



Northstar Distribution Group (NDG)

Fictional Company



Overview

Northstar Distribution Group (NDG) is a mid-to-large Canadian distributor of food, medical supplies, and essential household goods. The company plays a critical role in supplying major grocery chains, pharmacies, and healthcare providers across the country.

NDG operates in all provinces, with a network of regional distribution centres and a centralized logistics coordination hub.

Industry

National food and essential goods distribution

Head Office

Toronto, Ontario

Operations

Warehousing, logistics, and supply chain management across Canada



Core Operations

Distribution Centres:

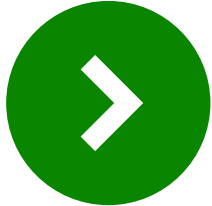
- Vancouver (BC)
- Calgary (AB)
- Winnipeg (MB)
- Toronto (ON) – primary hub
- Montreal (QC)
- Halifax (NS)

Transportation:

- Contracted national trucking fleet
- Rail partnerships for bulk shipments
- Limited air freight for urgent medical deliveries

Workforce:

- 1,200 employees nationwide
- Mix of warehouse staff, drivers, logistics coordinators, and corporate functions



Northstar Distribution Group

- *Prioritizing critical operations*
- *Allocating limited resources*
- *Communicating with stakeholders*
- *Making time-sensitive decisions under uncertainty*



Leadership Structure

- CEO
- VP Operations
- Director, Logistics
- Director, IT & Cybersecurity
- Director, Communications
- Regional Operations Managers



Key Dependencies

- Reliable electrical power (critical for cold storage and operations)
- Telecommunications and internet connectivity
- Fuel supply for transportation and generators
- Third-party logistics providers
- Cross-border supply chains (U.S. and international suppliers)



Risk Profile (Pre-Incident)

- Increasing exposure to cyber threats targeting logistics systems
- Tight inventory cycles (just-in-time delivery model)
- Limited redundancy in smaller regional facilities
- Dependence on urban transportation infrastructure
- Pressure from customers for uninterrupted supply



Technology Environment

- Cloud-based ERP system (inventory, orders, finance)
- Warehouse Management System (WMS) at each distribution centre
- Transportation Management System (TMS) for routing and fleet coordination
- Heavy reliance on telecommunications and real-time data
- Backup generators at major facilities (limited fuel capacity: 24–48 hours)



Critical Functions

- Order fulfillment for major retailers and hospitals
- Inventory management and cold storage (perishables, pharmaceuticals)
- Transportation scheduling and routing
- Supplier coordination (domestic and international)
- Customer communication and service continuity

