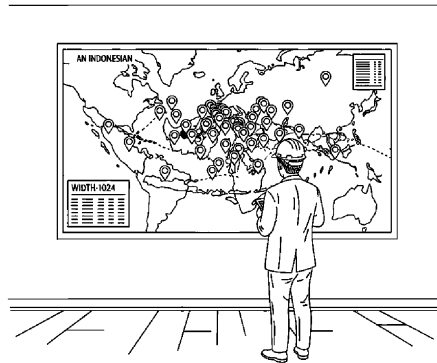


SPECIFIC-CASE

WORKSHEET 7 OF 9

Regional Flooding Closes Primary Supplier Route for 4–6 Weeks

Scenario: Severe flooding closes road and rail access to your primary supplier's warehouse or factory for an estimated 4 to 6 weeks. The supplier can confirm goods are available but cannot ship. Air freight is technically possible but costs 4 to 6 times the normal rate. Your current stock covers 9 production days.



Complementary worksheet for
Supply Chain Risk Mitigation

by Ibrahim Anwar

What This Is For

A natural disaster that blocks a supplier's logistics route gives you an unusual situation: the goods exist, the vendor is still solvent and operational, but they cannot move product to you. This is not a bankruptcy scenario or a quality failure — it is a pure logistics disruption with a known duration range. The decisions made in the first 48 hours determine whether the business absorbs the disruption as a controlled cost or escalates it into a customer relationship problem.

This worksheet structures those first-48-hour decisions across five choice points: how to procure replacement supply, when and how to communicate with customers, how to allocate volume across vendors once partial access resumes, whether to rebuild safety stock immediately or gradually, and how to capture the experience in the BCP before the next disruption requires the same decisions from memory.

Benefits

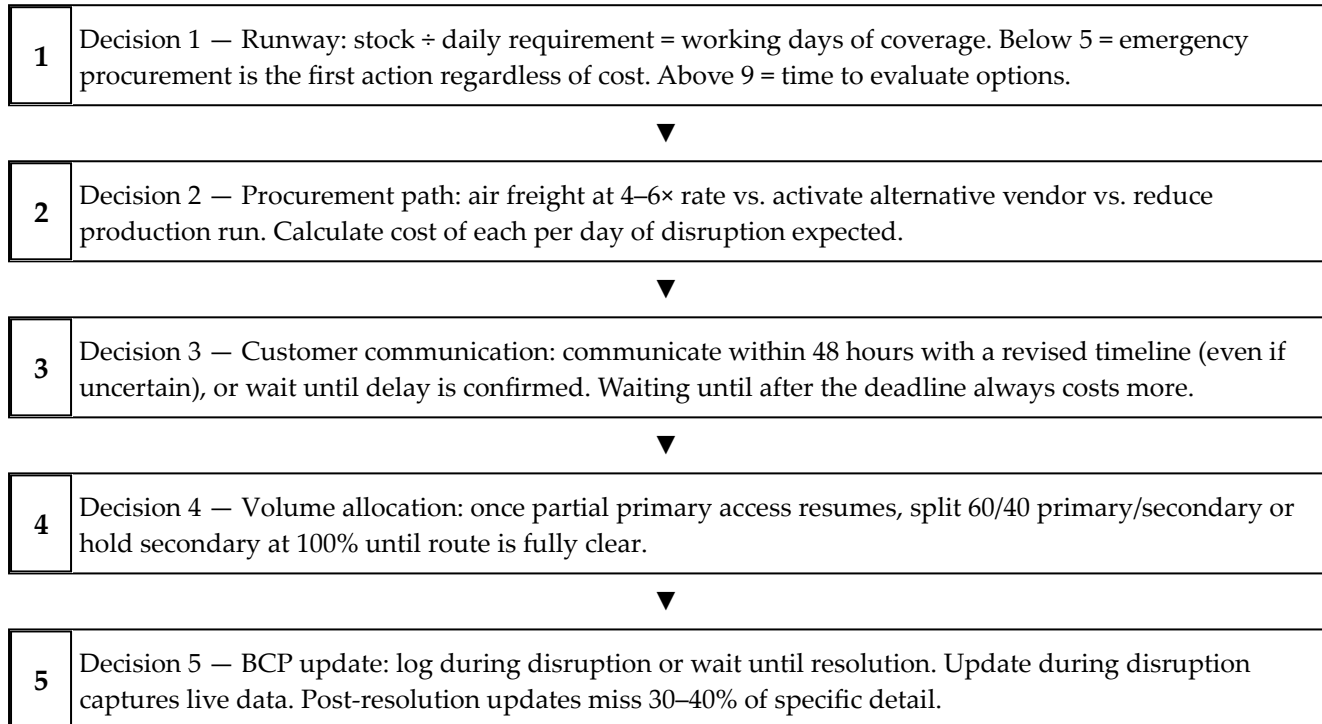
What you get when you actually run this worksheet on a real situation:

- Converts a high-pressure emergency decision into a structured comparison of options across the five decision points that actually determine outcome cost.
- Forces the runway calculation before any procurement option is chosen — without knowing actual days of stock coverage, the first response decision cannot be made correctly.
- Surfaces the customer communication timing decision explicitly, preventing the most common disruption mistake: waiting until after a deadline has passed to notify customers.
- Documents the BCP update requirement as part of the worksheet, not as an afterthought, so the experience captures its lessons before the team's memory of details fades.
- Works from the specific numbers of the operator's situation, not from generic advice. Every choice in the table is filled in for their component, their vendor, their customer commitments.

Framework To Use

— 48-Hour Decision Cascade

Five decisions that must be made in the first two days. Each depends on the previous answer. Work through them in order — the cascade structure prevents skipping a decision that changes the optimal choice in the next one.



How To Use

Follow these steps in order. Each one builds on the previous.

- 1** Before filling in any option column: calculate the runway first. Current stock quantity divided by daily production requirement equals days of coverage. Write that number. If below 5 working days, skip the option comparison and go directly to emergency procurement.
- 2** For each of the five decision rows: read all three options before choosing. Do not default to Option A because it appears first. The right choice depends on runway, alternative vendor status, and customer contract terms.
- 3** In the Your Choice column: write the specific action, not just the option letter. 'Option B — call Supplier Budi, confirm capacity for 200kg this week, place PO before noon' is more useful than 'Option B.'
- 4** For the customer communication row: check which customer orders are currently active and have committed delivery dates within the next 6 weeks. Those customers need to hear from you before day 2, not after day 7.
- 5** Write the actual name and mobile number of the verified alternative vendor contact in the Rationale column for the procurement decision row. If you cannot write it without looking it up, update the BCP contact list this week.
- 6** Fill in the BCP documentation row before the disruption ends. Mid-disruption documentation captures cost data, response timeline, and what worked and what did not while the information is fresh and specific.

Example Use

A leather goods workshop in Bandung learns on Monday morning that flooding in Central Java has closed the main road to their primary tanning supplier. Current stock of the primary leather grade covers 9 working days. Air freight is available but the supplier quotes 5× the normal shipping cost.

Runway: 9 working days. Above 5, so emergency procurement is not the forced first action. Time to evaluate options.

Decision 1 — Procurement path:

Air freight cost per 100kg at 5× rate: \$820 vs normal \$164. For the expected 4-week disruption, workshop needs roughly 400kg. Air freight premium for 4 weeks: \$2,624.

Alternative vendor (received one order 7 months ago, fulfilled to spec): standard lead time 5 days, available capacity confirmed by phone. No premium shipping required. Weekly cost above primary vendor's rate: approximately \$95 per 100kg. For 4 weeks: \$380.

Option B (activate alternative vendor) is \$2,244 cheaper than air freight for the duration.

Decision 2 — Customer communication:

Three active customer orders have delivery commitments within 5 weeks. The operator calls all three within 24 hours of the disruption with a revised timeline. Two customers accept the adjustment. One customer with a hard contractual deadline is told a 2-week delay is possible and offered a 5% price reduction on the order as goodwill. The customer accepts.

Decision 3 — Customer goodwill cost: \$180. Cost of waiting until after the deadline and losing the customer: estimated at \$3,200 in future orders. Communication was worth \$3,020.

Decision 4 — BCP update: the operator records daily cost data during the disruption and schedules a 45-minute post-disruption debrief with the operations team. The debrief produces one BCP improvement: the alternative leather vendor's mobile number was two updates out of date. The correct number is updated in the BCP contact list before the next week begins.

The Worksheet

Tear this out, copy it onto a fresh sheet, or fill it in directly.

Regional Flooding Closes Primary Supplier Route for 4–6 Weeks

Scenario: Severe flooding closes road and rail access to your primary supplier's warehouse or factory for an estimated 4 to 6 weeks. The supplier can confirm goods are available but cannot ship. Air freight is technically possible but costs 4 to 6 times the normal rate. Your current stock covers 9 production days.

DECISION	OPTION A	OPTION B	OPTION C	YOUR CHOICE	RATIONALE
Immediate procurement	Emergency air freight from primary vendor	Activate verified alternative vendor	Halt production, negotiate customer delays		
Customer communication timing	Wait until delay is certain (day 7+)	Communicate within 48 hours with revised timeline	Communicate only to largest accounts		
Secondary vendor volume	100% to secondary for duration	Split: 60% secondary, 40% reduced primary if partial delivery resumes	Reduce production run and hold		
Stock rebuild target	Return to normal safety stock on day 1 of route reopening	Increase safety stock 25% above normal for 8 weeks post-disruption	No change to safety stock policy		
BCP documentation update	Log cost and timeline after resolution	Update BCP during disruption with live data	Schedule post-mortem within 2 weeks of resolution		

Reflection Prompts

After filling in the worksheet on the previous page, work through these.

1. Write the actual contact name and mobile number for your verified alternative vendor for each critical component affected. If you cannot write it without looking it up, the information is not accessible enough to be useful in an emergency. The BCP contact list needs updating.
-

2. Calculate your actual runway: $\text{current stock} \div \text{daily production requirement} = \text{days of coverage}$. If your runway is below 5 working days, emergency procurement (even at premium cost) is the correct first action regardless of which option you chose above. Premium freight cost is almost always smaller than idle staff cost over the same period.
-

Tips and Traps

TIPS

- Calculate air freight cost per day of disruption, not as a flat figure. Expressed as a daily cost, it becomes comparable to the daily cost of idle staff and the daily contribution margin foregone. Those three numbers together tell you whether air freight is worth it.
- Customer communication in the first 48 hours almost always costs less than communication on day 8 when the missed deadline is already a fact. Call with a revised estimate, not certainty. 'We expect a delay of 2–3 weeks and will confirm by Friday' is better than silence.
- Once the primary route begins partial reopening, resist the pressure to return entirely to the primary vendor immediately. A 60/40 split for the first 2 weeks after reopening allows you to rebuild safety stock while keeping the alternative vendor relationship warm.
- Every disruption produces BCP improvements. The most valuable window for capturing them is the day after the disruption resolves, not a month later when details have faded.

TRAPS

- Choosing air freight as the default emergency response without first checking whether the alternative vendor option is available and cheaper. Air freight is the right answer when no alternative vendor exists — not by default.
- Setting the stock rebuild target at 'return to normal' immediately. A disruption that consumed 3 weeks of safety stock should trigger a 25% increase in the target for at least 8 weeks post-disruption. A route that flooded once may have higher structural risk in subsequent monsoon seasons.
- Treating customer communication as a single announcement. For a 4–6 week disruption, customers need three touchpoints: initial notification with revised timeline, mid-disruption update when more is known, and confirmation when normal supply resumes.
- Measuring disruption cost only by the direct emergency procurement premium. Idle staff cost, customer relationship impact, and management time spent managing the crisis must all be estimated, even roughly, to have an accurate total cost for the BCP post-mortem.

Appendixes

Appendix A – Air Freight vs. Alternative Vendor: Cost Comparison Template

Fill in for the specific disruption:

Normal weekly procurement volume: ___ kg / units
Normal freight cost per shipment: \$___
Air freight cost per shipment (quoted): \$___
Air freight premium per shipment: \$___
Expected disruption duration: ___ weeks
Total air freight premium for duration: \$___ (premium × weeks)

Alternative vendor weekly volume available: ___ kg / units (confirm by phone)
Alternative vendor price premium over primary: ___% per unit
Weekly premium cost from alternative vendor: \$___
Total alternative vendor premium for duration: \$___ (weekly premium × weeks)

Decision: Choose the lower total premium.

Note: if alternative vendor cannot cover 100% of normal volume,
calculate the air freight cost only for the uncovered portion.

Appendix B – Post-Disruption BCP Debrief Agenda

Run this debrief within 5 business days of normal supply resuming.

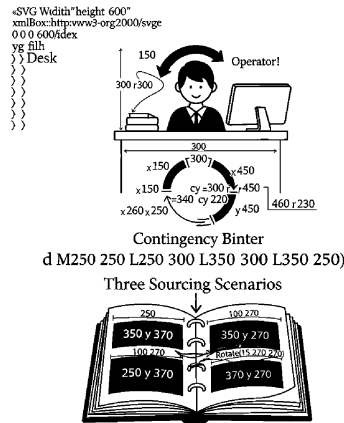
Duration: 45 minutes maximum. Attendees: owner, operations manager, procurement staff.

Questions to answer and record:

1. What was the total duration of the disruption?
2. What was the total direct cost (emergency shipping, premium pricing)?
3. What was the estimated indirect cost (idle staff, customer penalties, lost sales)?
4. Which BCP steps worked as written? Which did not?
5. Were all alternative vendor contacts current and reachable?
6. Was customer communication sent before any deadline passed?
7. What is one BCP improvement needed before the next disruption?

Output: one page of notes filed with the BCP. Next review date set.

The debrief is not a blame session. It is a data collection exercise.



WHERE THIS WORKSHEET COMES FROM

Supply Chain Risk Mitigation

Disruptions Cannot Always Be Prevented, But Their Impact Can Be Limited

by Ibrahim Anwar

This worksheet is one of nine in the *Supply Chain Risk Mitigation* companion worksheet pack. The full pack is grouped into three categories: high-volume worksheets you can run weekly, niche-search worksheets for rare but high-value situations, and specific-case worksheets that walk you through a single concrete scenario.

Every framework, decision filter, and figure used in these worksheets is drawn from the chapters of the source book. The book sets the diagnosis, the worksheets give you the form to act on it.

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