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## ISMS in Action Case 5: Ricoh Europe SCM B.V.

### System Established to Promptly Resume Shipping to Customers in an Emergency

Ricoh Europe SCM (RE SCM), headquartered in Bergen op Zoom, The Netherlands, handles Ricoh's supplies and equipment for EMEA\* shipments out of its distribution center. Every month it fulfills more than 100,000 orders, 85 per cent of which are for direct shipment to customers (see diagram below). RE SCM has built a system that enables deliveries of supplies to customers to be resumed within 72 hours of a disruption.

\*Europe, Middle East and Africa

#### Manuals Developed for Each Team

RE SCM analyzed and examined the significance of its business from the customer's point of view and concluded that the delivery of supplies is the most crucial aspect. It then designed its business continuity plan (BCP) to facilitate the resumption of direct shipments of supplies to customers within 72 hours after a natural disaster or other unexpected event hits the distribution center or its surroundings.

For five separate teams (crisis management, order fulfillment, operation and shipping, IT, and Mass Customization Center), separate crisis management manuals were prepared. The manuals, which define the team's respective scopes of actions, duties and responsibilities, and actions to be taken immediately after a disruptive event, also list vital equipment and documents, as well

as the contact information of suppliers and employees. Each team leader reviews and updates the manual every six months.

#### Crisis Management Center at a Hotel

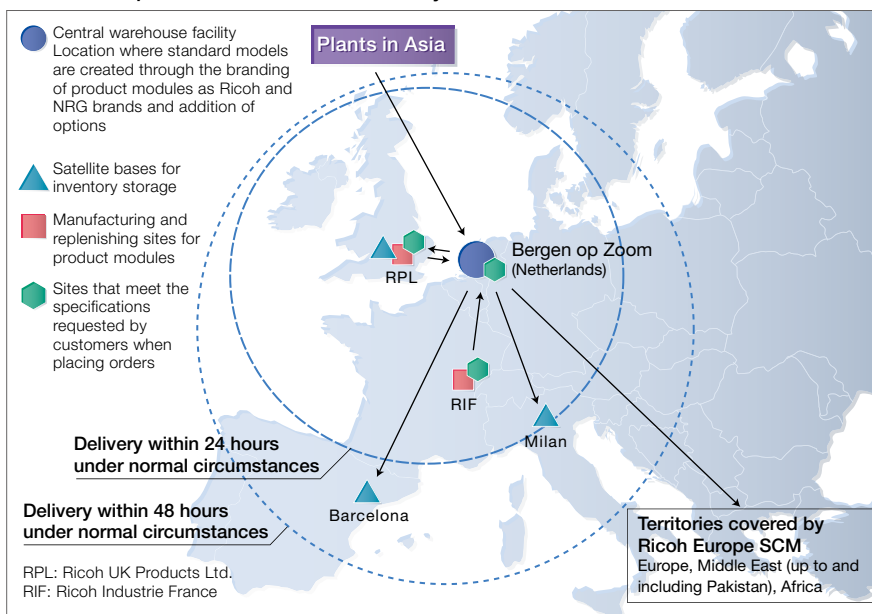
In order to be ready in case the distribution center cannot be used, RE SCM has made arrangements with a local hotel, where a crisis management center (CMC) will be set up to serve as a temporary office. Similar arrangements have been made with a distant hotel to respond to a disaster affecting the entire geographic area. Under the direction of the CMC, the teams will proceed with prescribed works, which may include securing alternate sites and alternate delivery routes, contacting customers, and re-building the IT system. To ensure the completeness and availability of order information, the main

system is located in another city away from the distribution center. The structure will allow the Order Fulfillment Team to resume its tasks at business sites of other Ricoh Group companies. An annual drill is also conducted to confirm the real-life viability of the BCP. Currently, RE SCM is working on a more complete BCP whereby the supply chain will be altered to suit the prevailing circumstances if a Ricoh Group company within the EMEA region is struck with an emergency.

Exterior view of European Distribution Center



Ricoh Europe SCM locations and delivery area



Conceptual model of the BCP system

