

Strengthening Business Resilience of Enterprises (SMEs) in the Face of Disasters



Foreword

“It is not the strongest or most intelligent that survive, it is the most adaptable to change.” -Charles Darwin

No truer words could ever be spoken about 2020, the year forever marked by the advent of the COVID-19 pandemic. The crisis triggered by the outbreak of the disease is still escalating and has taken hold of the Mauritian business community. While some companies today are struggling, others have found a way to adapt to the current environment.

Sadly enough, many enterprises, particularly, Small and Medium Enterprises (SMEs) were caught without business continuity plans when the pandemic erupted. This lack of preparedness not only threatens the viability of different economic sectors in the country, but it also jeopardises the delivery of critical goods that depend on complex supply chain systems.

Out of the many lessons we can draw from the COVID-19 pandemic is no matter the size and type of sector, whether public or private or a Non-Governmental Organisation (NGO) an organisation needs a plan to be able to continue operating.

The resilience of SMEs matters. SMEs are the life-blood of the economy, providing employment to about 48.9 percent of the labour force and accounting for about 35.7 percent of Gross Domestic Product (GDP). Raising SME’s awareness on the importance of business continuity and resilience planning and how to do it has become a priority.

In this bid, the National Productivity and Competitiveness Council (NPCC) launched the ‘Business Continuity and Resilience Planning (BCRP)’ pilot project with the intent of scaling it up for the benefit of all SMEs in the future.

This document highlights key insights gained from this pilot phase by the eleven enterprises which participated in the project.

I wish to extend my gratitude to these enterprises for having opened their doors to test the BCRP framework designed by the NPCC. It is my hope that these enterprises are now better prepared to deal with disruptions and will continue maintaining their business continuity and resilience plan.

I would also like to acknowledge the financial support of the British High Commission, without which this project would not have been possible.

I also wish to express our appreciation to Mr. Ganesh Kalyansundaram, the resource person for this project, for his diligent and highly professional work.

I am also truly grateful to all the staff of the NPCC who worked on the implementation of this pilot project, for their dedication and commitment to this work.

I am optimistic that our enterprises will embrace BCRP as this will enable them to carry out their operations with minimal disturbance to productivity, systems, and, ultimately, profitability should a disruption occur.

Ashit Kumar Gungah
Executive Director

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Abbreviations/ Acronyms

BCRP	Business Continuity and Resilience Plan
SME	Small and Medium Enterprise

Introduction

Organisations face the risk of disruption on a constant basis. Natural disasters, social disruptions, failure of infrastructure, loss of key personnel, pandemics, and cyber-attacks are just a few of the situations that can cause an organisation to grind to a halt. Along with the potential of lost revenue, supply chain disruptions, and increased costs, there is always the possibility of a negative impact on customers and organisational reputation.

Business continuity and resilience plans recognise the various threats an organisation faces and prepares them to respond quickly and efficiently. Put simply, BCRP is all about anticipating the crises that could affect an organisation and planning for them to make sure that the business can continue to function in the event of a disruption. The plan is a living document that requires review and adjustments as new risks are identified to ensure resilience and sustainability of the organisation.

The pilot BCRP project implemented by the NPCC intends to provide a straight-forward and user-friendly framework for organisations and most particularly SMEs to adopt BCRP as part of their strategic planning.

The proposed framework has been tested in eleven enterprises. The companies selected for the pilot phase reflect the diversity of Mauritian SMEs, ranging from food manufacturing to educational institutions. They include start-ups as well as more traditional family-type enterprises.

Analysis of the case studies which are presented in this document enables four conclusions to be drawn. Firstly, SMEs should be proactive. To be able to react better to disasters, SMEs should recognise that the risk is present and they need to do something about it. Second, SMEs have to be realistic as to what they can plan for and what will be possible post-disruption. Third, SMEs should do a risk assessment on the potential impacts of various events at all levels; for example, the vulnerabilities of an infrastructure towards different types of events. Fourth, SMEs should not underestimate the importance of the people factor. Good BCRP in the featured SMEs can be attributed to the 'people' factor, notably, top management commitment and buy-in from staff.

This document is organised as follows:

- **Section 1** gives an overview of the BCRP framework developed by the NPCC which was tested during the pilot phase.
- **Section 2** presents the eleven enterprises which participated in the pilot phase.
- **Section 3** highlights key lessons learned from the pilot phase.
- The concluding remarks follow.

Section I: Business Continuity and Resilience Planning Framework

I.1. Business Continuity and Resilience Planning Framework

Whether you are a large ‘corporate’ or an SME, the ability to respond swiftly and effectively to a major incident has never been more important. Organisations that have a business continuity capability are far more likely to survive the effects of a major disruption than those that do not. “Failing to prepare is preparing to fail,” said Benjamin Franklin. Hence, being prepared is the name of the game. But how to be prepared is one of the main concerns for many enterprises.

To guide enterprises to develop their BCRP, the NPCC has developed a **simple, practical and straightforward framework (figure 1)**. The framework conforms with international standards, including ISO 22301 for Business Continuity Management. It consists of seven easy steps that enterprises can follow to develop their own BCRP. In each step, templates have been prepared to assist users.

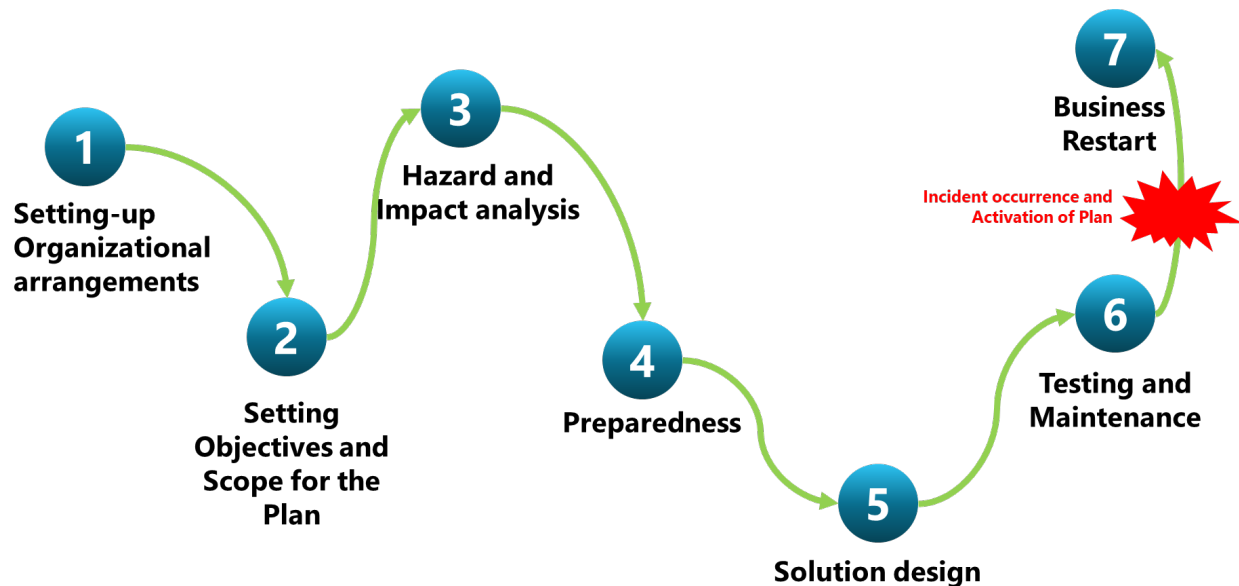
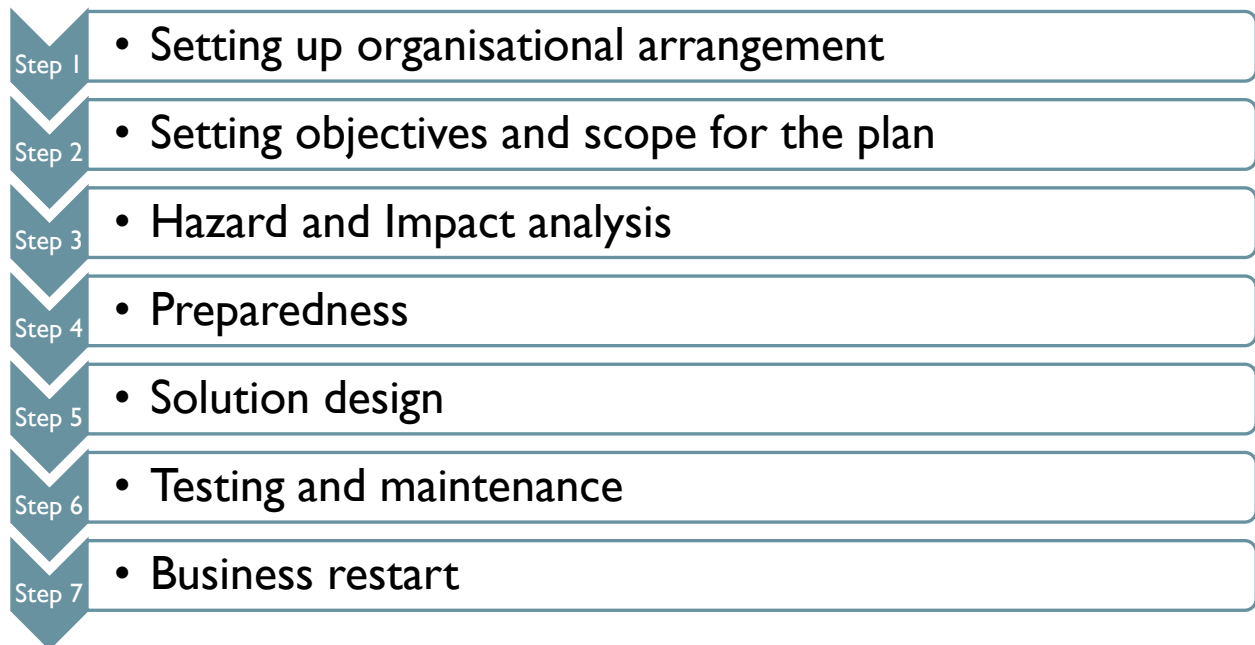


Figure 1: BCRP Framework

The seven steps are as follows:



1.1.1. Step 1: Setting up organisational arrangement

When enterprises embark on a BCRP, it is necessary for them to create a solid foundation for this project by addressing the following key elements (figure 2).

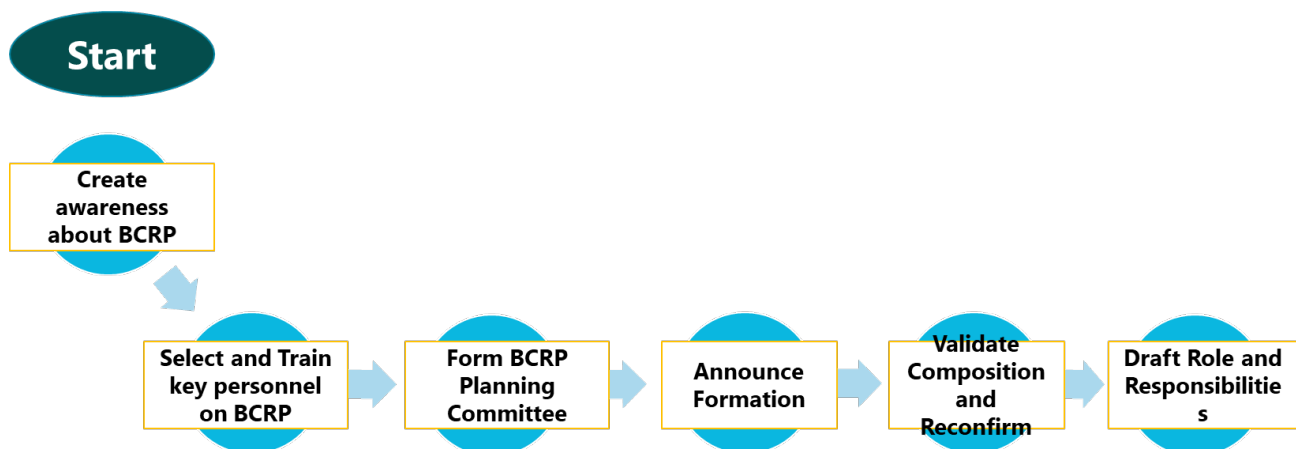


Figure 2: Step 1: Setting up of organisational arrangement

1. Top management commitment

Leadership in a BCRP project is crucial for success. Without a strong mandate from management, many of these projects fade away after a brief period of activity, being superseded by ‘more pressing concerns.’

Leadership can be demonstrated by way of a policy emphasising the importance of business continuity to the organisation and setting up an organisational framework and structure for the implementation and subsequent management of the BCRP programme.

2. Involvement of staff

For a business continuity and resilience plan to be effective, it must be communicated throughout the entire organisation. All employees must be aware of the plan and understand their responsibilities.

3. Designate two types of teams

3.1. BCRP Committee

This team will oversee the BCRP process and will have the primary responsibility of helping to write the plan. This includes developing a project work plan outlining the steps necessary to draft the plan and ensuring that each step is completed. This team will meet periodically to review project progress, will revise the work plan as necessary and will edit and approve the final plan. Every organisation is different, but in general, the BCRP Committee should have at least one representative from each department.

3.2. BCRP Response Team

This team would step into action in the event of an actual crisis and would have major tasks to complete to restore business functions. The top management would need to determine who would be responsible for performing each of the tasks necessary to recover critical business functions. The composition of the BCRP Response Team can be similar to that of the BCRP Committee depending on the organisation.

1.1.2. Step 2: Setting objectives and scope of the plan

The objectives of introducing BCRP should be clearly articulated. Having a clear purpose is essential in determining the priorities of the organisation’s key products and/or services to select appropriate business continuity and resilience strategies. The scope of the BCRP project should be clearly stated. The question to be answered is which section(s) of the organisation would the BCRP be introduced to.

In Step 2 (figure 3), the organisation should also identify its critical products, services and operations. This information is required to assess the impact of potential emergencies and to determine the need for back-up systems.



Figure 3: Step 3- Setting objectives and scope of the plan

1.1.3. Step 3: Hazard and Impact analysis



Figure 4: Step 4- Hazard and Impact analysis

The next step is to assess the vulnerability of the organisation’s facilities — the probability and potential impact of each hazard/threat on the business. The BCRP Committee should take the time to identify all the hazards/threats the business faces and then rank them in order of likelihood and importance. Both internal hazards/threats that could occur within the enterprise and external hazards/threats that could occur in the community should be considered.

The priority risks should be identified, as well as their consequences on employees, premises, assets and operations. The risks to be assessed in the BCRP are not those threatening the customers served but those threatening the functionality of the organisation (which in turn affects the customers).

1.1.4. Step 4: Preparedness



Figure 5: Step 4- Preparedness

Preparedness is about examining all possibilities and planning to be prepared with the most appropriate response actions for a given emerging situation. In this stage, we consider a threat and risk analysis and check recovery steps needed for each potential threat and combinations thereof.

There can be several tiers of preparedness that need to be planned to tide over the stages of impact. These are termed as emergency response, crisis management response and continuity response (figure 6).

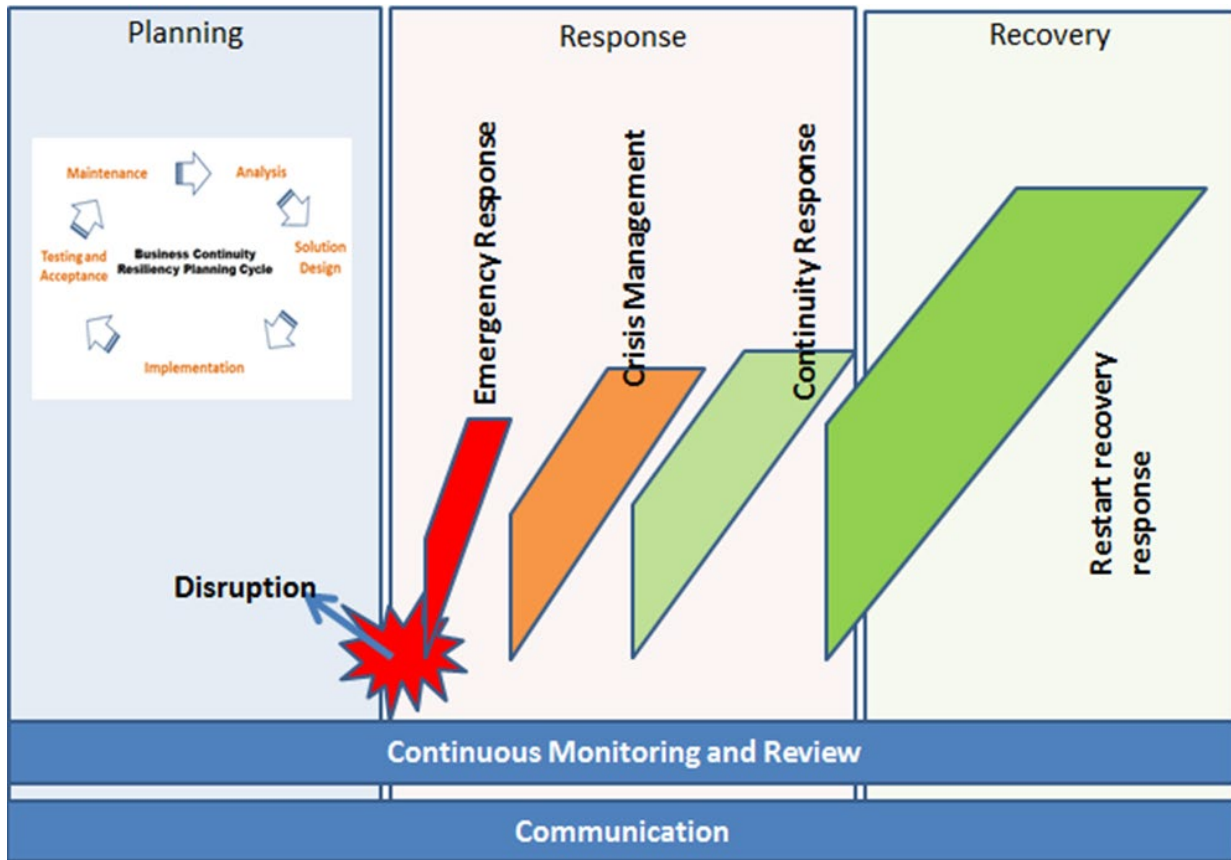


Figure 6: Stages of impact

1.1.5. Step 5: Solution design

The solution definition encompasses two dimensions. The first is the response to a threat and impact on the business, managing disruption so as to maintain safety and continuity of essential functions and operations. The second is restart and recovery, an equally vital area depending on how hard and sharp the disruption has been.



Figure 7: Step 5: Solution design

1.1.6. Step 6: Testing and maintenance

Once the plan has been agreed, it should be communicated throughout the organisation. This will expose any flaws in the plan and will also ensure all the roles and responsibilities are understood. It is worth completing a test simulation of the plan to ensure its smooth running in case of a disruption.



Figure 8: Step 6: Testing and maintenance

Plans have a tendency to remain stagnant and become useless when needed in a crisis situation. This has been widely observed in many sectors. Maintenance prevents this and makes sure plans are updated and relevant when needed to be activated.

1.1.7. Step 7: Business restart

Business restart, after a BCRP is in action, is a strategic step-by-step approach to returning to business as usual. This often may not be back to earlier status in all respects and might involve identifying and adapting to modified ways of working that might become Standard Operating Procedures (SOP) for the future. Resilience is all about being adaptive and ready to change with the needs of the environment we are operating in.

It has many elements such as returning from home to work, health and safety, new systems and practices, catching up with commitments made, new skill acquisitions and so on. The template guided approach assures this is done pragmatically and with least pain.

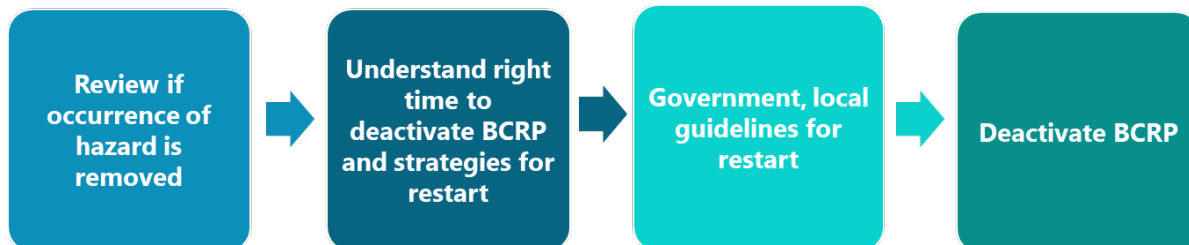


Figure 9: Step 7: Business restart

As soon as possible, after resuming with normal operations, the head of the organisation conducts a full review of the implementation of the business continuity plan to identify gaps, areas for improvement and needs for adjustment.

Results of the after-action review is taken into account as inputs for improving the BCRP and applying the same for future eventualities.

Section II: Pilot testing of Business Continuity and Resilience Framework in enterprises

The BCRP Framework developed was tested in the following enterprises. It should be underlined that due to the lockdown precipitated by COVID-19, these enterprises have not been able to test the solutions designed. However, feedback received from the enterprises show that they are all confident that the solutions crafted will work. The solutions will be further fine-tuned once testing is completed.

1. Atelier Deco Ltd
2. Atelier de la Bastille & Son Ltd
3. Cybersolutiononline Eshop Ltd
4. Hampa Ltd
5. MAAAJ Enterprise
6. Manisa Co. Ltd
7. Merits Consulting Engineers Ltd
8. Pom d'Or Ltd
9. Sixt - Rent a car, Mauritius
10. SS Business School Ltd
11. V Kanhye Health Foods Co Ltd

I. Atelier Deco Ltd



“Proper Planning is Key for Growth”

“This project really helped us understand the importance of having a proper action plan before the problem actually hits you. It will help us solve the hazard issues in a proper and effective manner. This project showed us the consequences of various hazards. It also now provides a scenario to tackle it for proper business continuity.”

– Emmanuel Alexis, Operations Manager

About the Client

Address: BM Building, Valentina Phoenix

Atelier Deco Ltd was established in 2007 and specialises in the manufacturing and re-upholstering of sofas, chairs, beds, headboards, curtains, cushions and fixing of wallpapers.

Challenges

The company has been impacted by the Covid-19 pandemic. They experienced a drop in customer orders and faced difficulty to continue operations during the national lockdown. The objective of the company now is to review its strategy, be better equipped to face such hazards in the future while continuing business and maintaining quality work in a safe working environment.

Key initiatives

- A BCRP committee was set up.
- The NPCC worked with the client to identify hazards/ threats and their impact on operations. Main threats identified were pandemics like COVID 19, fire, power outage, supplier failure (raw-materials), labour strike and machine breakdown, amongst others. The critical functions of the company were also identified.
- Based on a risk assessment analysis and objectives /scope of the BCRP set by the company, we designed relevant solutions for different stages of preparedness with regards to emergency, crisis and business restart.
- The roles and responsibilities of different employees to deal with the risks and to activate/ deactivate the BCRP were also defined.
- When, how and who will be involved in the testing of the plan was elaborated together with the BCRP committee.

2. Atelier de la Bastille & Son Ltd



“A BCRP, during a pandemic, comes as a defensive weapon for my business!”

“BCRP is a well thought and planned initiative for management to prepare for a worst-case scenario. The BCRP helped me to develop and manage service continuity during and after disruptions. In fact, it is an efficient, suitable and proactive initiative intended to prevent or reduce undesirable impacts on people and infrastructure before or after a fire, pandemic, storm, earthquake or any other disruptions related to utility shortage like water, gas, electricity, etc...”

- Jean Christophe Anamunthoo, Director

About the client

Address: Trou d’Eau Douce

Atelier de la Bastille & Son Ltd, founded in 2014, is a company specialised in the manufacturing and repair of metal structures. The company’s client portfolio includes hotels and individuals. Some of their activities include:

- Metal structure fabrication
- Galvanization
- Painting & cleaning of buildings

Objective of the plan

The main objectives of the BCRP at Atelier de la Bastille & Son Ltd are to ensure:

- i. the business processes remain active in the event of a disruption;
- ii. safety of employees, customers and assets.

Key initiatives

- A BCRP committee was set up to formulate the plan.
- Critical functions and assets of the company as well as key business partners were identified.
- After a thorough hazard analysis, solutions were designed for different levels of preparedness - emergency, crisis and business restart.
- Since testing is an important element of the plan, the different testing modalities were worked out. Observations during testing will be documented and necessary corrective and preventive actions shall be taken.

3. Cybersolutiononline Eshop Ltd



“Continuity plans are not only for big/large companies but also for small/micro companies.”

“This exercise helped me to reflect on my business more thoroughly. It enabled me to use my experience to devise practical solutions and ensure an avant-gardist attitude in my activities. BCRP is like a repertoire of experiences and lessons learned which can be converted into solution to secure a better future.”

- Tridev Ramlall, Director

About the client

Address: Rose-Hill

Cybersolutiononline Eshop Ltd exists since 2012 and supplies products and services to the local market. The company’s activities include the importation and selling of Internet of Things (IoT) gadgets, website development and the installation and back up services of surveillance cameras.

Objective of the plan

Cybersolutiononline Eshop Ltd seeks to improve its resilience against a given disruption using the BCRP, thus ensuring the continuation of critical activities.

Key initiatives

- As the company is run solely by the director, the latter has the overall responsibility of developing, testing and implementing the plan.
- Main products, critical activities and key business partners were identified.
- A threat impact analysis was conducted which was used as a basis to develop solutions for different levels of preparedness - emergency, crisis and business restart. Main threats include server outage, virus attack, flood, fire and pandemics.
- A testing plan has also been devised to test if the solutions work.
- Going forward, the company will develop SoPs required to facilitate the implementation of the plan. The plan will also be regularly reviewed so that it can be implemented effectively during a crisis that can cause a disruption.

4. Hampa Ltd



“We get so busy in daily firefighting that we often lose sight of the big picture”

“A lot of effort was required to understand and think in reactionary mode when a crisis interrupted but at the end of the exercise, we started to see things more clearly about how to recover efficiently, effectively and securely. This project has given us the opportunity to work together as a team. Team members demonstrated skills such as innovativeness and problem solving.”

- Mevinn Rajiah, Director

About the Client

Address: Quartier Militaire

Incorporated in 2009, Hampa Ltd is the sole distributor of Ellams Spice Masters products. Ellams Spice Master’s products include more than 90 different spices such as red chili powder, coriander powder and turmeric powder as well as blended spices such as curry powders, chicken masala, bryani masala and garam masala, among others.

Objective of the plan

The objective of the BCRP is to ensure continuity of the company’s operations and provide a quick and efficient transition of its business during difficult moments. The main objective of the plan is to minimise the risks including loss in terms of revenue, reputation, productivity and customer loyalty.

Key initiatives

- A BCRP Committee was set up to oversee the formulation of the plan.
- The team went through all the steps such as defining its critical products/processes, business partners and risks/threats which can most likely affect the business.
- After the background works, the BCRP Committee designed solutions to better mitigate different risks such as heavy rain, pandemic, staff turnover, machine breakdown, etc.
- How the plan will be tested to improve its efficiency was also defined.
- Going forward, the team shall have to develop SoPs for some of its key processes to improve its preparedness and ensure business continuity.

5. MAAAJ Enterprise



“Being proactive is important for survival in business”

“The overall journey of the BCRP was enriching and fruitful as the entire team learned about how to tackle crisis situations and deal with disruptions in business. I am particularly happy and satisfied with the professionalism and guidance of the NPCC which has helped us to build a robust BCRP for a better future of our business. The awareness and consultancy sessions proved to be very useful in capacity building and business development.”

- Aadir Jhumka, Managing Director

About the Client

Address: 67, Mamode Ally Court Building, SSR Street, Port Louis

MAAAJ Enterprise was established in 2015 as a business consultancy, advertising and marketing company. The company’s services include co-working office space, marketing and events planning. They also support, advise and guide Micro, Small and Medium Enterprises (MSMEs) throughout their growth.

Objectives of the plan

The objective of the BCRP is to facilitate the resumption of critical operations, functions, and technology in a timely and organised manner.

Key initiatives

- A BCRP Committee was set up to formulate the plan.
- The team identified the company’s critical processes/products. A risk/hazard analysis was also conducted. Key risks to the business include fire outbreak, cyclone, IT outage, data corruption and cyber-attack, among others.
- After several brainstorming sessions, the BCRP Committee designed solutions to respond to different scenarios in the event of a disruption.
- How the plan will be tested was also elaborated. There was particular attention on training of personnel to ensure that everyone is aware of his/ her responsibility and knows exactly what to do should there be the need to activate the plan.

6. Manisa Co. Ltd



“In uncertain times, one not only has to be strong and smart but also resilient, adaptive and ready with a plan to face any disruption and stressful situation.”

“We need to be continuously ready and prepared for any hazard and emergency. We need to communicate with customers, suppliers and other stakeholders to reassure them that we will be in business for a long time to deliver satisfaction and fulfill their expectations.”

- Arjoon Dev Santchurn, Director

About the Client

Address: Industrial Zone, Coromandel

Manisa Co. Ltd was founded in the early 1980s and has been in the business of manufacturing of shoes for ladies and gents since its inception. From its humble beginning, with a small domestic workshop showcasing handcrafted shoes, Manisa Co. Ltd has retained its commitment to quality, authenticity, comfort and style. Manisa Co Ltd has also diversified into leather accessories and offers a wide range of handbags for ladies and gents, wallets, purses and belts. It has three sales outlets around the island.

Objective of plan

The objective of the BCRP is to facilitate the resumption of critical operations, functions, and technology in a timely and organised manner to ensure a viable and stable organisation.

Key initiatives

- In line with the BCRP methodology developed by the NPCC, the BCRP Committee set up to formulate the plan, defined the company's assets, infrastructure and critical functions.
- A hazard analysis was also conducted to inform the development of the plan. Main hazards include cyclone, fire outbreak and pandemic, amongst others.
- Solutions were designed for different levels of preparedness - emergency, crisis and business restart.
- The team has also determined as to how the plan will be tested to verify how effective the plan is in real-time scenarios.

7. Merits Consulting Engineers Ltd



“This exercise gave the enterprise the opportunity to document our procedures well in advance of an emergency. This way, employees can receive training to protect themselves and make smart decisions without panicking.”

“Participation in this project has enabled us to foster teamwork, better understanding of our business operations and critical functions”.

- Jayshen Ramma, Director

About the Client

Address: Hennessy Avenue, Quatre Bornes

Merits Facility Ltd provides comprehensive strategic facilities management consultancy services including:

- Compliance with Occupational Safety & Health Act (OSHA)
- Compliance with Mauritius Fire & Rescue Service Act
- Total review of organisation with regards to facilities management
- Designing, developing and reviewing operational strategies
- Establishing maintenance and service charging levels
- Transition modelling from construction to operations – handover periods and overseeing the transition process

Objective of the plan

The core objective of a BCRP is to prepare the business for a disaster scenario, thus mitigating operational downtime when such an event occurs and ultimately helping the organisation to achieve its strategic and tactical objectives.

Key Initiatives

- In line with the methodology developed by the NPCC, a BCRP Committee was set up to define the plan and elaborate on the roles/ responsibilities of each member including the Chair and Co-Chair.
- Critical functions were also identified to better prepare the company to ensure business continuity in the event of a disaster.
- Solutions were formulated to mitigate both internal and external risks/ threats which were identified such as fire outbreak, contamination due to pandemic, theft, power outage, etc.
- The team has also defined how it is going to test and maintain the plan to enable quick activation when the need arises.

8. Pom d'Or Ltd



“A detailed plan for each hazard helps us to be prepared to ensure business continuity.”

“With the BCRP we are now more prepared to face crisis situations. Both external and internal hazards could be identified with carefully devised solutions. All staff now understand the importance of a BCRP especially amid the challenges of Covid-19.”

- Mr. Vivian Moutou. Director

About the Client

Address: 1st Floor B13, Valentina Ind Estate – Phoenix

Pom d'Or was set up in 1999. The company manufactures and distributes ready-to-cook snacks such as 'samoussas', 'patés', 'hakién', 'croquettes', 'piments farcis', 'cutlets', 'boulettes' and 'Tika'. Its main clients include hypermarkets, supermarkets and small shops.

Objective of the plan

The main objective of the BCRP is to improve the company's resilience and retain its clients in a crisis situation.

Key initiatives

- The BCRP Committee set up to steer the formulation of the plan, defined the company's critical functions, infrastructure/ assets and business partners.
- Risks/threats which will have to be mitigated were enlisted. This included for instance external threats like torrential rain, fire outbreak and power outage amongst others and internal threats like food contamination, labour strike, shortage of raw materials and so on.
- Based on data collected and analysis carried out, the team defined solutions to better prepare the company to mitigate different types of risks/ hazards.
- In order to test the plan, the team envisages to conduct desk check, walk throughs and simulations.

9. Sixt - Rent a car, Mauritius



“The BCRP will help us in promoting our business after the Covid-19 crisis”

“Participation in this project has enabled us to foster teamwork and think together for a better understanding of the business.”

- Shirley Naiken, Head of Operations

About the Client

Address: 5 Avenue Bernardin de St Pierre, 72350, Quatre Bornes

Sixt- Rent a car, Mauritius is a car rental company established since 2004 in Mauritius. It is a franchise of SIXT SE, a German multi-national car rental company which has been operating for more than 100 years. The main target market is the tourist industry.

The client value of Sixt - Rent a car, Mauritius:
To help the tourists make the most of their holidays in the island by providing them easy car rentals with convenient locations, affordable rates and premium vehicles.

Objective of the plan

1. Bounce back safely post any hazard;
2. Ensure safety of employees, customers, and assets.
3. Maintain critical business functions at 40 % during crisis.

Key Initiatives

- A BCRP Committee was set up to define the plan. The team also clearly defined who will activate and de-activate the plan.
- Main products / services, assets and business partners of the company were enlisted and the level of criticality was determined.
- The hazard analysis conducted highlighted both external and internal threats that the company is exposed to such as torrential rain, epidemics, loss of franchise, labour strike and so on.
- Solutions were thereby designed to better prepare the company to deal with emergencies, crisis situations and ensure business continuity.
- How the plan will be tested was also defined along with the list of SoPs which needs to be developed to ensure smooth operations.

10. SS Business School Ltd



“In these challenging times, many enterprises have discovered the true meaning of preparedness. Anticipating possible threats and elaborating solutions for them is not a waste of time. We are actually harnessing our organisation’s full potential to “survive” while working towards business recovery.”

“Participation in this project has enabled us to obtain the tools and techniques to continuously work on improving and maintaining existing plans while developing plans for new potential threats. The team is now fully aware of the implications and requirements of a Business Continuity Plan.”

- Dr Sita Jeeneea-Saminaden, Director

About the Client

Address: 3rd Floor, Luxmi Building, 16, Palma Road, La Louise, Quatre Bornes

Stephen Business School is an educational institution set up in 2017 with the primary objective to provide quality education to both school leavers and professionals.

Objective of the plan

The aim of the BCRP is to provide guidance and support to enable SS Business School to respond to an emergency or disruptive incident. The plan is designed to achieve the following strategic objectives:

- To maintain the safety and welfare of students, staff and visitors;
- To resume provision of educational services at the earliest opportunity and, where possible, secure a continuation of learning;
- To minimise administrative disruption;
- To facilitate the return to normal working arrangements at the earliest time.

Key initiatives

- The BCRP Committee set up to formulate the plan defined the assets/ infrastructure, key business partners and critical functions of the school in the initial stage.
- Since the school did not have any contingency plan, it was important to enhance its level of preparedness to better mitigate risks/hazards which were identified. This ranged from fire outbreak to student unrest, leakage of examination papers, cyber-attack and so on.
- All the data collected and analysis undertaken were used to define solutions to better prepare the School in the event of a disruption. Emergency response activities, crisis and continuity response activities and business restart activities were elaborated.
- Going forward, the School needs to test the plan and incorporate lessons learned to ensure that the plan works when the need arises.
- It is also important that staff are trained on the content of the Plan and their specific responsibilities during an incident. The Plan also needs to be reviewed with students to prepare everyone for a possible incident.
- The School also needs to develop several SoPs to better respond to probable risks/ threats.

V Kanhye Health Foods Co Ltd



“I have seen the importance of having such a plan as it allows us to put up safeguards to ensure that we can still function with some normality even in the deepest crisis”

“The BCRP has allowed us to develop a plan that enables us to:

- keep trading during and after an incident and develop confidence within the business;
- recover operations more quickly after interruptions;
- reduce costs and duration of any disruption;
- mitigate risks and financial exposure;
- build customer confidence and trust;
- safeguard company reputation;
- comply with regulatory and legal requirements;
- insure against otherwise unacceptable risks and;
- potentially save lives, if dangerous events (such as fire) occur”.

- Vinay Kanhye, Director

About the client

Address: Melle Jeanne, Goodlands

V Kanhye Health Foods Co Ltd was incorporated in 2014 and specialises in growing and processing moringa leaves (known to have many medicinal properties) in tea bags and powdered form. The company’s main clients include hypermarkets, supermarkets and shops. The enterprise has witnessed a considerable growth over the years while the Kanhye tea has become a well-known brand today.

Objective of the plan

The primary objectives of the BCRP are to:

- Maintain most critical departments/business functions;
- Ensure that employees have safe access to facilities;
- Protect vital records and ensure that they are accessible under all conditions.

Key initiatives

- The BCRP Committee was set up to draft and implement the plan and identify the critical functions of the business and its assets/ key business partners.
- Following the internal and external hazard analysis which included risks such as droughts, floods, disruptions in supply chain, contamination and machine breakdown, the team designed solutions to enable the company better mitigate disruptions.
- The company also identified a list of actions to be performed as precautionary measures in order to avoid the occurrence of hazards posing a threat to the good functioning of the operations.
- The BCRP Committee defined how and at which frequency the plan will be tested.
- With regards to the implementation of the BCRP, an action plan was devised with SOPs that has to be developed. Once done, the employees will be trained on the application of the SOPs and regular reviews will be carried out as per the plan.

Section III: Key Lessons drawn

1. Business Continuity matters

The impact of disasters on business can be substantial, regardless of the size of the organisation. In today's fast-moving world where supply chains are often complex, and where the threats from which we need to protect ourselves range from pandemics to cyber-crime, or even extreme weather conditions, the need to have a robust and resilient business that can quickly recover from any kind of disaster is vital. Unless enterprises are properly prepared, with an updated and thoroughly tested plan, not only could recovery take longer, but the business may not recover at all in the event of a disruption. Unaddressed risks and unexpected disruption can result in severe consequences for the bottom line and the reputation of an organisation.

2. Realistic plans

The primary focus of Business Continuity is to ensure that the business' vital operations can continue, even at reduced capacity, in the event of an incident. How quickly and painlessly can an enterprise get back to business as usual in the event of a major disruption will depend on how well the plan for the unexpected has been prepared. The plan needs to be realistic. The key to a sound business continuity plan is clear processes, roles and responsibilities and employee awareness. It is worth completing a test simulation of the plan to ensure its smooth running if the time comes to use it.

3. Risk assessment and mitigation

Business disruption can pose a serious threat on the stability of a business. It can be caused by anything from a natural disaster to an economic crisis or even a cyber-attack. It is vital for organisations to identify internal and external risks that pose grave dangers to the survival of their business. Business continuity plans recognise the various threats an organisation faces, and assesses the impact of each one on daily operations, before they happen. The plan should also set out how best to mitigate these risks, with a framework so as businesses' key functions can carry on with uninterrupted service to customers, come what may, even if the worst happens.

4. People

Organisations need the support of the senior management in order to design and implement Business Continuity Plans. Employees must also be involved in the process to ensure that they understand the concept and are better prepared for an event. The organisation must work as a team for the benefit of customers and stakeholders.

Conclusion

The outbreak of the COVID-19 pandemic has firmly re-established the importance of having a business continuity capability. Organisations need to understand which of their processes and resources are critical for their survival and put arrangements and plans in place to ensure that they are protected, whatever disruption occurs. Investing the time and energy to develop a BCRP in the short-term will benefit the organisation in the long run.

The NPCC understands that many organisations do not have easy access to basic information on Business Continuity Planning. The BCRP methodology designed by the NPCC is intended to provide a simple and practical guide on how to go about implementing a BCRP.

It is our hope that more enterprises take advantage of the BCRP framework developed to keep their business going when faced with disruptions.