



ATL

*Behind
the
Scenes*
TRAINING SESSIONS

PRESENTED BY

ATL

**BUSINESS
DIVERSITY**

Welcome

ATL
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TRAINING SESSIONS

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ATL
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TRAINING SESSIONS

PRESENTER

Charlette Wynn

President & CEO

P³Delivery
Project • Process • Performance

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ATL
*Behind
the
Scenes*
TRAINING SESSIONS

Audience question

What is your industry?

- Professional & Business Services
- Manufacturing
- Construction
- Transportation
- Financial Services & Insurance
- Information Technology
- Retail & Trade
- Government
- Health Care
- Real Estate
- Media & Entertainment
- Other

Agenda

What is business continuity planning and why is it important?

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How to develop a business continuity plan and who should be involved?

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Communicating the plan

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How to develop a business continuity plan and who should be involved?

Communicating the plan

What is

Business Continuity Planning?

The strategic and tactical capability of an organization to plan for and respond to incidents and business disruptions **in order to continue business operations at an acceptable predefined level***

What is Business Continuity Planning?

It is...

Process of **identifying vulnerabilities** that could cause a business interruption

Process to **minimize the impact** of an interruptions or major disruption to mission-critical services

Process to **quickly enable restoration** of critical assets as soon as possible after a crisis

What is

Business Continuity Planning?

Provides a course of action for worst-case events such as natural disasters, pandemics, economic crises, data hacking, cyberattacks and other external threats

Provides a safeguard against a company's business assets, technology and personnel

Continues to provide service to your clients in the event a service is disrupted in any way

What is

Business Continuity Planning?

*It is not the same as **disaster recovery**.*

Disaster recovery focuses on restoring vital systems such as IT systems, records management, communications systems and more.

Business continuity focuses on getting your entire business back to full functionality.

Disaster recovery is a subset of business continuity.

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Have you experienced a business interruption or disruption within the last five years?

If so, what was the impact and how many days were you unable to operate your business?

What was your biggest challenge to recover and continue the operations?

Why is Business
Continuity Planning
Important?



Fire and explosion incidents are the most frequent cause of business interruption loss. Cost can be as much as 45% more than the corresponding property damage from the incident.*

The cost of business interruption varies from \$5.8 million due to fire or explosion, \$4.4 million due to a storm, or \$0.55 million due to water damages.

Financial Risk

Why is Business Continuity Planning Important?

**Allianz Global Corporate and Specialty (insurance and asset management company)_

Cyberattacks are on the rise and cost companies \$200,000 average, putting many out of business.

Depending on the severity of the downtime, your company may also be liable for more costs.

Financial Risk

Why is Business Continuity Planning Important?

Cybercrime is set to cost businesses \$5.2 trillion worldwide within the next five years according to Accenture.*

Forty-three percent of cyberattacks are aimed at small businesses, but only 14% are prepared to defend themselves according to Accenture.*

Financial Risk

Why is Business Continuity Planning Important?

Case Study

City of Atlanta Ransomware (2018)

Attack disrupted numerous city services including police records, courts, utilities, parking and other programs.

Computer systems
shut down for

5 days

Full impact of
attack cost more
than

\$17M

Audit found

1,500 to 2,000

vulnerabilities in the city's IT system.

According to the United States Department of Labor, almost every business is required to have an Emergency Action Plan (EAP).

Failure to comply with the minimum requirements will result in a violation and hefty fine.

Violations

Why is Business Continuity Planning Important?

We live in an age of 24-hour digital connectivity with expectation for immediate response time.

The way that a company responds to a crisis can make or break its reputation for many years to come.

Reputation

Why is Business Continuity Planning Important?

Allows you to send out alerts
and have employees check in to
let you know they are safe.

Provides you with contact and
medical information in the event
of an emergency.

Injury or Death

Why is Business Continuity Planning Important?

Consider these statistics*

52%

A horizontal bar chart with a white bar representing 52% of the total length, followed by a grey bar representing the remaining 48%.

of businesses experienced a disruptive event in the last five years.

75%

A horizontal bar chart with a white bar representing 75% of the total length, followed by a grey bar representing the remaining 25%.

of small businesses do NOT have a plan in place, but 52% say it would take at least three months to recover from a disaster.

90%

A horizontal bar chart with a white bar representing 90% of the total length, followed by a grey bar representing the remaining 10%.

of smaller companies fail within a year unless they can resume operations within 5 days after a disaster.

Consider these
statistics*

40–60%

of small businesses never re-open their doors following a disaster.

Approximately

43%

of businesses are temporarily closed due to COVID.

ence ques tion s

Do you have a business continuity plan documented and when was the last time you updated it?

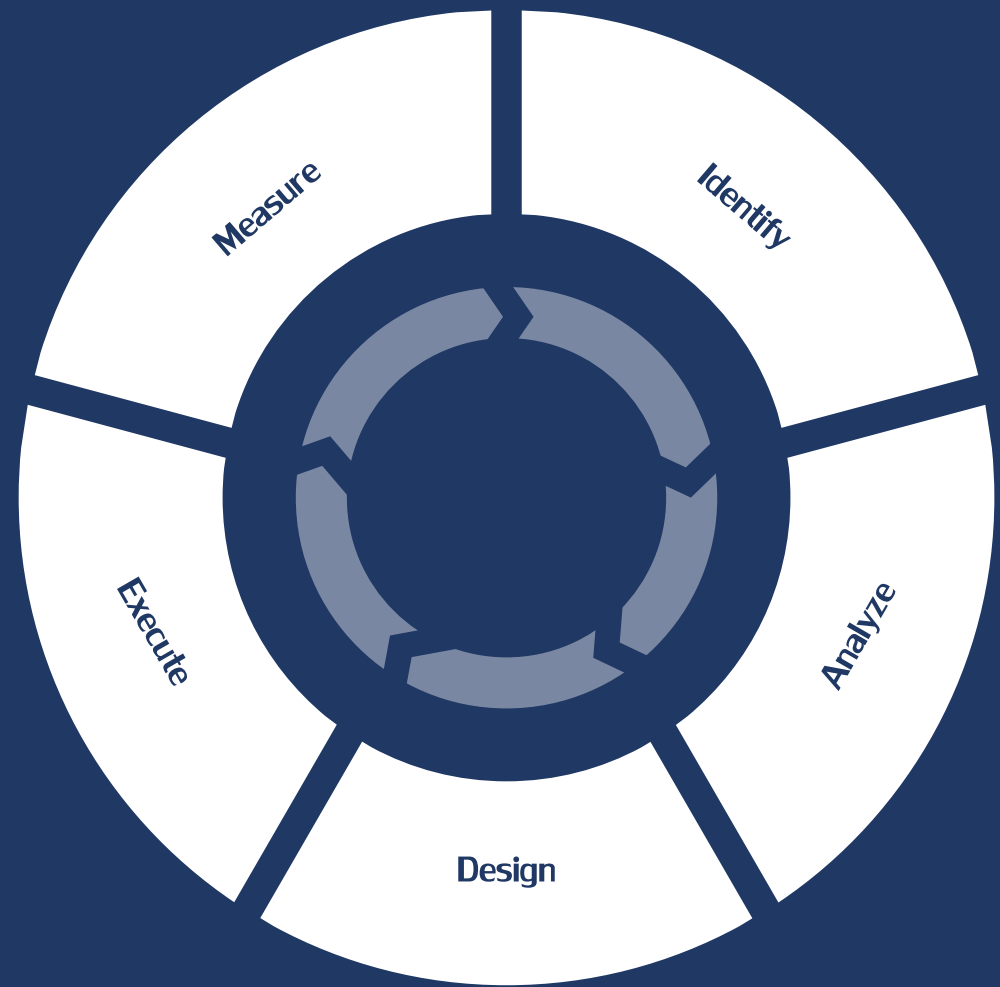
Who has ownership of the plan and how is it being measured?

Where and how is the plan maintained?

Five Steps to Business Continuity Planning

TEST AND MAINTAIN

RISK ASSESSMENT



RECOVERY
STRATEGIES

BUSINESS IMPACT ANALYSIS (BIA)

PLAN DEVELOPMENT



Identify

- *Evaluation of the company's risks and exposures*
- *Assessment of the potential impact of various business disruption scenarios*
- *Determination of the most likely threat scenarios*
- *Assessment of your operations, technology infrastructure and process capabilities*
- *Assessment of telecommunication recovery options and communication plans*
- *Prioritization of findings and development of a roadmap*

Analyze

- *Recovery assumptions, including Recovery Time Objectives (RTO)*
- *Critical business processes and workflows as well as the supporting production applications*
- *Interdependencies, both internal and external*
- *Critical staff including backups, skill sets, primary and secondary contacts*
- *Future endeavors that may impact recovery*
- *Special circumstances*

Business Impact Analysis Worksheet

Department / Function / Process

Operational & Financial Impacts

Timing / Duration	Operation Impacts	Financial Impact

Timing : Identify point in time when interruption would have greater impact (e.g., season, end of month/quarter, etc. .)

Duration: Identify the duration of the interruption or point in time when the operational and or financial impact(s) will occur.

- < 1 hour
- >1 hr. < 8 hours
- > 8 hrs. <24 hours
- > 24 hrs. < 72 hrs.
- > 72 hrs.
- > 1 week
- > 1 month

Considerations (customize for your business)

Operational Impacts

- Lost sales and income
- Negative cash flow resulting from delayed sales or income
- Increased expenses (e.g., overtime labor, outsourcing, expediting costs, etc.)
- Regulatory fines
- Contractual penalties or loss of contractual bonuses
- Customer dissatisfaction or defection
- Delay executing business plan or strategic initiative

Financial Impact

Quantify operational impacts in financial terms.



Design

- *Developing and documenting the plan*
- *Obtaining executive sign-off of Business Impact Analysis (BIA)*
- *Leveraging the Risk Assessment and BIA findings to create an actionable and thorough plan*
- *Developing department, division and site level plans*
- *Reviewing plan with employees and key stakeholders and to finalize and distribute*
- *Ensuring proper document management policies and procedures for the plan*

Execute

- *Conducting gap analysis to determine gaps between recovery plan requirements and current capabilities*
- *Exploring recovery strategies with management approval*
- *Validating that recovery times are aligned with objectives*
- *Implementing recovery strategies*

Recovery Checklists



Checklist Disaster Recovery

For: Area:

Conducted by: Date:

In the aftermath of a man-made or natural disaster, you and your company will have a number of concerns to account for as you prepare to reopen for business. Follow this checklist to ensure that you take the proper steps to recover after a disaster strikes.

Recovery Steps COMPLETE

Decide with your partners or co-owners to dissolve your business entity. Document the decision with a written agreement.	<input type="checkbox"/>
Contact your insurance provider(s) to start the claims process.	<input type="checkbox"/>
Assess damage: <ul style="list-style-type: none"> - Make note of any structural damage to building(s). - Note any damage to equipment, machinery or company vehicles. - Note any lost or damaged inventory (both materials for business use and products for sale). 	<input type="checkbox"/>
As they come to your attention, compile a list of concerns that must be addressed before you are able to reopen.	<input type="checkbox"/>
Contact employees, suppliers and customers to inform them of any disruptions in operation and an expected date when they can anticipate it to resume.	<input type="checkbox"/>
If you have concerns that damage to a building could pose a safety hazard to employees or customers, have the building professionally inspected.	<input type="checkbox"/>
Properly secure the building while repairs are being made or if relocation of business activity is necessary.	<input type="checkbox"/>
Ensure utilities are restored and in safe working order before resuming business operations.	<input type="checkbox"/>
Properly repair and clean facility to ensure the environment is free of any safety hazards before resuming business operations.	<input type="checkbox"/>

Financial Considerations COMPLETE

File a claim with your business interruption insurance provider.	<input type="checkbox"/>
Determine the amount of lost income the disaster has caused.	<input type="checkbox"/>
Compile the following information to share with you insurance adjuster: <ul style="list-style-type: none"> - Sales records and history - Profits and loss statements or income tax forms 	<input type="checkbox"/>
Consider any financial responsibilities you may have, such as payroll or scheduled payments to creditors.	<input type="checkbox"/>
Keep detailed records of all expenses incurred during the recovery process.	<input type="checkbox"/>

This checklist is not intended to identify all hazards, or reflect all requirements of federal, state or local law. Additional measures may be required beyond those identified by this checklist.

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Measure

- *Testing and maintaining updated plans*
- *Developing testing scenarios and exercises to ensure key stakeholders are comfortable with the plan steps*
- *Conducting training for business continuity team*
- *Conducting tests and documenting results*
- *Discussing lessons learned*
- *Executing bi-annual plan reviews and updates*
- *Performing annual Business Impact Assessments to measure effectiveness*

What Should be Included in the Plan

- *Data backup and recovery (hard copy and electronic)*
- *A list of all mission critical systems*
- *Latest version of financial and operational assessments*
- *Standard processes and procedures*
- *Communications plan including alternative communication methods between customers and the business and between the business and employees*
- *Alternate physical location of employees*
- *Critical business constituent, bank, and counterparty impact*
- *Regulatory reporting requirements*

Who should be Involved?

Program Sponsor

- **Operations, Risk Management, Finance and/or IT experience**
- **Must understand the organization's strategy, products and services**
- **Authority to commit organization to a strategic direction for business continuity**

Who should be Involved?

Steering Committee

- Cross Functional
- Provide input on program objectives, recovery requirements and strategy options
- Meet frequently initial during plan development and quarterly to review performance of the plan

Who should be Involved?

Program Manager

- Measure performance
- Consult with subject matter experts throughout the organization
- Facilitate exercises and perform centralized training actions
- Initiate continual improvement and maintenance activities to ensure plan alignment with strategic objectives
- Advise teams on key recovery tasks

Who should be Involved?

Managers

- Ownership of plans
- Ensure business continuity strategies are aligned with organization's strategic objectives and customer requirements

Who should be Involved?

Employees

- Performs roles on individual recovery teams
- Understand and follow the plan
- Communications regarding the plan

Who should be Involved?

Suppliers, Business Partners and Government Entities

- Coordination during the planning process
- Support response and recovery efforts

The Communications Plan

- 1. Maintain a documented plan*
- 2. Initiate immediately*
- 3. Brief leaders and company spokesperson on the situation*
- 4. Prepare and issue company statements to customers, media and other organizations*
- 5. Update social media plan and goals and communications to align with recovery strategies*
- 6. Communicate information and procedural instructions to employees and stakeholders*
- 7. Communicate information to the employee families and local community*
- 8. Update communications frequently as emergency events changes*

Communications

Plan Example

	Deliverable	Description	Delivery Method	Frequency	Owner	Audience
Reports	Project status report	Regular update on critical project issues	E-mail	Weekly	Project Manager	Project Manager Project Sponsor Project Team
	Quality audit report	Regular update on project quality performance	E-mail	Weekly	Quality Manager	Project Manager Project Sponsor
	<Deliverable>	<Description>	<Delivery Method>	<Frequency>	<Owner>	<Audience>
	<Deliverable>	<Description>	<Delivery Method>	<Frequency>	<Owner>	<Audience>
	<Deliverable>	<Description>	<Delivery Method>	<Frequency>	<Owner>	<Audience>
Presentations	Project review	Project status update	Meeting	Monthly	Project Manager	Project Manager Project Sponsor Project Team
	<Deliverable>	<Description>	<Delivery Method>	<Frequency>	<Owner>	<Audience>
	<Deliverable>	<Description>	<Delivery Method>	<Frequency>	<Owner>	<Audience>
	<Deliverable>	<Description>	<Delivery Method>	<Frequency>	<Owner>	<Audience>
Project Announcements	Task reminders	Task Owner schedule	E-mail	Daily	Project Manager	Project Manager Project Team
	<Deliverable>	<Description>	<Delivery Method>	<Frequency>	<Owner>	<Audience>
	<Deliverable>	<Description>	<Delivery Method>	<Frequency>	<Owner>	<Audience>
	<Deliverable>	<Description>	<Delivery Method>	<Frequency>	<Owner>	<Audience>
Reviews and Meetings	Team meeting	Meeting to review project status	Meeting	Weekly	Project Coordinator	Project Manager Project Sponsor Project Team Quality Manager
	<Deliverable>	<Description>	<Delivery Method>	<Frequency>	<Owner>	<Audience>
	<Deliverable>	<Description>	<Delivery Method>	<Frequency>	<Owner>	<Audience>
	<Deliverable>	<Description>	<Delivery Method>	<Frequency>	<Owner>	<Audience>
Team Morale	Team event	Regularly schedule team morale events	Event	Quarterly	Project Sponsor	Project Manager Project Sponsor Project Team
	<Deliverable>	<Description>	<Delivery Method>	<Frequency>	<Owner>	<Audience>
	<Deliverable>	<Description>	<Delivery Method>	<Frequency>	<Owner>	<Audience>
	<Deliverable>	<Description>	<Delivery Method>	<Frequency>	<Owner>	<Audience>

Tips

Start now, refine later, update as events change.

Tips

Start now, refine later and update as critical events

change.

Communicate early and frequently.

Tips

Start small, refine later and update as critical events change.

Communicate early and frequently.

Measure the plan for effectiveness and refine as required

Tips

Start small, refine later and update as critical events change.

Communicate early and frequently.

Measure the plan for effectiveness and refine as required immediately.

Consider Business Interruption Insurance

Tips

Start now, refine later, update as events change.

Communicate early and frequently.

Measure the plan for effectiveness

Consider Business Interruption Insurance

Case Study

Hurricane Harvey

August 2017

*Over 4 days areas of Southeast Texas received more than 40 inches of rain and caused more than **\$125 billion** in damage.*

Countless of small businesses were devastated.

Galle Media, a small business, had a business continuity and disaster recovery plan. The building was destroyed but its operations were hardly affected. Data was stored in the cloud allowing staff to work through the storm and after.

COVID-19

More than half of US restaurant closures are permanent due to coronavirus

More than 100,000 US small businesses have permanently closed due to coronavirus

Cybersecurity Attacks are rising during COVID-19, but only half of organizations say their security teams are prepared for them

question

at Bane

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Thank you
for attending
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