BUSINESS CONTINUITY & RESILIENCY PLANNING

Driving Productivity in the Better Normal

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Outline

BUSINESS CONTINUITY
EMERGENCY RESPONSE
DISASTER RECOVERY
CRISIS MANAGEMENT

BCRP Concept and Benefits

BCRP at Work: Basic Steps

Business Continuity & Resiliency Planning (BCRP)

BCRP is a **plan of action** aimed at ensuring that **business will continue** during and after a disaster.

Disasters in the Philippines
Volcanic Eruptions

Photo from CNN

**Taal Volcano
January 13, 2020**

Photo from Manila Bulletin

**Mt. Pinatubo
June 15, 1991**

Disasters in the Philippines
Typhoons

Photo from CNN

Ondoy
September 27, 2009

Photo from CNN

Yolanda
November 7, 2013

Photo from CNN

Odette
December 16, 2021

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Disasters in the Philippines
Earthquakes

Photo from ABS CBN News

Cotabato
October 31, 2019

Photo from Philippine Star

Northern Luzon
July 16, 1990

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Disasters in the Philippines
Virus Outbreak

Photo from Getty Images

**SARS-COV 1
2002**

Photo from ABC Newsr

**Swine Flu (A H1N1)
2009**

Photo from Yahoo PH

**Coronavirus Disease
2019**

Disasters in the Philippines
Animal Diseases

Photo from Philippine Star

Photo from CNN

Photo from Philippine Star

**Foot and Mouth Disease
1994**

**Bird Flu (H5N6 Avian Influenza)
2017**

**African Swine Fever
2019**

Benefits of BCRP

Protects people.

Helps avoid financial loss.

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Builds business confidence.

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Safeguards company reputation.

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Stabilizes business continuity.

STEP 1:
Program Initiation

- Create a BCRP Team

- Identify key products and services

BCRP Team Roles and Responsibilities

- Develop BCRP
- Supervise BCRP implementation
- Review and update BCRP
- Assess potential damage to business operations
- Ensure BCRP functions effectively
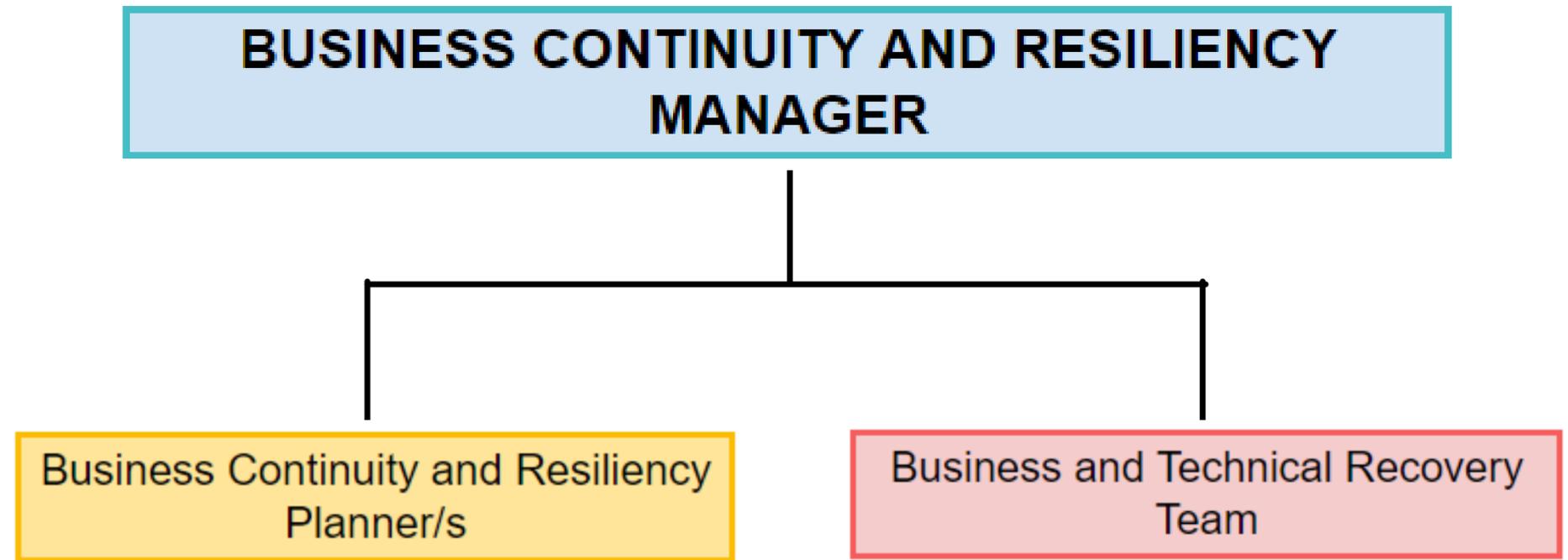- Determine severity of event to activate BCRP

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Authority of BCRP Team

- Activate BCRP
- Order facility shutdown
- Initiate evacuation of employees and customers
- Declare that an incident has ended
- Communicate with the media
- Initiate the emergency response phone tree

BCRP Team Structure


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┌─────────────────────────────────────────────┐
│     BUSINESS CONTINUITY AND RESILIENCY       │
│                  MANAGER                      │
└─────────────────────────────────────────────┘
                      │
        ┌─────────────┴─────────────┐
┌───────────────────────┐   ┌───────────────────────┐
│ Business Continuity    │   │ Business and Technical │
│ and Resiliency         │   │ Recovery Team          │
│ Planner/s              │   │                        │
└───────────────────────┘   └───────────────────────┘
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Key Products and Services

Key products are business **products** or **services** that must be restored in the event of a disruption.

Identifying Key Products and Services Template

Key Products and Services			
GOODS/SERVICES	RANK IN ORDER OF IMPORTANCE		
FACTORS	_____	_____	_____
Share of income they generate			
Number of clients demanding them			
Availability of raw materials			
Average			

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STEP 2:
Risk & Impact Analysis

- Identify risks that can adversely affect an entity's resources or image

- Assess risks to determine potential impacts to entity

What is Risk?

Risks are possible **events** that could cause **harm** or **loss** or **affect** the ability to **achieve objectives**; measured by probability of a threat and the **impact** it would have if it occured.

Types of Impact

Customer
Impact

Financia
l
Impact

Operational
Impact

Reputational
Impact

Human
Impact

Potential Threats to 4Ps

People
- Absenteeism/ Sick Leaves
- Resignation
- Employee Safety

Processes
- Building access
- Supply chain delay
- Facility/ Equipment Damage

Profits
- Consumer buying power
- Sales
- Supply price increase

Partnerships
- Power failure
- Water supply disruption
- Internet Connectivity Failure

General Causes: Disasters

Typhoon

Earthquake

Fire

Volcanic Eruption

Flooding
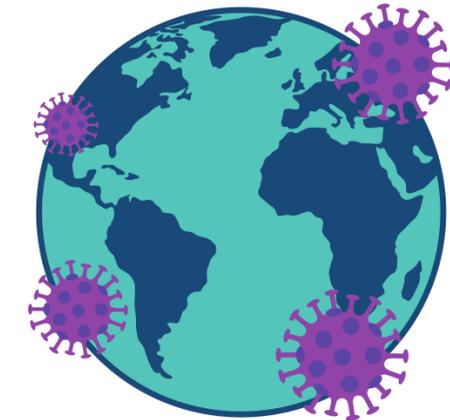
Virus outbreak

Risk Analysis: Pinoy Sardines

Level 1: General Causes

Disaster Event	Likelihood	Consequence	Total	Rank
Fire	2	4	6	4
Volcanic Eruption	3	4	7	3
Earthquake	1	5	6	4
Typhoon	3	5	8	2
Flooding	2	5	7	3
Virus Outbreak	5	5	10	1
Others	0	0	0	

Total	Classification
1-3	Low Risk
4-6	Medium Risk
7-10	High Risk

Likelihood	1 (rare) to 5 (always/certain)
Consequence	1 (insignificant) to 5 (critical)

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Risk Analysis: Pinoy Sardines

Level 2: Potential Threats to 4Ps

Disaster Event: Virus Outbreak		Likelihood	Consequence	Total	Rank
People	Absenteeism/ Sick Leaves	5	5	10	1
	Resignation	1	4	5	4
	Employee Safety	5	5	10	1
Processes	Building Access	1	5	6	3
	Supply Chain Delay	3	5	8	2
	Facility/ Equipment Damage	1	4	5	4
Profits	Consumer Buying Power	3	5	8	2
	Low Sales	4	4	8	2
	Supply Price Increase	3	3	6	3
Partnerships	Power Failure	1	5	6	3
	Water Supply Disruption	1	3	4	5
	Internet/ Connectivity Failure	1	3	4	5

Total	Classification
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Risk Assessment and Management
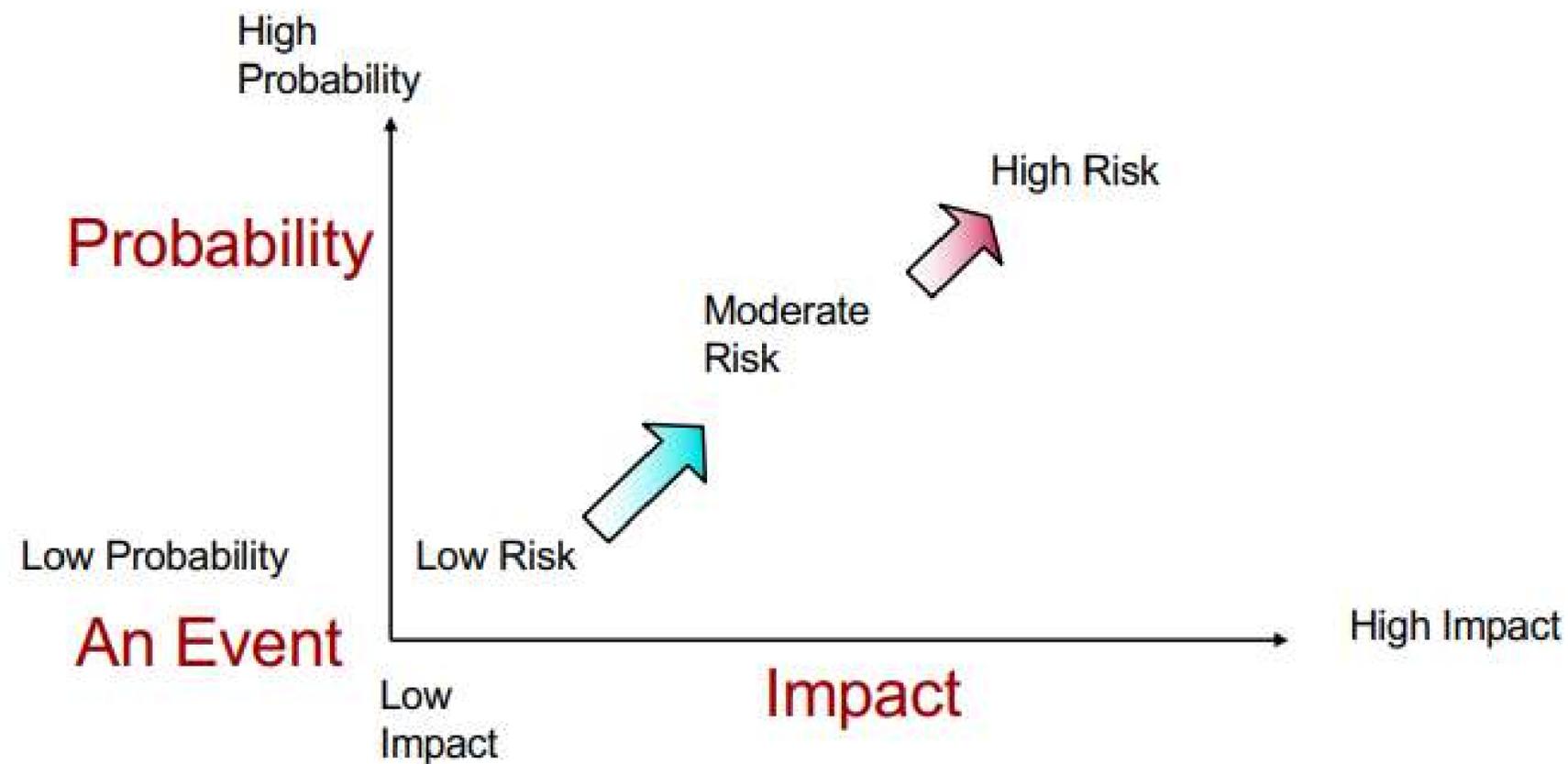
AI in Risk and Impact Analysis

1st COLLECT INPUTS

- List down business processes, i.e. inventory management, payroll, sales, supply chain, etc.
- List down all possible risks in your area, i.e. flooding, earthquake, power outage, etc.

AI in Risk and Impact Analysis

2ND FEED RISKS TO CHATGPT

Sample prompt: *I run a small bakery in Manila. My key processes are: baking, sales, supplier deliveries, payroll, marketing. My risks are: flooding, power outage, supplier delays. Rank the risks based on possible business impact (high, medium, low) and explain why.*

AI in Risk and Impact Analysis

2ND FEED RISKS TO CHATGPT

AI Output Sample:

- Flooding → **High** (directly halts operations, supply loss)
- Power outage → **Medium** (temporary disruption, possible spoilage)
- Supplier delay → **Medium to High** (affects ingredient availability, sales dip)

AI in Risk and Impact Analysis

3RD ASK AI TO QUANTIFY IMPACT

Sample prompt: *Estimate the financial and operational impact if flooding stops bakery operations for 5 days. Assume average daily sales of ₱15,000.*

STEP 3:
Response Actions Design

- Identify business continuity strategy options

- Identify key factors to consider in business continuity

Business Continuity Strategies

Business Continuity Strategies

Develop manual workaround procedures

A manual workaround is a temporary method used for the continuation of business functions when normal systems are unavailable.

Example:

- When inventory system is down, use paper and pen to record orders and other transactions.

Business Continuity Strategies

Identify internal dual-usage space to support recovery

Dual-usage spaces can serve as temporary back-up spaces in case of a disaster.

Example:

- Converting a workspace into a storage area.

Business Continuity Strategies

Develop reciprocal agreements

A reciprocal agreement involves two people, groups, organization that commit to helping each other in a similar manner when the need arises.

Example:

- A business can borrow employees from another enterprise if its own workers are not available due to a disaster event, and vice versa.
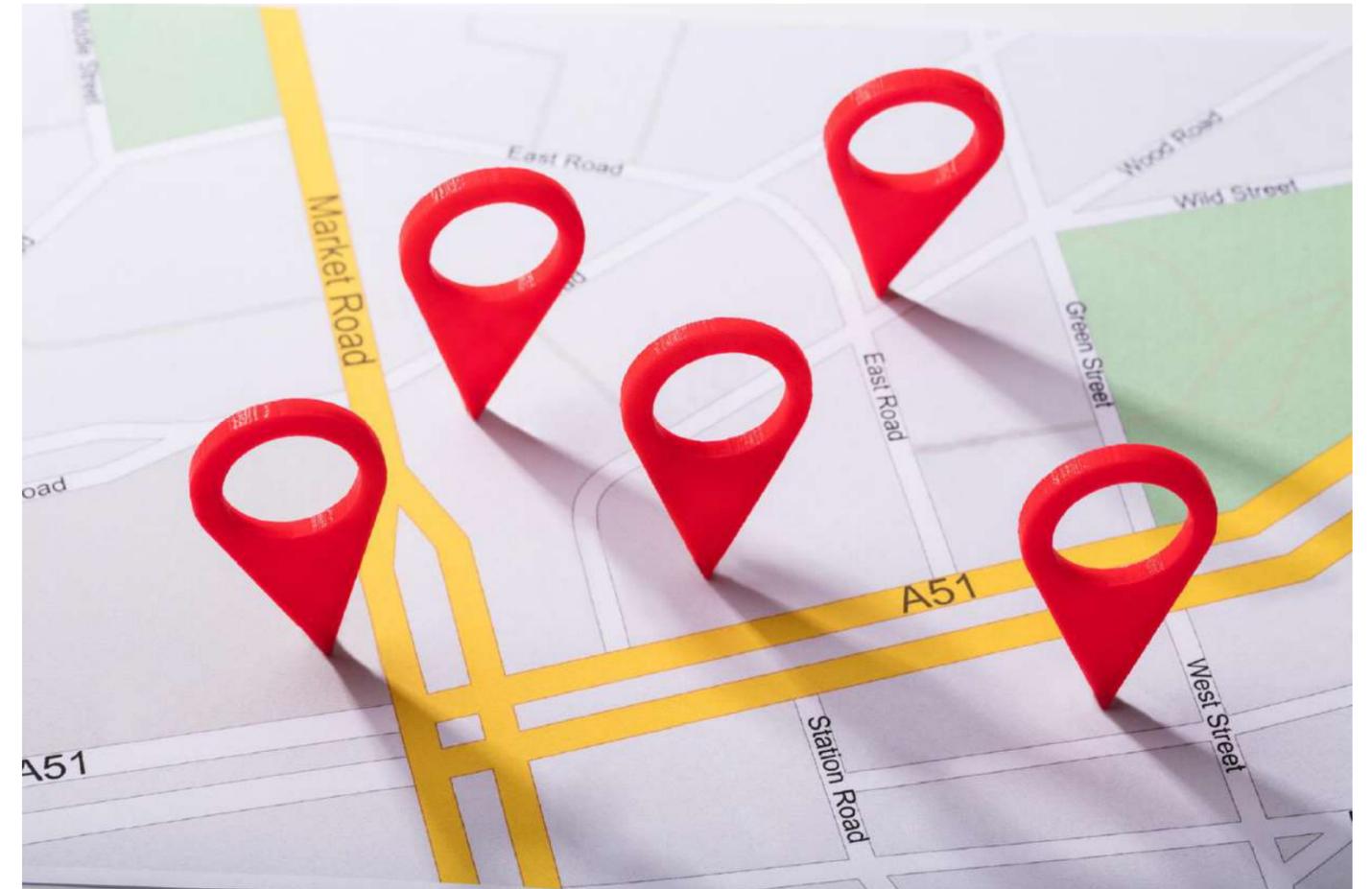
Business Continuity Strategies

Identify an external alternate site

An external alternate site serves as a secondary business address where staff and workload can be transferred in case of operations disruption.

Example:

- In case of fire, the business can be moved to another functioning building or address.

Business Continuity Strategies

Contract third-party service providers or outsourcers

A third-party service provider refers to an external person or organization who provides a service or technology as indicated in a contract.

Example:

- An enterprise can source a third-party delivery service to continue the scheduled operations.

Business Continuity Strategies

Suspend operations that are not time-sensitive

Operations that are not urgent can be suspended in the meantime to allow for other time-sensitive operational commitment.

Example:

- A business can deprioritize orders or services that are not due anytime soon.

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HR Strategies in the Better Normal

Minimum Workplace Health Protocol
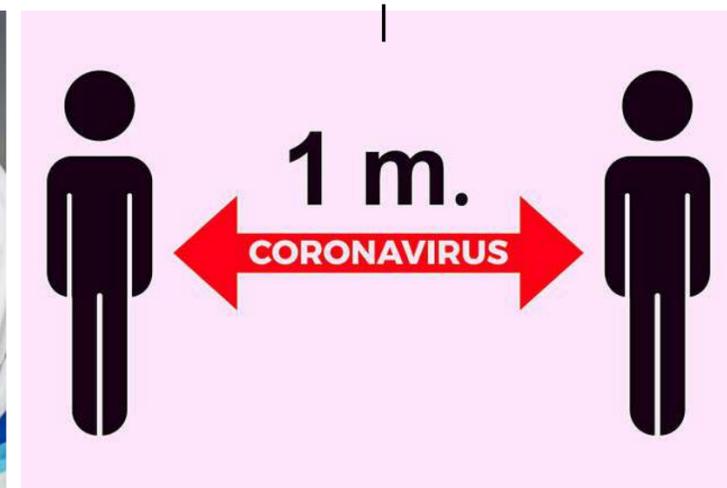

Mask

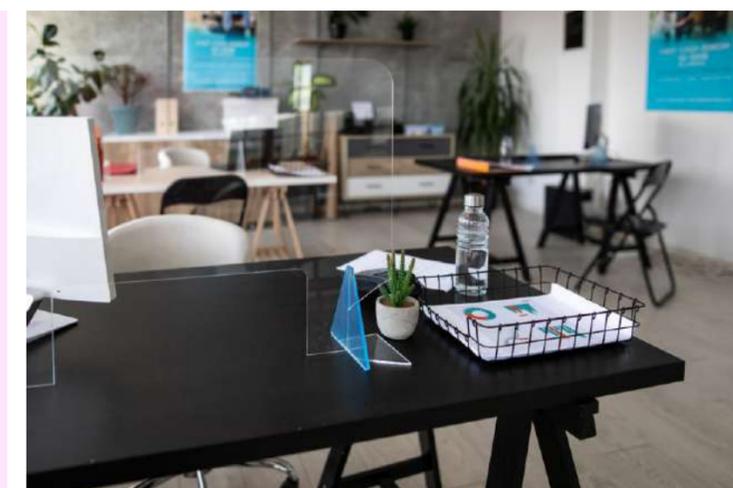Temperature Check

Alcohol

Workplace Disinfection

Hand Washing

PPE

Social Distancing

Sneeze Guard

HR Strategies in the Better Normal

Employee Welfare

Vitamins

Mental Health Counseling

Shuttle Service

Vaccine

Isolation Room

Swab Test

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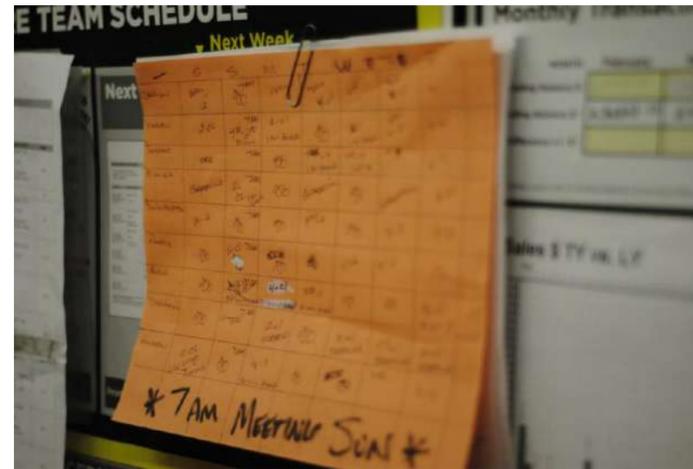
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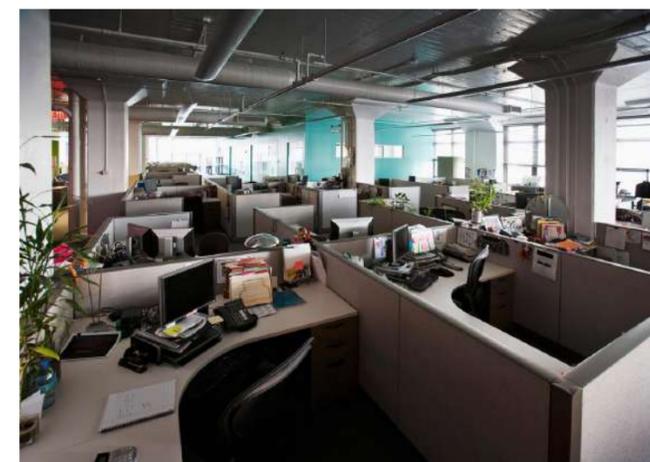
Flexible Work Arrangement

Flexitime

Compressed Work Week

Work From Home

Job Sharing

Skeleton Workforce

HR Strategies in the Better Normal

Communication

Conduct Town Hall meetings

Set up Employee Help Line

Provide regular updates

Create Contact List

- Contact number of authorities and third parties (police, emergency services, firefighters, nearest hospitals, insurance company)
- List of workers, their position and contact details
- List of clients, suppliers and contractors

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Contact List Template

Contact Details of Employees			
Name	Unit/Department	Contact Number	Email Address

Contact Details of Government Offices/Suppliers/Major Customers			
Name	Position/Office	Contact Number	Email Address

Contact Details of Emergency Hotlines			
Name	Office	Contact Number	Email Address

Sample Response Actions

	Potential Threats	Response Actions
People	Absenteesm/Sick Leaves	Adopt flexible work arrangment (Job Sharing)
	Resignation	Develop reciprocal agreements
	Employee Safety	Implement minimum workplace health protocols
	Others:	
Processes	Building Access	Adopt flexible work arrangment (work from home), identify external alternate site
	Supply Chain Delay	Suspend operations that are not time sensitive, contract third-party service providers
	Facility/Equipment Damage	Adopt flexible work arrangment (work from home), identify external alternate site, contract third-party service providers
	Others:	
Profit	Consumer Buying Power	Suspend operations that are not time sensitive
	Sales	
	Supply Price Increase	
	Others:	
Partnerships	Power Failure	Adopt flexible work arrangment (work from home), identify external alternate site, contract third-party service providers
	Water Supply Disruption	
	Internet Connectivity Failure	
	Others:	

Response Actions Template

	Potential Threats	Response Actions
People	Absenteesm/Sick Leaves	
	Resignation	
	Employee Safety	
	Others:	
Processes	Building Access	
	Supply Chain Delay	
	Facility/Equipment Damage	
	Others:	
Profit	Consumer Buying Power	
	Sales	
	Supply Price Increase	
	Others:	
Partnerships	Power Failure	
	Water Supply Disruption	
	Internet Connectivity Failure	
	Others:	

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STEP 4:
Communication & Testing

• Communicate Plan

• Test Plan

Communicate Plan

- Share the plan
- Internal Communication
- External Communication

cc: flaticon

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Communication Plan

Sender	**Company, Top Management**
Message	Company current crisis situation and BCP information update and status
Channel	Email, phone, face to face and social media channels
Receiver	Employees, suppliers, customers, government authorities and media.

Communication Plan Must Do's

Launch quickly	**Brief management and company spokesperson on the situation**	**Prepare and issue company statements**
Communicate situation and procedural instructions to employees and other stakeholders	**Communicate with employee families and local community**	**Continually adapt to changing events associated with the emergency**

Communication System

Sample Communication Plan

Stakeholders	Message	Mode of Communication	Schedule/ Frequency	Responsible Person/Unit
Employees	BCRP	Zoom meeting, FB video call	Once the BCRP is final/revised	BCRP Team/HR
	Update on the situation			
	Change in office policies (work arrangements, safety protocols, etc.)			
Suppliers	Business continuity requirements (change in orders)	Text, email, video call	Once the BCRP is final/revised	Procurement Unit
	Update on the situation		Upon declaration of BCRP	
	Changes in requirements/orders, delivery requirements, among others.			
Customers	Update on the situation	Text, email, video call	Upon declaration of BCRP/as soon as the information is available	Sales Unit/Marketing
	Status/changes in operations/orders			
	Instructions on how to avail the products/services			

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Communication Plan Template

Stakeholders	Message	Mode of Communication	Schedule/ Frequency	Responsible Person/Unit
Employees				
Suppliers				
Customers				

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Plan Testing

Sample Testing Plan

LIST OF ACTIONS

Strategies	Activities	Frequency/ Tentative Schedule	Supporting Documents/ Resources Needed	Responsible Person/Unit
BCRP Review	Review the BCRP, focus on the discovery of areas where the plan can be strengthened	Quarterly, every first Thursday after the reference quarter	BCRP, Meeting Area, Refreshments	BCRP Team
	Train new members regarding the plan and incorporate any new feedback			
Table Top Exercise	Conduct role-playing to allow participants to "walk through" the facets of the BCRP, gaining familiarity with the responsibilities given a specific emergency scenario.	Annually, every 3rd Tuesday of March	BCRP, Memo, All officers and staff	BCRP Team, HR
	Assess gaps/deficits			
Update/Revise BCRP	Revise the BCRP based on the result of the table-top sessions	After the table-top sessions	BCRP	BCRP Team

Testing Plan Template

LIST OF ACTIONS

Strategies	Activities	Frequency/ Tentative Schedule	Supporting Documents/ Resources Needed	Responsible Person/Unit
BCRP Review				
Table Top Exercise				
Update/Revise BCRP				

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End of presentation

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