

Case Study.  
Retail.  
South America.

# Combining Methodology, People, and Technology to Standardise Risk Management

## Challenge

A South American leader in ecommerce faced a significant challenge in managing operational risks across its logistics network that was vast and often fast-paced.

As a result, the company was bottlenecked with data that was inconsistent, or worse, incomplete. Information the company collected was not standardised, making it difficult to locate, centralise, and consolidate risks at both the regional and country levels. Existing risk assessments required significant quality adjustments to be effective for strategic decision-making.

Finally, the company operated from a reactive stance, as opposed to one that proactively predicted where major unwanted events might occur. Always reacting to incidents limited leadership's ability to focus on the most significant risks. The company needed a robust, standardised methodology and a powerful digital tool to transform its risk management approach from a reactive, compliance-based activity into one that was proactive, preventative, and an integral part of its operational culture.

## dss+ Approach

dss+ developed a multi-phased approach that combined its world-renowned risk management methodology with the dss+360 digital platform. The result: deep engagement and capability-building at every level of the organisation. Its visual interface helped teams understand the relationship between hazards, risks, and controls, becoming the engine for a dynamic and preventative risk management system.

**dss+**

Protect. Transform. Sustain.



First, a dedicated dss+ team conducted critical off-site work to rescue, transform, and update the client's existing risk data. By doing this, dss+360 launched with high-quality, reliable information, consolidating a total of 200 risks for the pilot.

Secondly, a multidisciplinary team led a week-long workshop that engaged leaders far beyond the Environment, Health, and Safety (EHS) department — to include Operations, Engineering, and HR. Using the dss+360 platform to register risks identified during on-the-floor walks, sessions combined dss+ methodology with hands-on training, which helped ensure buy-in across the organisation.



### Assignment

To build a sustainable safety culture, improve the quality of the company's safety data, and create a robust, standardised methodology for proactively managing risk.



### Offering

dss+360 Digital Platform, ORM Consulting.



### Impact

- A sustainable and proactive risk culture the company had not had in the past.
- A single source of truth for all risk information so leadership had clarity into the company's risk profile and could immediately and clearly identify the health of its critical controls to make smarter and faster decisions.
- A culture of shared ownership among leadership and the workforce through a cross-functional risk committee that breaks down silos between Operations and Environment, Health, and Safety teams.

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