prepare a convincing argumentation for your proposal.
  
3. Using the templates from Exhibits 1-3, prepare a comprehensive Risk Assessment with clear actions planned for dealing with the Top-5 main identified risks:
  - a. Beyond the context of Covid-19, identify risks that TFC is facing and map them on the framework for vulnerability (as shown in Exhibit 1 of the case text);
  - b. "Plot" the identified risks on the probability-detectability-impact chart, or alternatively, calculate the "risk factor" (probability x detectability x impact, using a scale from 1-5 for each dimension, low = 1; high = 5). See also Exhibit 2 of the case;
  - c. For your Top-5 risks, use the template from Exhibit 3 of the case and define relevant actions in order to best deal with the risks;
  - d. Using the template from Exhibit 4 of the case, what would the timeline of Risk Management projects look like?

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<sup>1</sup> Please note that in the company screens, under the Purchasing tab, you can find out more information about specific suppliers by clicking on the ⓘ-symbol next to the name of the supplier. A little supplier fact sheet then opens. The same goes for customer facts, then under the Sales tab, ⓘ-symbol next to the word "Info" under the name of the customer.