



ИНСТИТУТ ЗА
СТАНДАРДИЗАЦИЈУ
СРБИЈЕ



centar

za analizu rizika i
upravljanje krizama

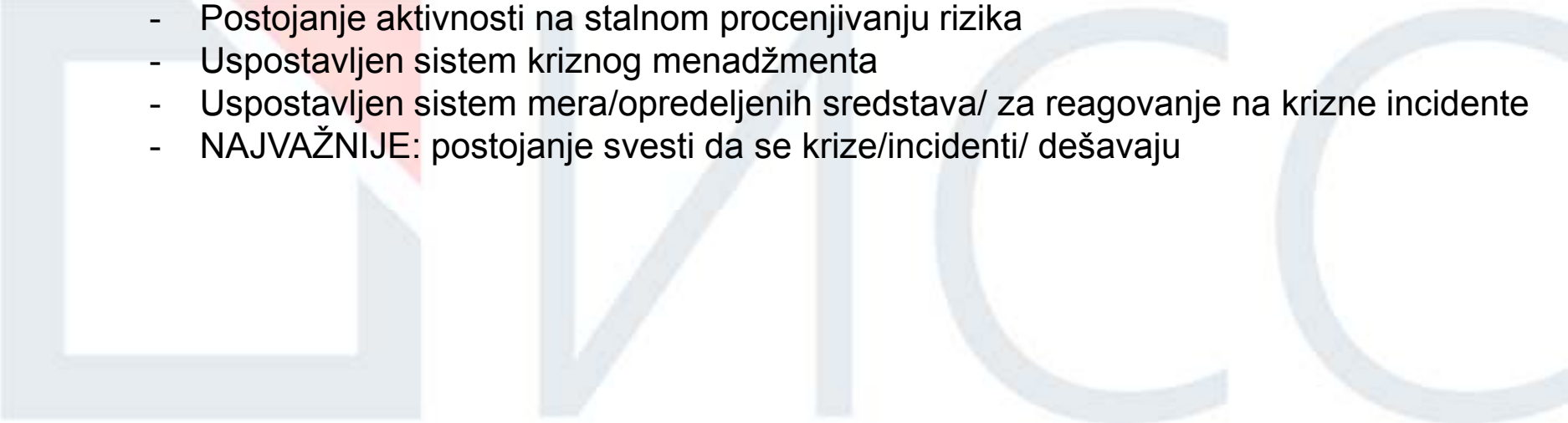

Business Continuity Management

PLAN – Moguće rešenje

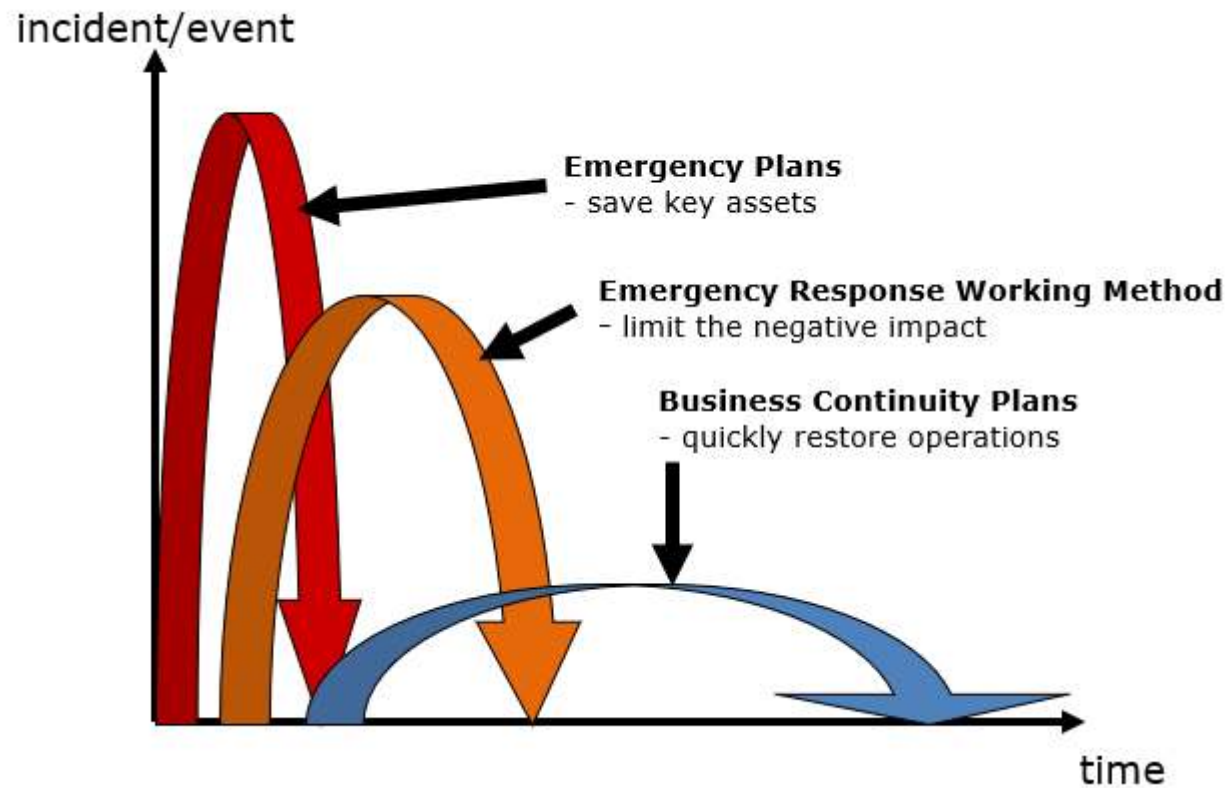
Siniša Vuković, prof. C.O.



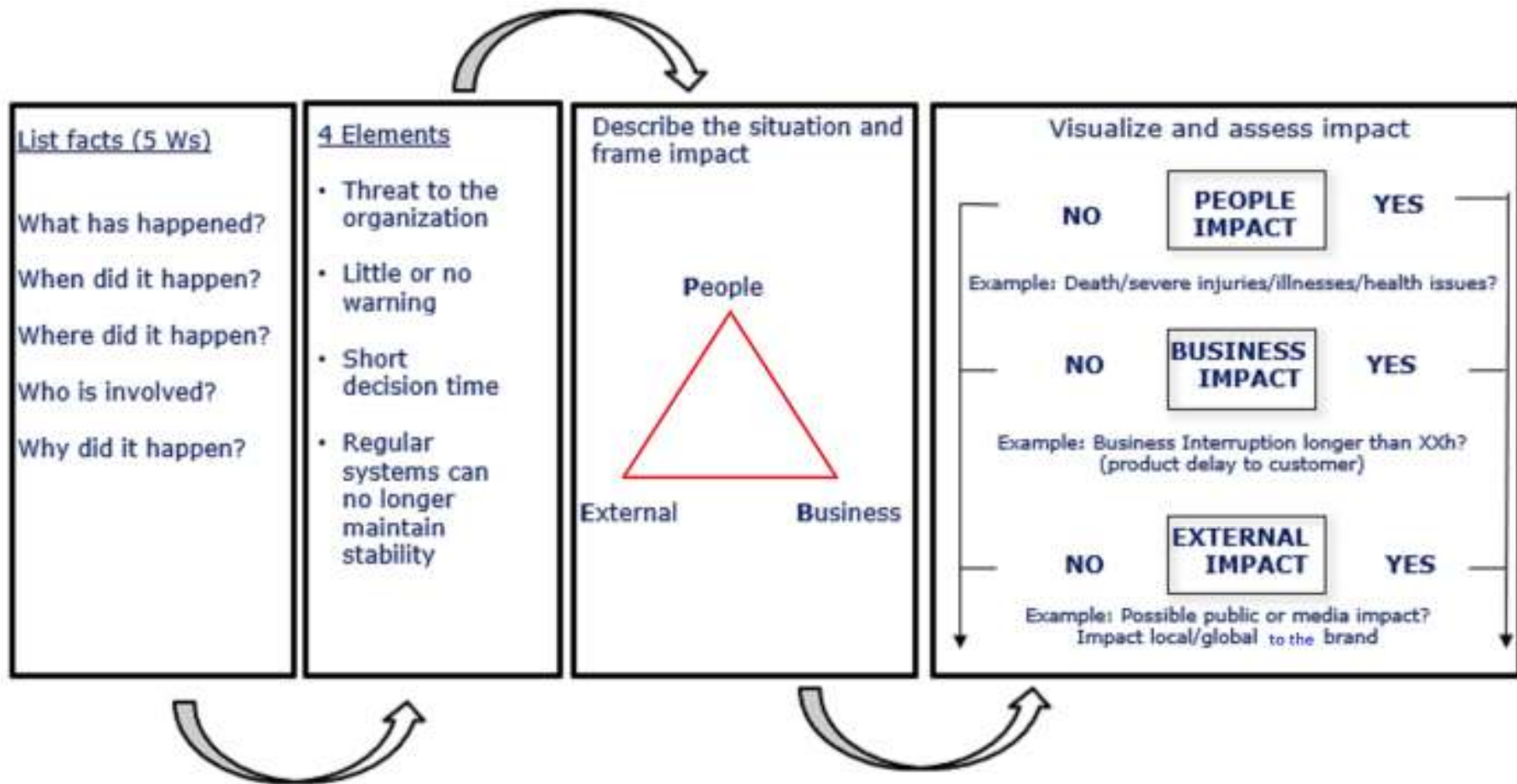
Preduslovi:

- Postojanje organizacije / u stvarnom smislu/
 - Postojanje aktivnosti na stalnom procenjivanju rizika
 - Uspostavljen sistem kriznog menadžmenta
 - Uspostavljen sistem mera/opredeljenih sredstava/ za reagovanje na krizne incidente
 - **NAJVAŽNIJE:** postojanje svesti da se krize/incidenti/ dešavaju
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KARAKTERISTIKE KRIZE- KAKO SE DEŠAVA



PROCENA STANJA- KRIZNE SITUACIJE





RESPONSIBILITIES – GLOBAL LEVEL

- a. A worldwide corporate ERT network to be identified, containing a principal ERT contact for each country (normally the risk manager) in which company has activities and the normal PR contact for the country (but valid only where a PR person has been appointed - meaning all retail countries).
- b. General surveillance, research and monitoring.
- c. Corporate policies, rules and guidelines in relation to pandemic planning and outbreak (with Group Management agreement).
- d. Contact with other companies (external reference network) for assisting in company's planning.
- e. General advisory statements (hygiene, travel, evacuation, business closure).
- f. Strategic planning scenarios for business contingency (corporate level, not local).
- g. Corporate communication with International SOS in making pandemic preparedness plans.
- h. Provision of checklists to local units as required if there are gaps in business interruption procedures for a pandemic type risk.
- i. Review and advice in event of local evacuation decision and/or closure decision.
- j. General coordination between all units (information exchange) to maintain common approach.

RESPONSIBILITIES- country/local units

- a) Country ERT network to be identified and organized, with a local ERT contact in each corporate business location regardless of function. (Note: see the principal ERT contact list for each country which forms section 2 of this document).
- b) Communication with global ERT.
- c) Informing local management groups, reporting back to global ERT where appropriate.
- d) Identification and contact with ALL corporate units within their country, regardless of function.
- e) Implementation of policies and checklists related to pandemic preparedness.
- f) Feedback to global ERT where local adaptations to checklists may be relevant to the total corporate group.
- g) Implementation of local checklists at the relevant points of the emergency (according to WHO alert scale for pandemic preparedness)
- h) Integration of pandemic preparations with local business continuity plans.
- i) Confirmation of readiness in advance of WHO alert scale 5
- j) Monitoring and surveillance of all local pandemic related issues. If a pandemic outbreak were to occur, then to include reporting of illness rates and absenteeism, and monitoring risk of evacuation and/or closure.
- k) Working with local business unit manager in the event of an evacuation and/or closure decision.

Responsibility to check local laws for what to pay company employees in cases of prolonged absenteeism and temporary closure of an business unit.



Business Continuity plan COMPANY XYZ

Crisis generally refers to an event where our previous experiences and adopted way of reacting are insufficient for us to be able to understand and mentally handle the prevailing situation.

This Business Contingency and Disaster Recovery plan is to be seen as a tool helping us to prevent situations which could result in a crisis, but also to act promptly when a crisis has arisen within COMPANY XYZ. Furthermore, this document shall support the valuable evaluation and follow-up which is a part of efficient crisis management.



The purpose of the Business Contingency and Disaster Recovery plan is to serve as an aid to be able to:

1. Quickly supply correct information, internally and externally, after a serious event.
2. At an early stage, initiate crisis support in connection with a serious accident in which one or more co-workers have been killed or injured.
3. Reopen business after a serious threat, accident or disturbance.

The goal is to prevent or minimize damage and effects of a crisis, a serious threat, accident or disturbance affecting COMPANY XYZ.

After major emergency, there is possibility that we would not be able to re-open our store immediately. In that and similar cases we should proceed by activating this plan.

We will separate Business Continuity plan COMPANY XYZ in two scenarios depending if:

- Unit is closed short term or
 - Unit is closed long term
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1.1. Scenario 1 – Unit must close for short term

Recovery Procedure

The recovery procedure consists of re-opening the unit in the shortest/safest period of time as possible.

First determine if closure is considered short term or long term. Days to 2 weeks consider short term. 2 weeks or more consider long term.

To reduce sale losses, we should:

- Look at redirecting customers to the nearest unit, and or Phone order center. This can be done by Co-worker handing out maps and gift card to the closes unit during all regular operating hours if possible. (If conditions allow).
- Arrange media ads in newspaper, radio or TV.
- Arrange special offers in closest unit.
- Arrange possible free delivery to your unit area.
- Arrange selling products out of trailers or tents, or unaffected part of the building – if declared as safe by the authorities and /or external specialists
- Contact insurance for possible Business Interruption/property coverage.
- Discuss all options with Head of ERT Regional.



Recovery Time Objective (RTO)

This plan is based on the fact that we will be operational in affected unit in within 2 weeks. Any longer closure and we need to look at more permanent procedures. (Regional Unit must close for long term)



We can re-open units with some functions not operating, example Food services, expo, offices.

Recovery Location

List here the 2 closest Company Locations. Give address, quick directions with a map that can be printed and handed out to customers. Make sure store hours of operation are also on this map.

Make sure that Call center has contact information for customers.

TIP: Maybe to set up special number for customers affected by the store closure.






Dependencies

This plan is dependent upon having a unit close to re-direct customers to. It is also dependent on us being able to work from or be in the parking lot of our unit affected.

We will also need enough co-workers to help handout maps and redirect customers coming into the lot.

Other Considerations

- Inform Call center to put notice on phone number.
 - Transfer co-workers from affected unit to work in other units as other units will become very busy and will need help.
 - Stop deliveries – products, food and office supplies.
 - Communicate with your co-workers every day.
 - Call customers expecting deliveries or product pick up. Save them the trip.
 - If the unit is out of operation because of some wide scale disaster, you should refer to the other ERT scenario that takes this into account.
 - Arrange a shuttle bus for customers.
 - If it is possible arrange that co-worker work from home
 - Document all actions, responsibilities and completed dates.
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Recovery Steps - Summary

Step 1 – Contact ERT Regional team members and arrange a meeting.

Step 2 – Establish Business Continuity team, meet and review plan.

Step 3 – Contact backup unit.

Step 4 – Contact co-workers and set up information meeting.

Step 5 – Review co-worker requirements.

Step 6 – Meet with co-workers and inform them about situation.

Step 7 – Notify Call Center of closure and put notice of phone number

Step 8 – Contact terminal and stop all shipments.

Step 9 – Contact purchasing and stop all supply deliveries.

Step 10 – Contact Food Services and stop all food deliveries.

Step 11 – Print off Maps and have Gift cards controlled and activated.

Step 12 – Contact media and inform them about our actions.

Step 14 – Notify backup unit about possibility of influx of customers and know their needs.

Step 15 – Continue to update co-worker affected.

Step 16 – Assign a team to ensure re-opening of unit as quickly as possible.

Step 17 - Contact insurance for possible Business Interruption/property coverage.



1.2. Scenario 2 – Unit must close for long term

Recovery Procedure

The recovery procedure consists of re-opening the unit in the shortest/safest period of time as possible.

First determine if closure is considered short term or long term. Day to 2 weeks consider short term. 2 weeks or more consider long term.

Ensure that co-workers and their families are ok.

To reduce sale losses we should look at redirecting customers to the nearest unit, and or Phone order center.

- Look at redirecting customers to the nearest unit, and or Phone order center. This can be done by Co-worker handing out maps and gift card to the closes unit during all regular operating hours if possible. (If conditions allow).
- Arrange media ads in newspaper, radio or TV.
- Arrange special offers in closest unit.
- Arrange possible free delivery to your unit area.
- Contact Property department to locate a temporary location.
- Contact insurance for possible Business Interruption/property coverage.
- Recover as much product from closed unit as possible.
- Recover a much office equipment, computers, files as possible to reuse.
- Recover server tapes.
- Recover Store drawings, projects....
- Arrange selling products out of trailers or tents, or unaffected part of the building – if declared as safe by the authorities and /or external specialists
- Discuss all options with Head of ERT Regional.

Recovery Time Objective (RTO)

This plan is based on the fact that affected Store can be operational either at another location or from temporary location in within 2 to 4 weeks. Re-opening of unit will depend on incident that caused closing it. This could be up to 24 months...

Insurance investigation, police investigation, government controls... could all have influence on closure time of affected store.

We can re-open units with some functions not operating, example Food services, Playroom, showroom, offices.

Recovery Location

List here the 2 closest Company Locations. Give address, quick directions with a map that can be printed and handed out to customers. Make sure store hours of operation are also on this map.

Make sure that Call center has contact information for customers.

TIP: Maybe to set up special number for customers affected by the store closure.

Property department should locate and rent temporary location as close as possible to existing closed unit.




Dependencies

This plan is dependent upon having a unit close to re-direct customers to. It is also dependent on us being able to work from or be in the parking lot of our unit affected.


You will also need enough co-workers to help handout maps and redirect customers coming into the lot.

Property department should locate and rent temporary location as close as possible to existing closed unit and relocate store operation. Temporary location still needs to meet our fire and Safety standards.





Other Considerations

- Arrange that communication lines are available.
 - Inform Call center to put notice on phone number.
 - Transfer co-workers from affected unit to work in other units as other units will become very busy and will need help.
 - Stop deliveries, product, Food service and office supplies.
 - Communicate with your co-workers every day.
 - Engage IT emergency help.
 - Assess and arrange additional security to protect property.
 - Arrange a shuttle bus for customers.
 - Call customers expecting deliveries or product pick up. Save them the trip.
 - If the unit is out of operation because of some wide scale disaster, you should refer to the other ERT scenario that takes this into account.
 - If it is possible arrange that co-worker work from home
 - Document all actions, responsibilities and completed dates.
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Recovery Steps - Summary

Step 1 – Contact ERT Regional team members and arrange a meeting.

Step 2 – Assess total damage or incident exposure.

Step 3 – Establish Business Continuity team, meet and review plan.

Step 4 - Contact co-workers and assess their needs and situation.

Step 5 – Contact backup unit.

Step 6 – Contact co-workers and set up information meeting.

Step 7 – Review co-worker requirements.

Step 8 – Meet with co-workers and inform them about situation.

Step 9 – Notify Call Center of closure and put notice of phone number

Step 10 – Contact terminal and stop all shipments.

Step 11 – Contact purchasing and stop all supply deliveries.

Step 12 – Contact IFS and stop all food deliveries.

Step 13 – Contact insurance for possible Business Interruption/property coverage.

Step 14 – Contact property department.

Step 15 – Contact authorities for local action depending on incident.


Step 15 – Print off Maps and have Gift cards controlled and activated.

Step 16 – Contact media and inform them about our actions

Step 17 – Notify backup unit about possibility of influx of customers and know their needs.

Step 18 – Continue to update co-worker affected.



Step 19 – Assign a team to ensure re-opening of unit as quickly as possible.






Starting up Business after longer Closure

Before opening

- Decide on an opening date far enough to be sure that you are able to accomplish list below.
 - Ensure local government does not have any concern with Company re-opening.
 - Check building for structural damage.
 - Check and test all life safety systems.
 - Check and test all technical systems
 - Ensure warehouse safety and display safety.
 - Decide when co-workers will start to work before store officially opens.
 - Inform all co-workers about opening date and date to start the work.
 - Make sure that managers come to work one day before co-workers start to work for half a day meeting. Discuss the situation, new procedures, review all emergency procedures, discuss what you want them to have co-workers do, have them prepared to greet their co-workers.
 - Arrange start of food supply shipments
 - Arrange start of stock supply shipments
 - Inform all contractors of their start date, example; cleaning company, security, delivery company, cash pick up...
 - Ensure forklifts are charged before co-workers starting day.
 - Start a media campaign if you want and can handle a bigger opening crowd.
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Working Days before Store re-opening day

- Arrange that managers meet their co-workers at the door and welcome them back.
 - Arrange that managers meet with all their co-workers to discuss the situation, new procedures, review all emergency procedures, and discuss their task over the next day or two, before opening.
 - Provide co-workers with an emergency procedure pamphlet for refresher.
 - Provide free meals to all co-workers.
 - Perform at least 1 evacuation drill before official store opening day.
 - Prepare store signage if needed i.e. for customers about possible new procedures
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Opening day

- Perform in-depth safety checks of warehouse and showroom safety.
- Arrange that managers come early to work, to meet their co-workers again. Arrange that managers greet customers back as they come into store.
- Have special offers for customers returning i.e. gift cards so they come back again, possible free special opening cake for customers and or co-workers.
- Free meals for co-workers.
- Have a quick Managers meeting after half the day to see if there is any concerns or issues arising. This may need to be done daily for the first few days.
- Try and get things back to normal as much as possible.

All the information stated above are suggestions and in different situations you may need to perform other tasks or handle things differently. This document should provide you with help/basics on how and what to prepare after a long period of being closed for business.

