

Business Continuity in the Covid-19 Era

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A little about DRI



Our Mission

DRI International is the non-profit that helps organizations prepare for and recover from disasters. We achieve this through education, accreditation, and thought leadership in business continuity and related fields. Founded in 1988, we are the oldest and largest nonprofit organization serving resilience professionals.



Our Vision

DRI International strives for a more resilient world.

Certification Highlights

Nearly **100%** of
Fortune 100
companies employ **DRI Certified**
Professionals



Our community:

continues to grow:

We have certified

15,000+

resilience
professionals
around the globe



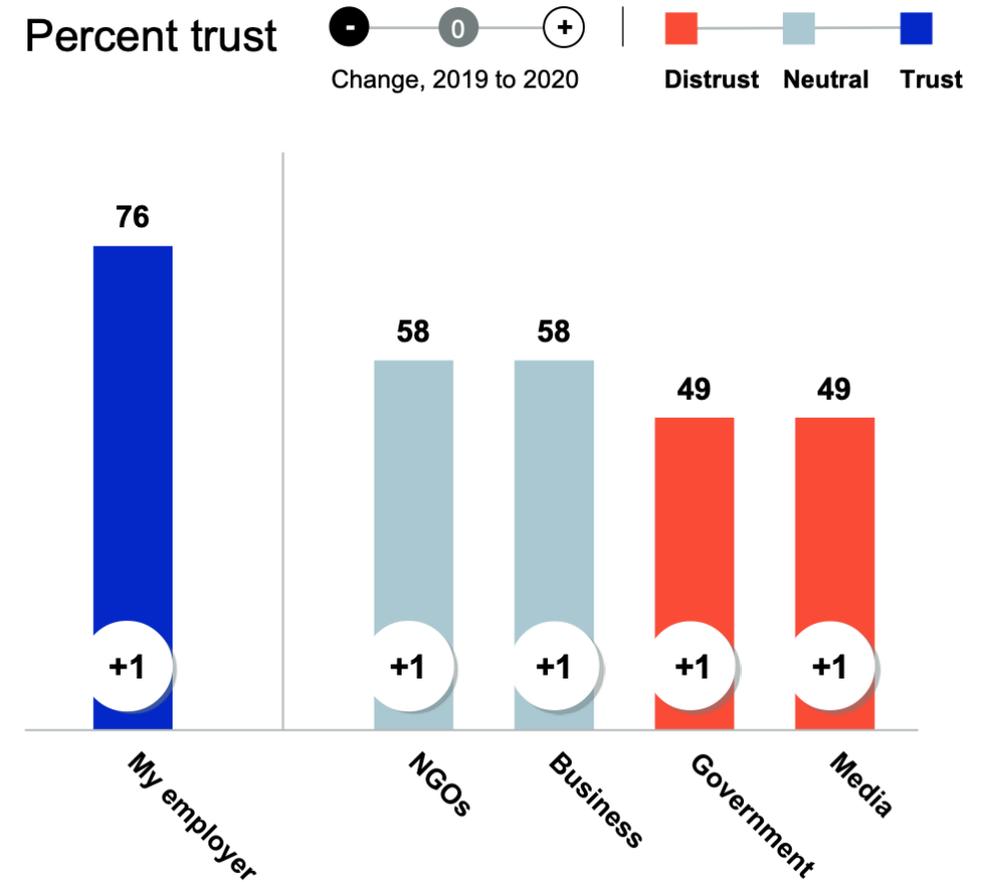
Nearly
40%

of our Certified
Professionals
live outside the
United States*

*Americas: 6%, Asia and Oceania: 12%, Canada: 16%, Europe,
Middle East and Africa (EMEA): 5%, U.S.: 61%

Perspective on Covid-19 Pandemic

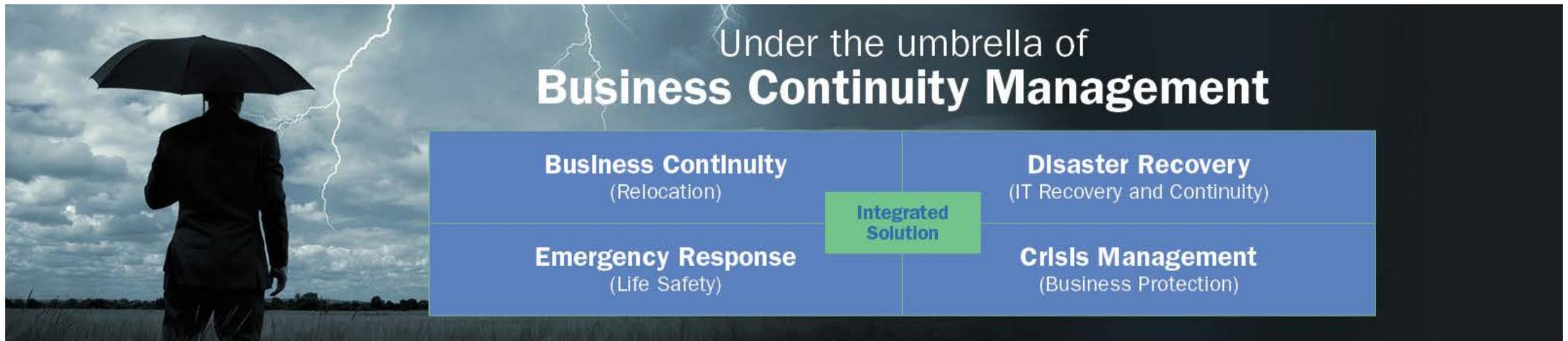
- Pandemics are a national security issue
- Public-private partnerships are essential
- Social trust is at record lows
- But we trust our employers
- Time to show that trust is earned



Source: Edelman Trust Barometer

What is Business Continuity Management?

Holistic management process that identifies potential threats to an organization and the impacts to business operations those threats, if realized, might cause, and which provides a framework for building organizational resilience with the capability of an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities. (International Glossary for Resilience/ISO 22301)

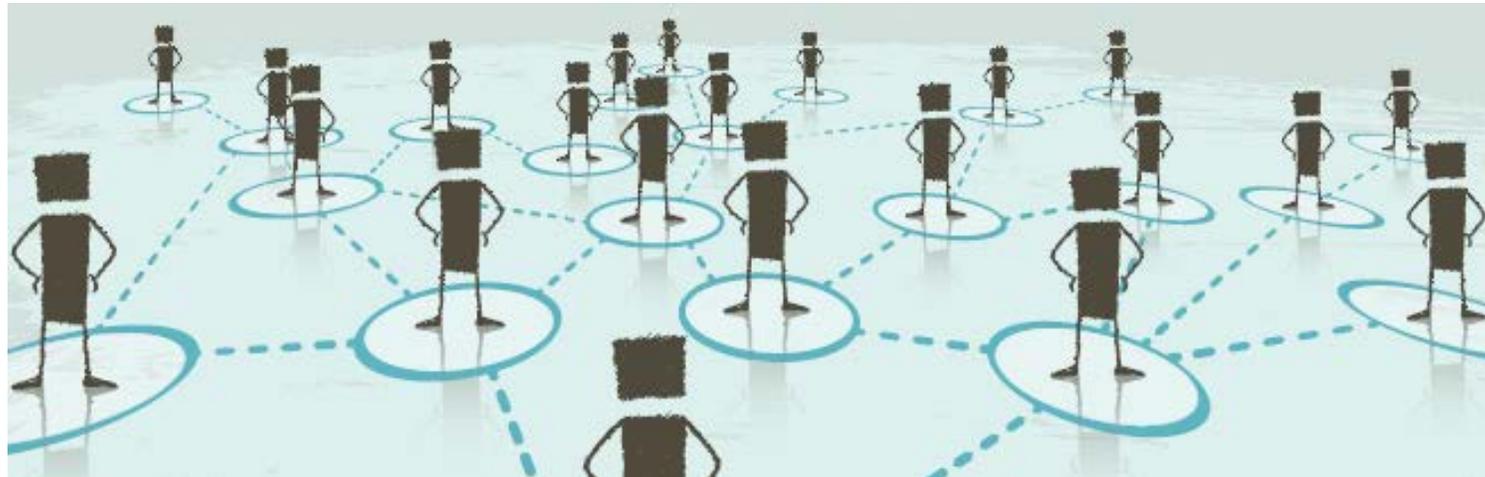




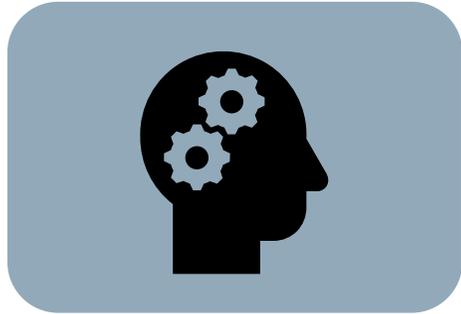
No Business Continuity Plan for Covid-19? Start here.

Pick Your Players

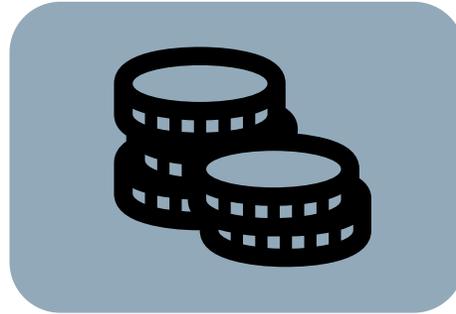
- Get the right team together and identify your goals
- Be realistic. This is not business as usual right now
- Identify core business competencies to make judgment calls with limited information
- Leadership direction must come from the most senior levels



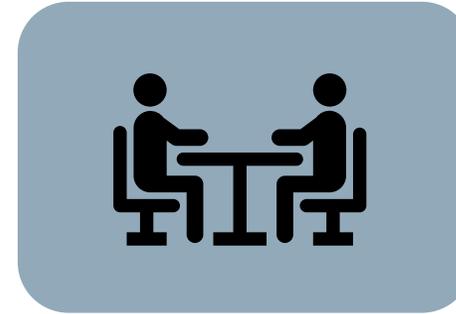
Form a Steering Committee



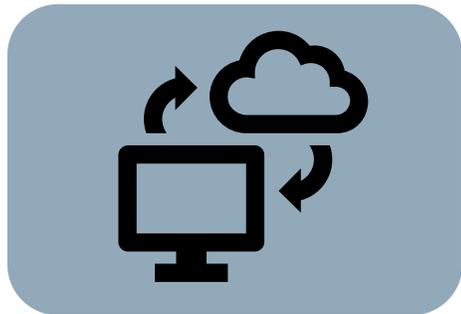
Operations



Finance



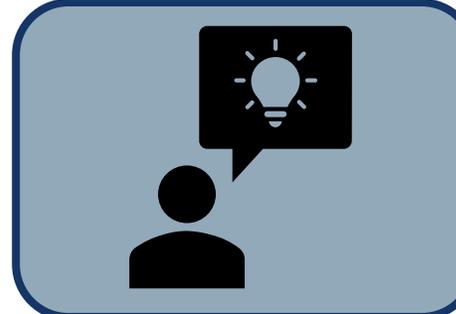
Human resources



Information
Technology



Legal



Identify a business
continuity planner!

Understand Your Risks

- Identify the current or potential risks that can adversely affect your organization
 - **Covid-19:** can you continue to operate if 35-40% of your workforce is out sick?
- Don't stop there:
 - **Cyber:** Work from home opens you up to cyber vulnerabilities and other technical challenges
 - **Natural disasters:** National Oceanic and Atmospheric Administration (NOAA) Climate Prediction Center predicts an unusually severe flood season in the U.S.
 - **Social unrest:** Covid-19 will exacerbate underlying problems, elevate risk of strikes, riots and violence
- Once you have a list of risks, rank them by likelihood that they will impact you
- This process is known as a **risk assessment**



Figure 5: The Resilience Index shows top risks for 2020 based on both likelihood and impact



Resilience professionals report pandemic as the #12 top risk to their organizations in 2020

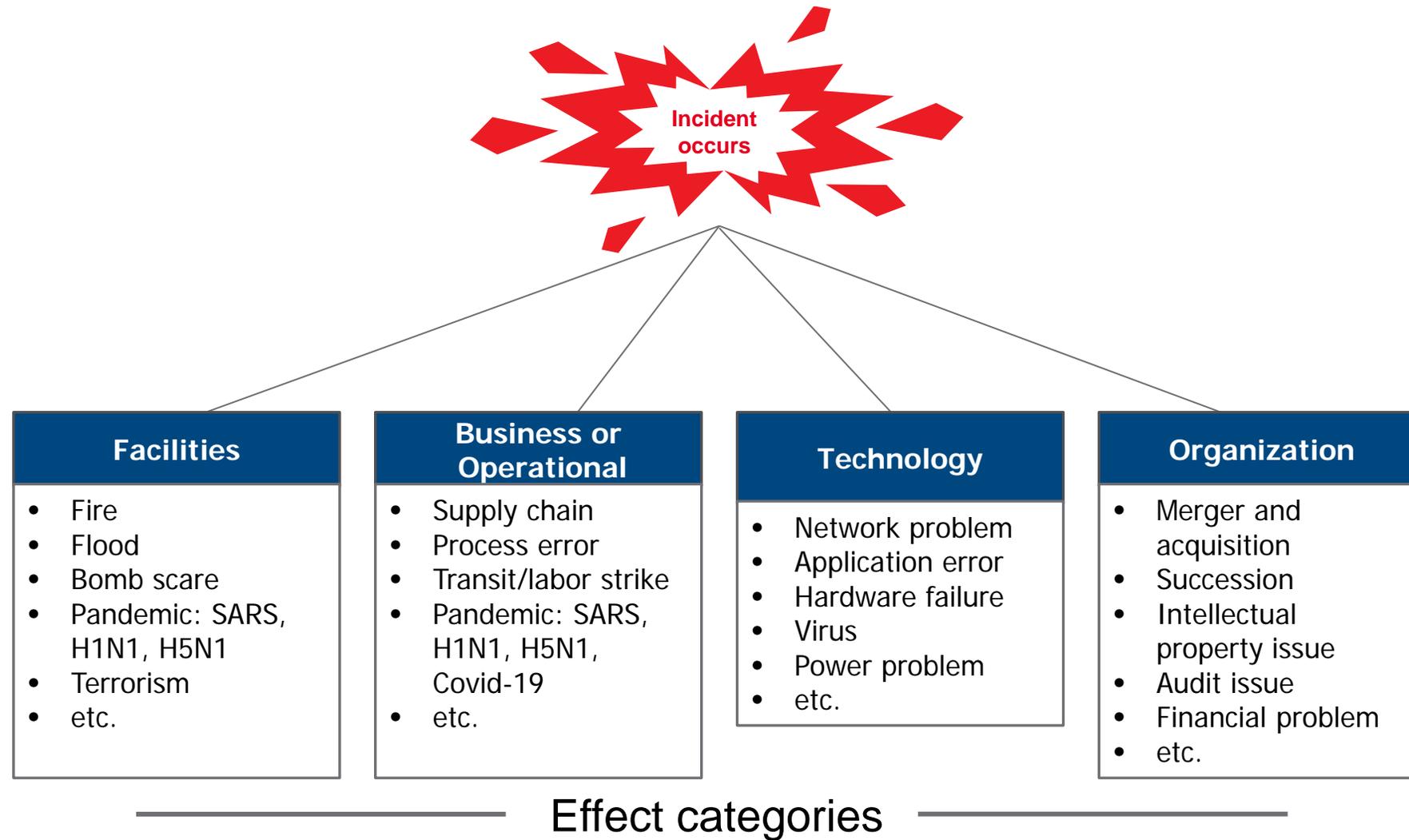
Source: DRI International Trends Report

Analyze the Impact

- Identify and prioritize your organization's key functions and processes
- Which ones will have the greatest impact if they aren't available?
- **Covid-19:** many of us are currently testing how well we operate without access to our facilities for a prolonged and unknowable period of time
- Analyze the findings to identify any **gaps** between your **requirements** for continuing service levels with minimal disruption and your current **ability** to deliver those requirements
- This process is known as a **business impact analysis**



Focusing on effects, impacts, consequences



Devise a Strategy

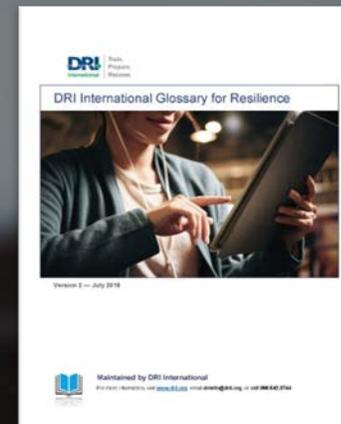
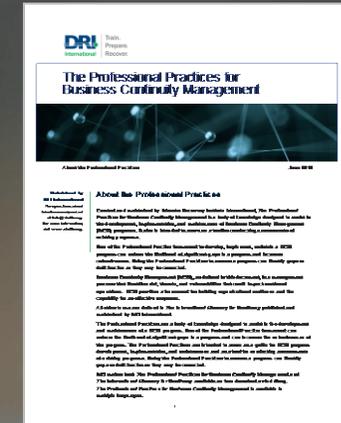
- Use your analysis to decide on a plan of action
- Come up with practical, cost-effective strategies to reduce the deficiencies you identified during:
 - The risk assessment
 - The business impact analysis
- You've identified what is at risk and how it will hurt your business
- Now go through and brainstorm how to minimize those risks with the information and resources you have at hand



For More Information

The Professional Practices for Business Continuity Management:

1. Program Initiation and Management
2. Risk Assessment
3. Business Impact Analysis
4. Business Continuity Strategies
5. Incident Response
6. Plan Development and Implementation
7. Awareness and Training Programs
8. Business Continuity Plan Exercise, Assessment, and Maintenance
9. Crisis Communications
10. Coordination with External Agencies



Covid-19 Takeaways to Consider



Money

- Cash is king during a crisis. Protect cash flow to ensure you have a cash runway
- What expenses can be cut? Check your receivable position to see what you can collect



Time

- This will not be over in two weeks or a month. This will continue for some time.
- Come up with moderate and severe scenarios
- Monitor to see how your indicators track against the scenarios and adjust accordingly



The New Normal

- We won't go back to the way we were
- Business will have to adjust
- Supply chains will change
- Do you have a plan for how you reactivate and adjust your business?
- Think about that now

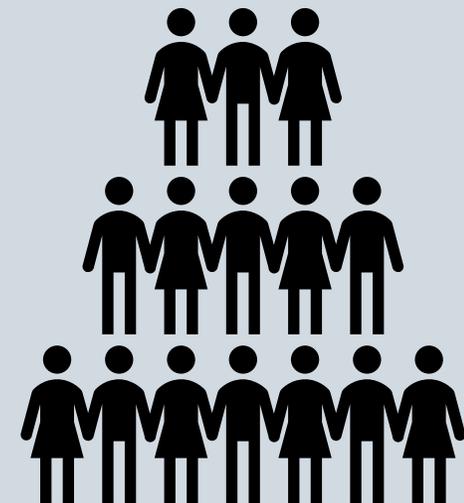
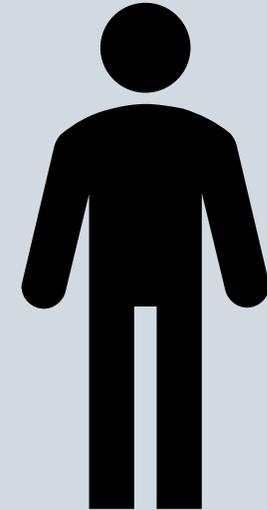
Reopening our Economies

- Businesses will have to show they have adequate safety measures in place when they reopen
 - Health: Testing and contact tracing, personal protective equipment (PPE), temperature checks
 - Humanity: Healthcare privacy, mental health, anxiety, childcare, discrimination
- Customers are going to demand not just assumptions of safety but visible steps and measures that companies are taking
 - Physical: visible cleaning, common spaces shut, social distancing, staggered shifts, phased reentry
 - External considerations: visitor policies, limited access, public transportation, support functions
- Shutting down businesses was difficult. Reactivating them is going to be harder
 - Legal: when do we reopen, legal protections and liability concerns
 - Governance: Alignment with sometimes conflicting guidelines from international/national/local health authorities



Leadership during the Covid-19 Pandemic

- Show your human side and always express empathy
- Act decisively and be bold in your decisions
- Be reliable with your actions and tell the truth even when it's hard
- Remain calm in your demeanor and communicate more than you think you need to
- Multiply your leadership by training and empowering your team





Lessons from the Spanish Flu



Thank You

CHLOE DEMROVSKY
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