



**Asia-Pacific
Economic Cooperation**

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Recovery and Resilience in Christchurch

Submitted by: Foodstuffs South Island Limited



**Workshop on Improving Global Supply Chain
Resilience: Advancing the Seven APEC
Principles in Your Organization
Christchurch, New Zealand
26-28 March 2014**

The background of the slide is a vibrant, natural scene. It features a dense forest of green ferns in the foreground and middle ground. In the background, there are moss-covered rocks and a waterfall cascading down a rocky ledge. The overall color palette is dominated by various shades of green, with some blue and white from the waterfall and sky.

FOODSTUFFS

South Island Limited

Improving Global Supply Chain Resilience

Kris Lancaster – Logistics Operations Manager

Recovery and Resilience in Christchurch

March 2014



Content - Recovery & Resilience in Christchurch

- Overview of our business
- Impact on our business following Canterbury earthquakes
- How we responded and Recovered
- How were we resilient?

Business Overview

- Foodstuffs South Island Cooperative – Grocery retailer
- 140+ key account retailer members
- Provide services and support
 - Supply chain and distribution
 - Property development
 - Retail and finance support



September 2010 and February 2011

- Impact on our business
 - Distribution Centres suffered racking collapse, damage and stock loss
 - Roading and transport network impacted
 - Retail stores closed
 - Increased pressure on economy- wide supply chain
 - Staff availability due to personal impact



Hornby Ambient DC – September 4th 2010



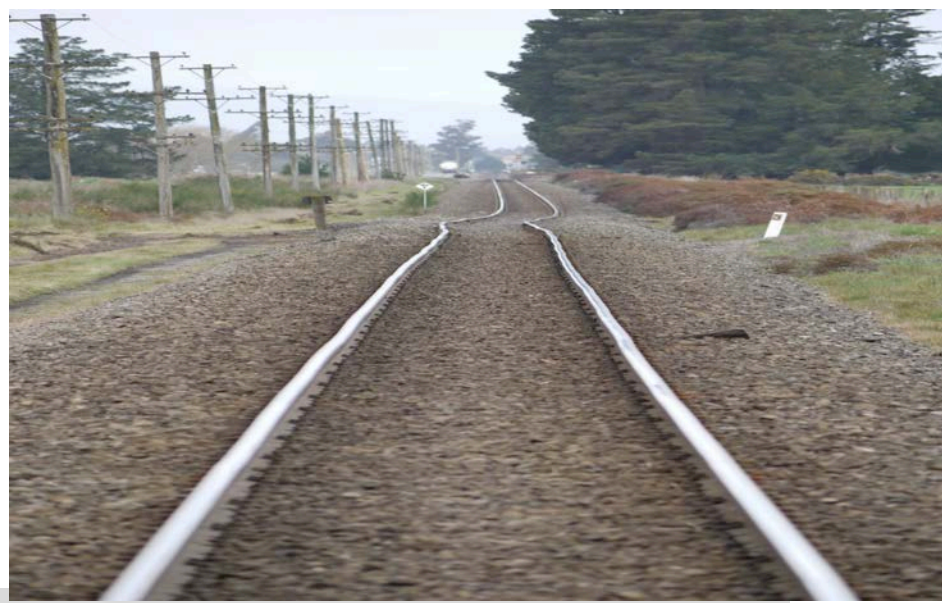
Hornby Ambient DC – September 4th 2010



Hornby Chilled DC – September 4th 2010



½ Million litre water tank– September 4th 2010



Retail stores and infrastructure impact

How we responded and recovered

- Prioritised areas of response
 - Service to our retail members
 - Support and assistance to our staff
 - Reassurance to our suppliers
 - Community responsibility
 - Insurance company engagement

How we responded and recovered

- Crisis team formed 6.30am 4th September
 - Roles and groups defined
 - Clear communication to staff, suppliers and members
 - Supply Chain strategy prioritised
 - Engagement of support services
 - Ongoing crisis team meetings

Response to our staff

- Provided assistance and support
- Hourly and daily communication
- Provided free food and water
- Managed workload to ensure 'no burnout'
- Rewarded loyal staff

How were we resilient

- Established an organised recovery team
 - Clear and defined roles
 - Support was made available
- People are key
 - A high performing and cohesive team was critical
 - Look after them, acknowledge and reward

How were we resilient - continued

- Reviewed and practiced our Disaster Recovery (DR) process
 - Training exercise – July 2010
 - Documented DR plan
- Had planned alternative supply options
 - Don't put all your eggs in one basket!
 - Always ask ... What if....

Summary

- Maintained continuity of supply
- Achieved a prompt recovery
- Being involved in a disaster or emergency is all about responsiveness and resilience
- Be prepared
- But also be prepared to change your plan!
- Relationships and communication is key!

Questions ?



Hornby DC – Mid December 2010