Business Continuity Management – Managing Supply Chain Risk in the Food Industry

Nicolas Carneiro
Neil Coole
BSI Food & Retail Supply Chain Sector

By Royal Charter

Copyright © 2019 BSI. All rights reserved

Introduction

- Recent impacts on the Supply Chain
- Introduction to Organizational Resilience
- Importance of Supply Chain Resilience
- How to identify a critical business function
- How to identify a critical business supplier
- How to unlock the unknown risks in your supply chain
- Introduction to BSI
- Further information, support & next steps

bsi. ..making excellence a habit.

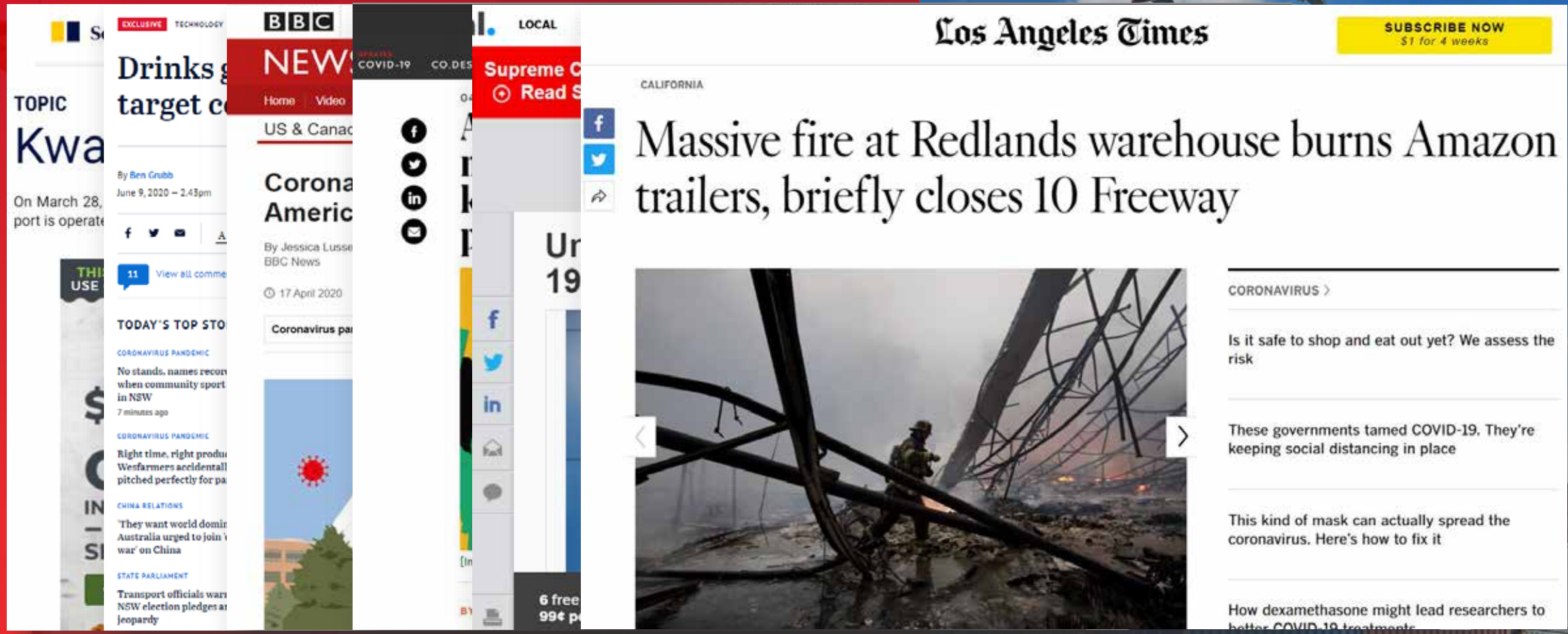
Poll Question

What is your main objective from today's webinar..?

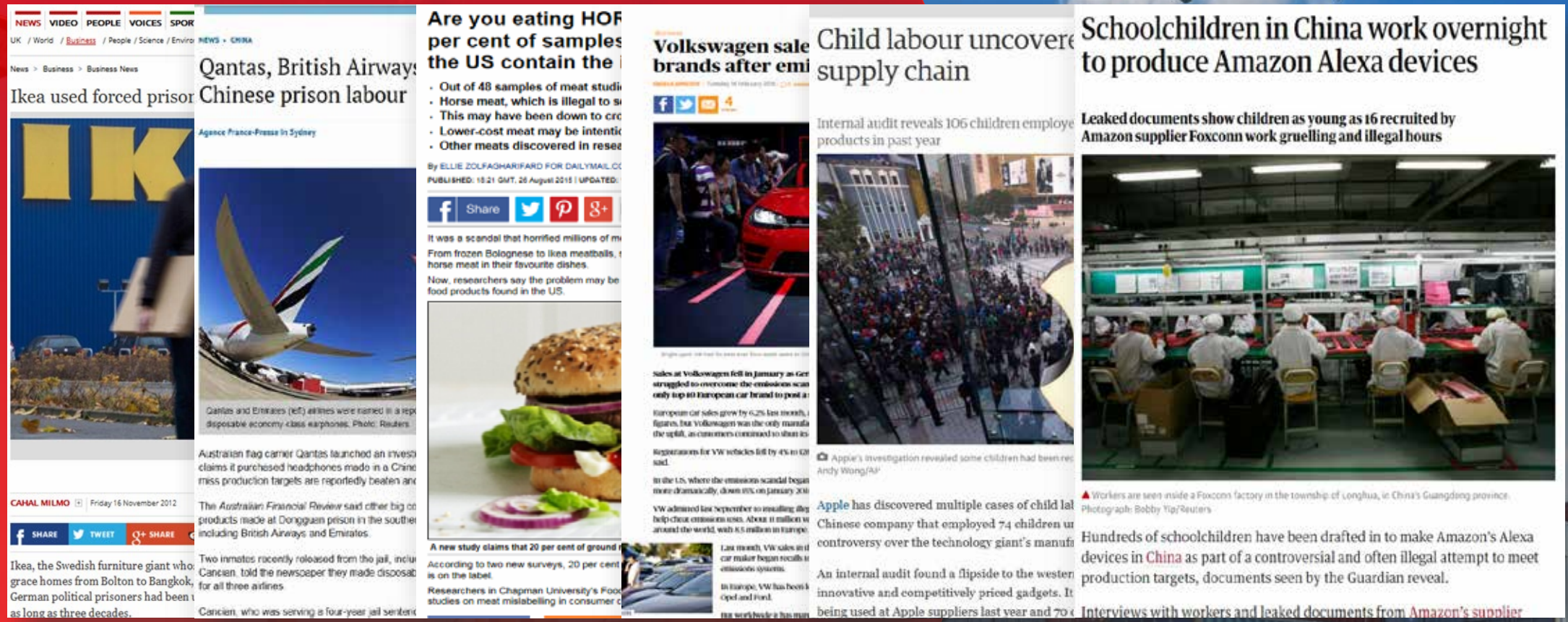
1. More information on Business Continuity
2. More information on Supply Chain Resilience
3. How to identify a Critical Business Function
4. How to identify a Critical Business Supplier
5. All of the above

Recent Impacts on the Global Supply Chain

Impacts on the Global Supply Chain…



Impacts on the Global Supply Chain…



NEWS VIDEO PEOPLE VOICES SPOR

UK / World / Business / People / Science / Enviro NEWS · CHINA

News > Business > Business News

Ikea used forced prisor

Qantas, British Airways Chinese prison labour

Agence France-Presse in Sydney

Qantas and Emirates (left) airlines were named in a rep disposable economy-class earphones. Photo: Reuters

Australian flag carrier Qantas launched an investi claims it purchased headphones made in a Chine miss production targets are reportedly beaten and

The *Australian Financial Review* said other big co products made at Dongguan prison in the southe including British Airways and Emirates.

Two inmates recently released from the jail, inclu Cancian, told the newspaper they made disposab for all three airlines.

Cancian, who was serving a four-year jail senten

CAHAL MILMO | Friday 16 November 2012

SHARE TWEET SHARE

Ikea, the Swedish furniture giant who grace homes from Bolton to Bangkok, German political prisoners had been as long as three decades.

Are you eating HOR per cent of samples the US contain the

- Out of 48 samples of meat studi
- Horse meat, which is illegal to s
- This may have been down to cr
- Lower-cost meat may be intenti
- Other meats discovered in resea

By ELLIE ZOLFAGHARIFARD FOR DAILYMAIL.C

PUBLISHED: 10:21 GMT, 26 August 2013 | UPDATED:

Share

It was a scandal that horrified millions of m

From frozen Bolognese to Ikea meatballs, horse meat in their favourite dishes.

Now, researchers say the problem may be food products found in the US.

A new study claims that 20 per cent of ground

According to two new surveys, 20 per cent is on the label.

Researchers in Chapman University's Foo studies on meat mislabelling in consumer

Volkswagen sale brands after emi

Sales at Volkswagen fell in January as Ger struggled to overcome the emissions scan only top 10 European car brand to post a

European car sales grew by 6.2% last month, figures, but Volkswagen was the only manufa the uptick, as consumers continued to shun its

Registrations for VW vehicles fell by 4% to 62 said.

In the US, where the emissions scandal began more dramatically, down 16% on January 201

VW admitted last September to installing illeg help clean emission tests. About 11 million v around the world, with 8.5 million in Europe.

Last month, VW sales in t car maker began recalls t emissions systems.

In Europe, VW has been Opel and Ford.

Its worldwide big man

Child labour uncovere supply chain

Internal audit reveals 106 children employe products in past year

Apple's investigation revealed some children had been rec Andy Wong/AP

Apple has discovered multiple cases of child lab Chinese company that employed 74 children un controversy over the technology giant's manufa

An internal audit found a flipside to the wester innovative and competitively priced gadgets. It being used at Apple suppliers last year and 70

Schoolchildren in China work overnight to produce Amazon Alexa devices

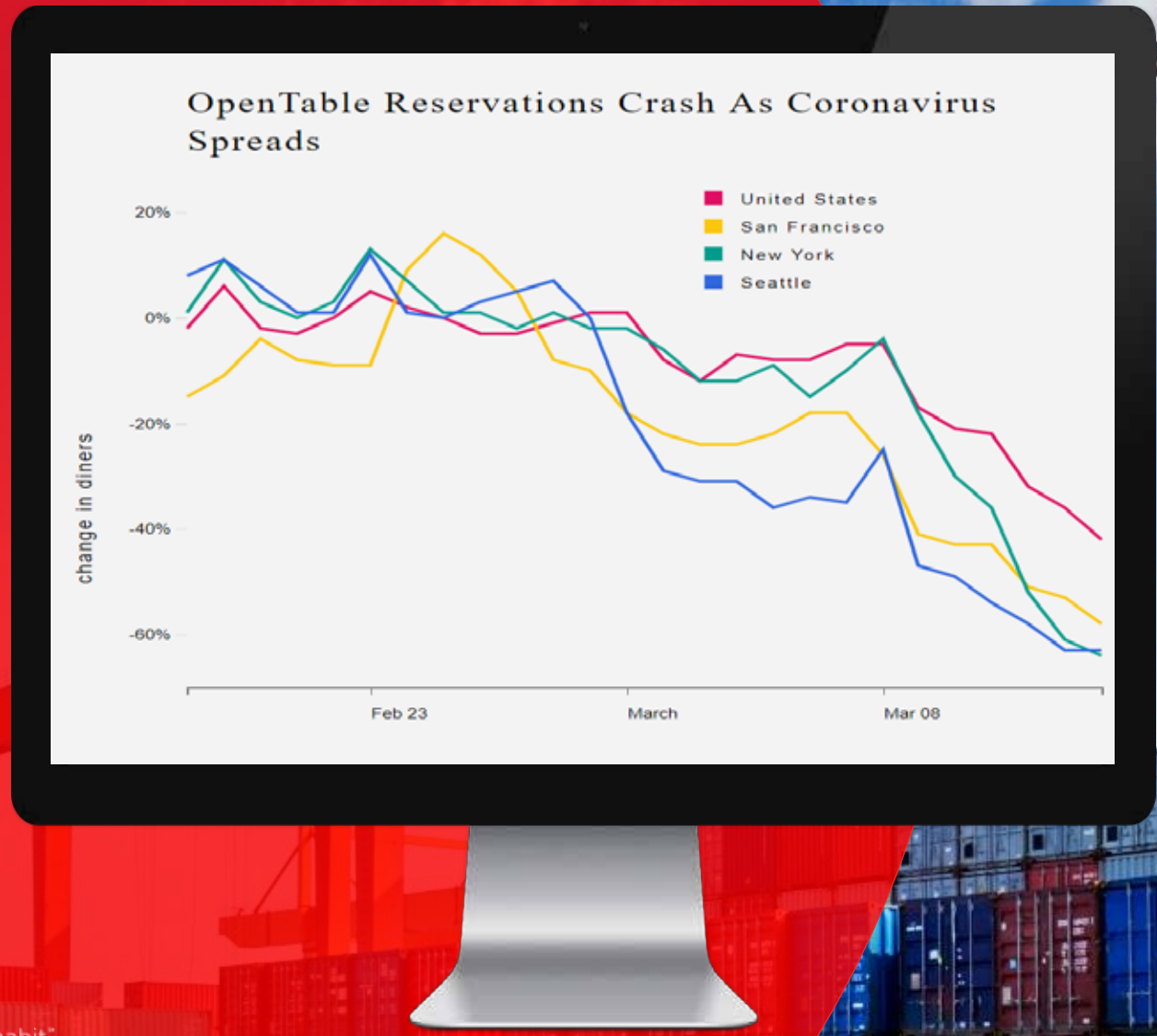
Leaked documents show children as young as 16 recruited by Amazon supplier Foxconn work gruelling and illegal hours

Workers are seen inside a Foxconn factory in the township of Longhua, in China's Guangdong province. Photograph: Bobby Yip/Reuters

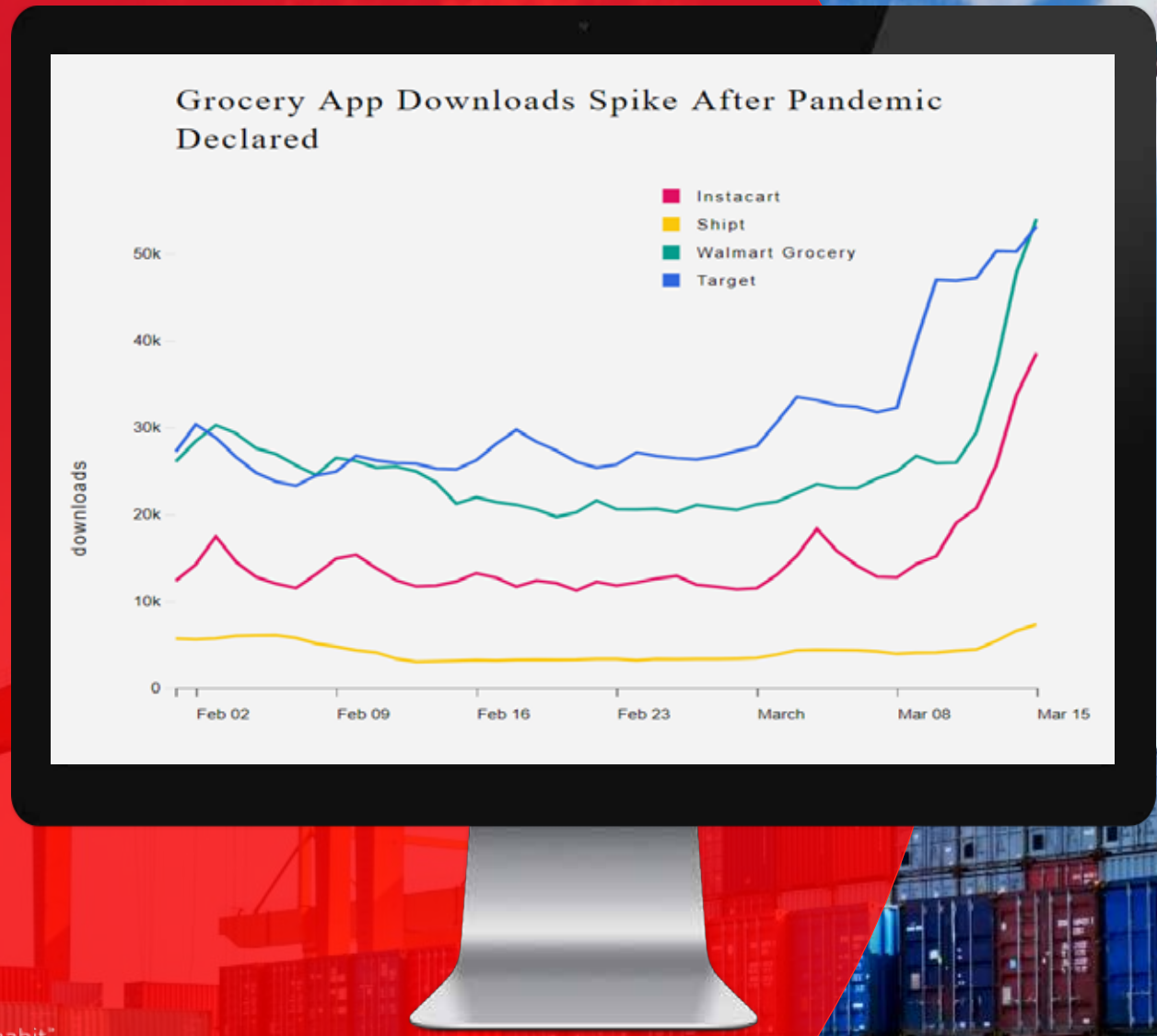
Hundreds of schoolchildren have been drafted in to make Amazon's Alexa devices in China as part of a controversial and often illegal attempt to meet production targets, documents seen by the Guardian reveal.

Interviews with workers and leaked documents from Amazon's supplier

Impacts on the Global Supply Chain…



Impacts on the Global Supply Chain…



Impacts on the Global Supply Chain…

An Introduction to Organizational Resilience

bsi. ..making excellence a habit.

Lot's of terms being used today

- Business Continuity
- Disaster Recovery
- Crisis Management
- Organizational Resilience

What do they mean, and how can they help you today, tomorrow and moving forward…

What is the difference between Business Continuity and Disaster Recovery..?

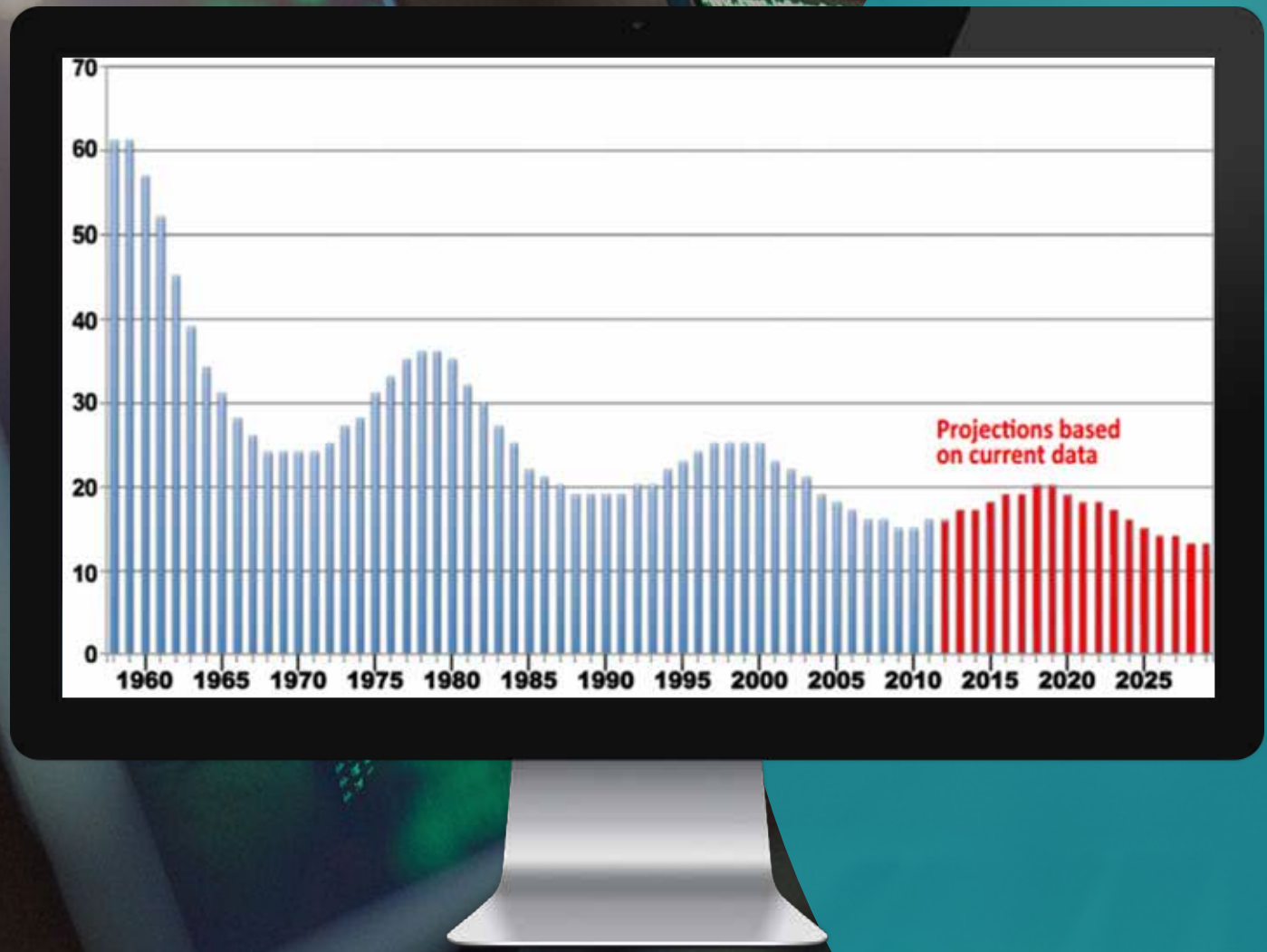
Business Continuity is what an organization relies on to keep operations functional during a disruption or unplanned event, and immediately after.

Disaster Recovery focuses on how you respond after the event has completed, review operations and how you return to normal.

What is the difference between Crisis Management and Organizational Resilience..?

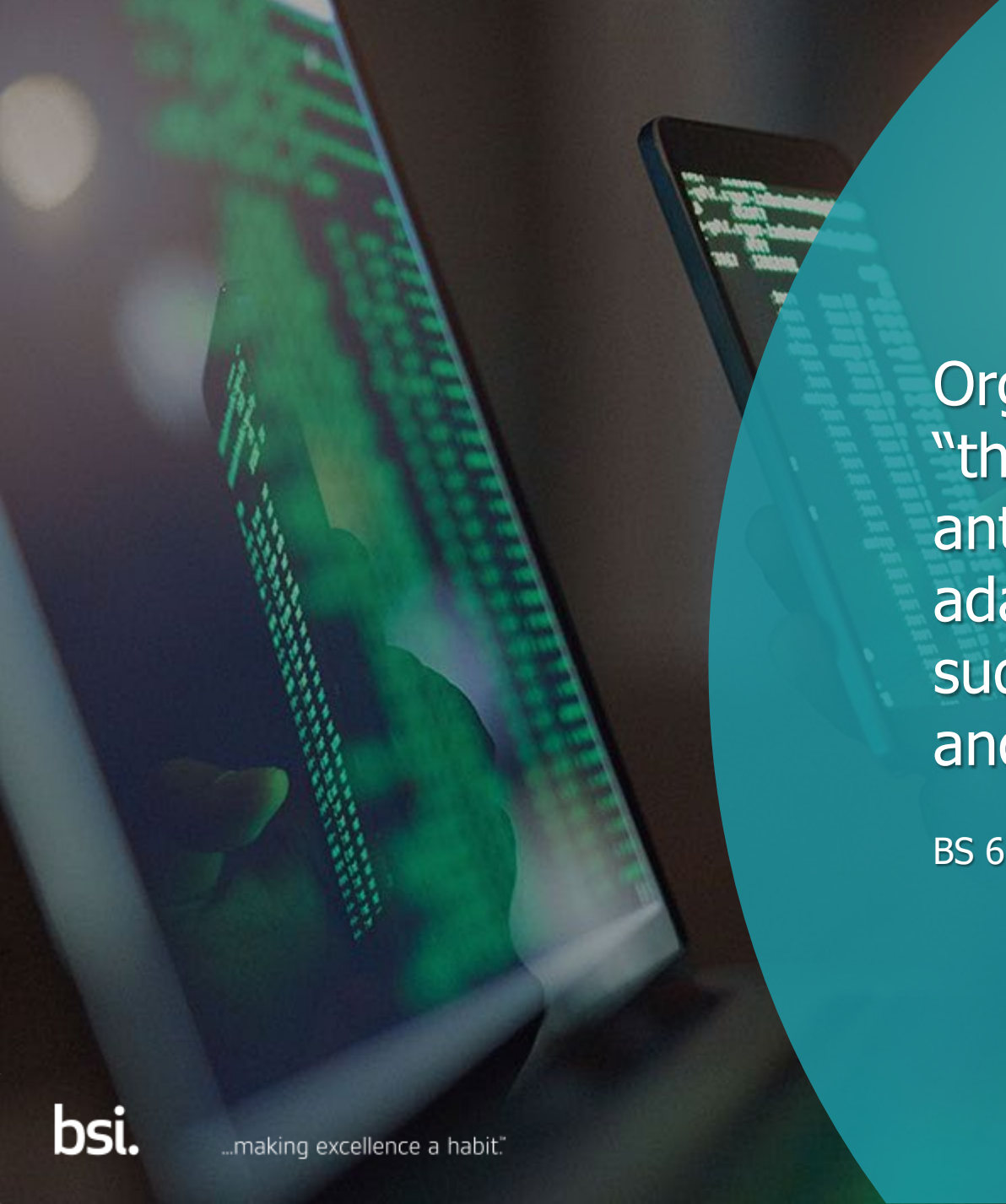
Crisis Management is the process by which an organization reacts to a disruptive or unexpected event that threatens to harm them.

Organizational Resilience is the ability of an organization to anticipate, prepare for, respond and adapt to incremental change and sudden disruptions in order to survive and prosper.



The organizational lifespan ranking in the top S&P Index 500 is 200% shorter today than in the 1960's…

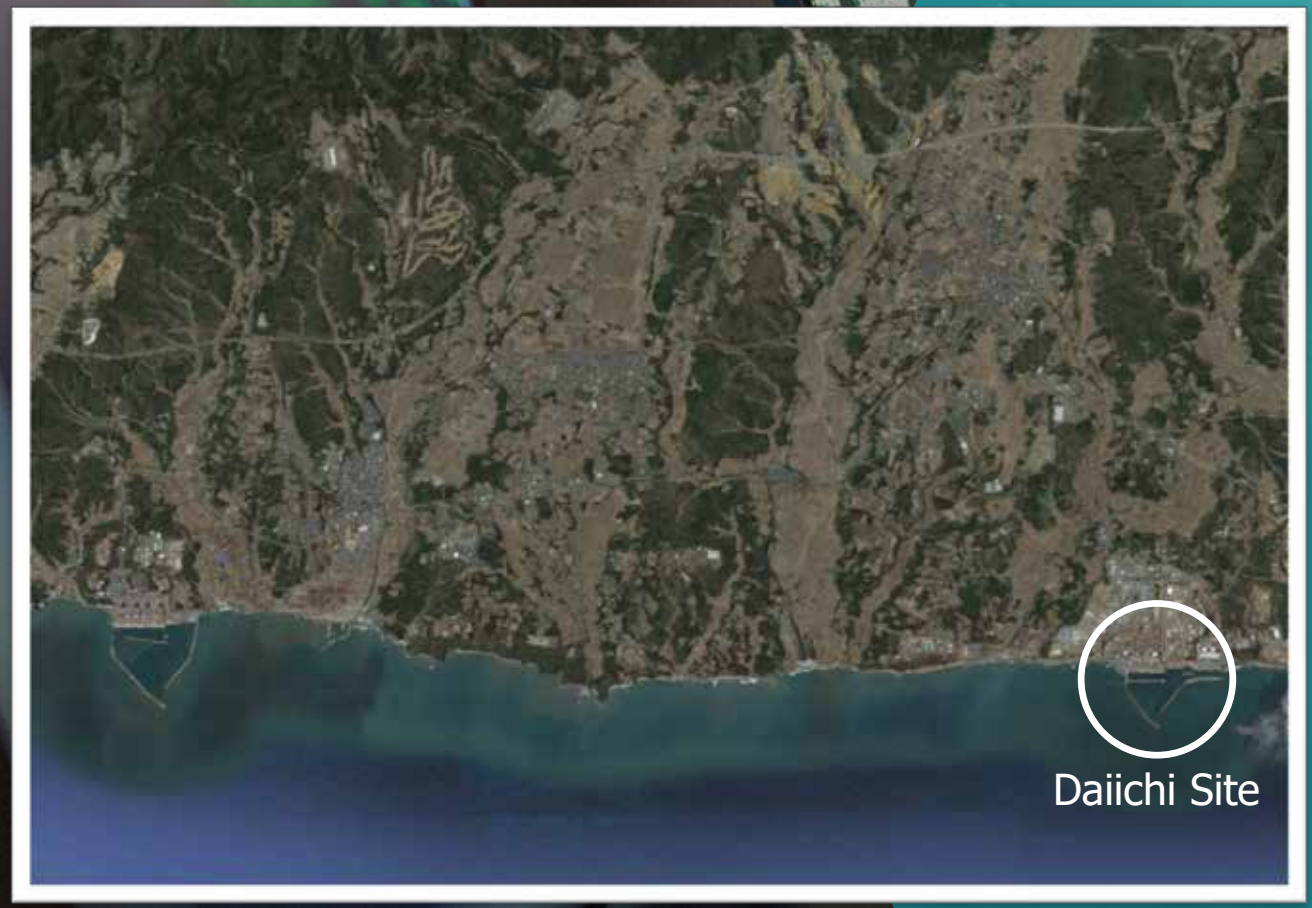
Organizations are not surviving as long as they used to…



Organizational Resilience is "the ability of an organization to anticipate, prepare for, respond and adapt to incremental change and sudden disruptions in order to survive and prosper."

BS 65000, Guidance on Organizational Resilience

Example of Resilience...



In March 2011 an earthquake and tsunami hit the coast of Japan, which caused significant damage to the Daiichi nuclear power plant.

As a result, the Daiichi plant went critical and was declared a no-go zone by the government due to the nature of radioactive pollution in the area.

Example of Resilience...

In March 2011 an earthquake and tsunami hit the coast of Japan, which caused significant damage to the Daiichi nuclear power plant.

As a result, the Daiichi plant went critical and was declared a no-go zone by the government due to the nature of radioactive pollution in the area.

However, approximately 10km away on the same coastline is their sister location, the Daini nuclear power plant.

This location also suffered significant damage, but did not go critical.

Their leadership team and site personnel had a Business Continuity plan, tried and tested, in place...

Organizational Resilience…

To our clients, it means partnering together to build resilience in three key areas:

- Information Resilience
- Operational Resilience
- Supply Chain Resilience

Organizational Resilience…

To our clients, it means partnering together to build resilience in three key areas:

- Information Resilience
- Operational Resilience
- Supply Chain Resilience

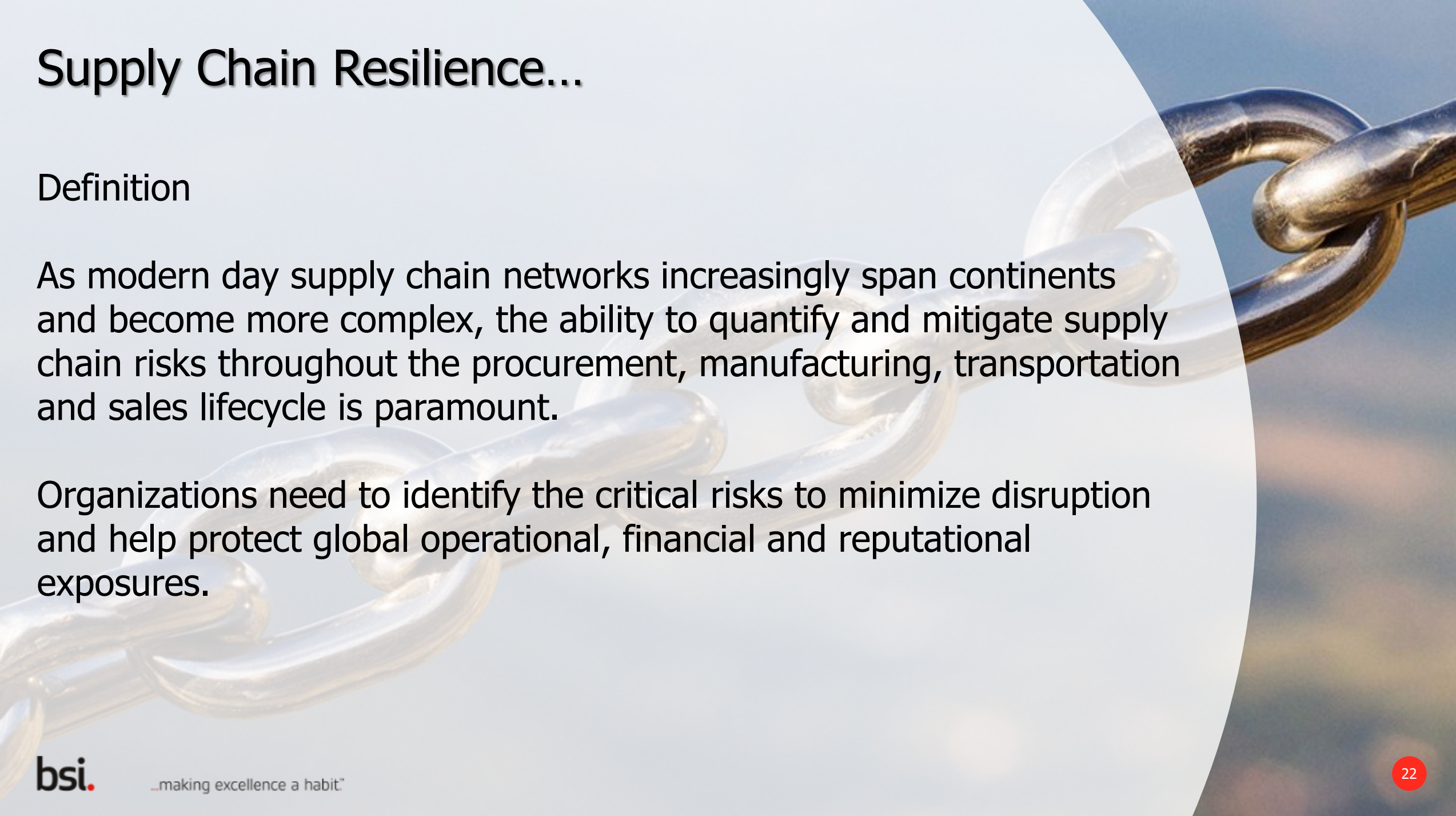
Poll Question

Which of the following is a priority for your organization in the next 3 to 6 months..?

1. Business Continuity
2. Health & Safety of my workforce
3. Supply Chain Resilience
4. Organizational Resilience

The Importance of Supply Chain Resilience

Supply Chain Resilience…



Definition

As modern day supply chain networks increasingly span continents and become more complex, the ability to quantify and mitigate supply chain risks throughout the procurement, manufacturing, transportation and sales lifecycle is paramount.

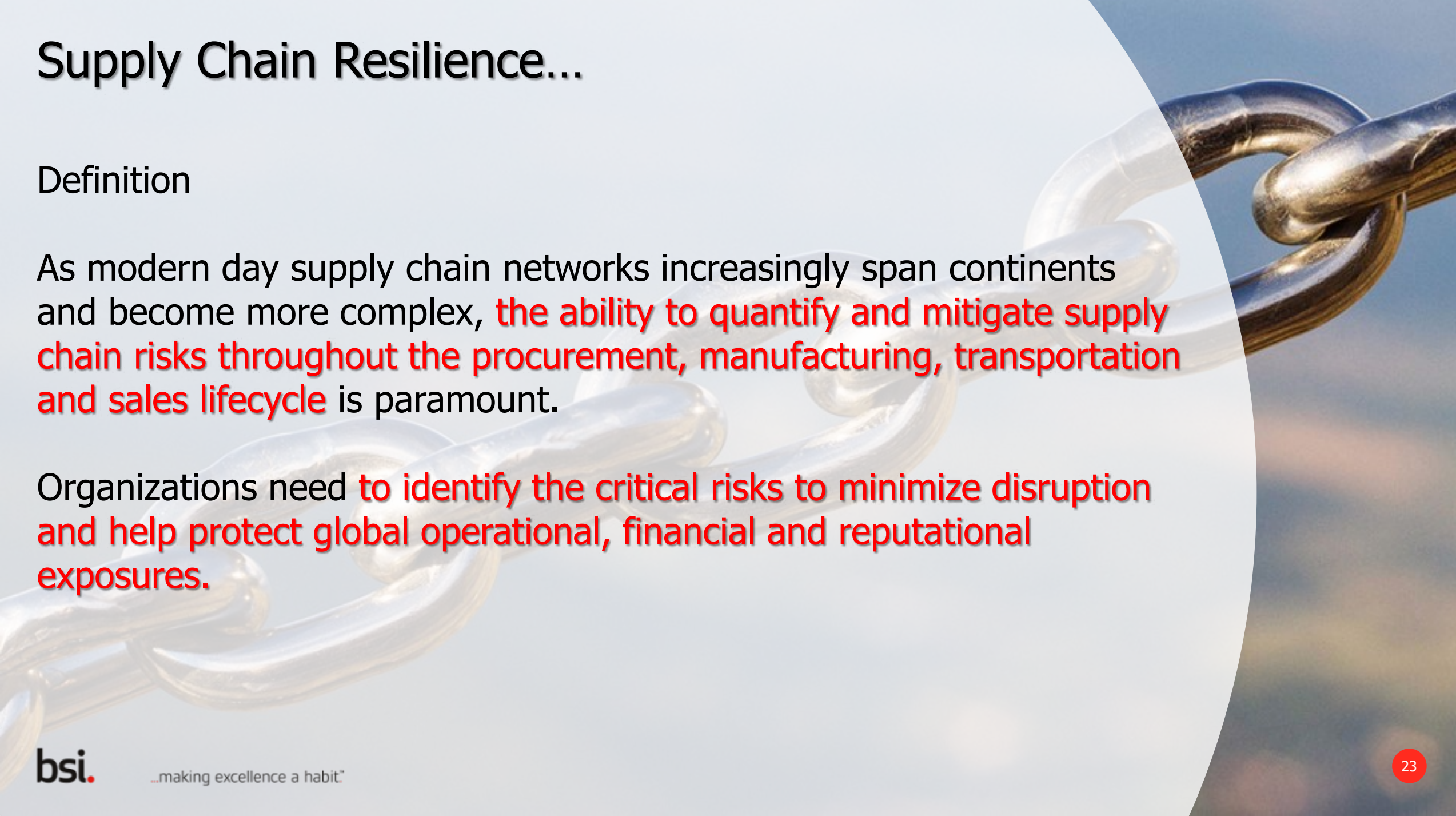
Organizations need to identify the critical risks to minimize disruption and help protect global operational, financial and reputational exposures.

Supply Chain Resilience…

Definition

As modern day supply chain networks increasingly span continents and become more complex, the ability to quantify and mitigate supply chain risks throughout the procurement, manufacturing, transportation and sales lifecycle is paramount.

Organizations need to identify the critical risks to minimize disruption and help protect global operational, financial and reputational exposures.



Supply Chain Resilience…

Today's supply chain challenges include:

Increased demand for transparency from consumers…

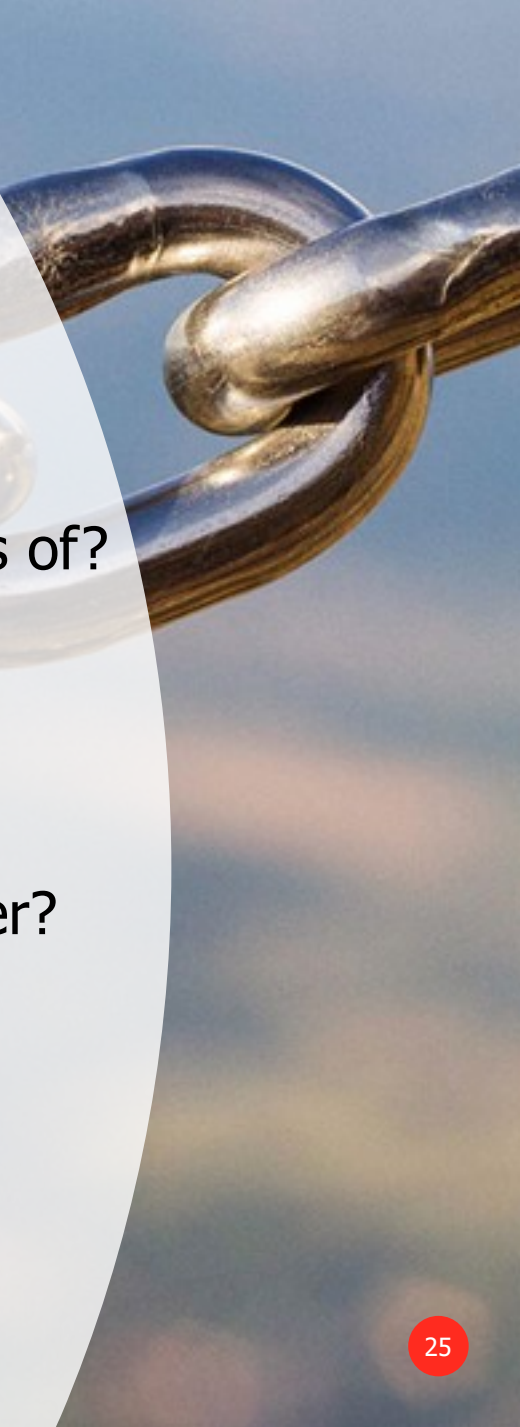
Greater demand for goods – ecommerce affect…

New quality attributes…

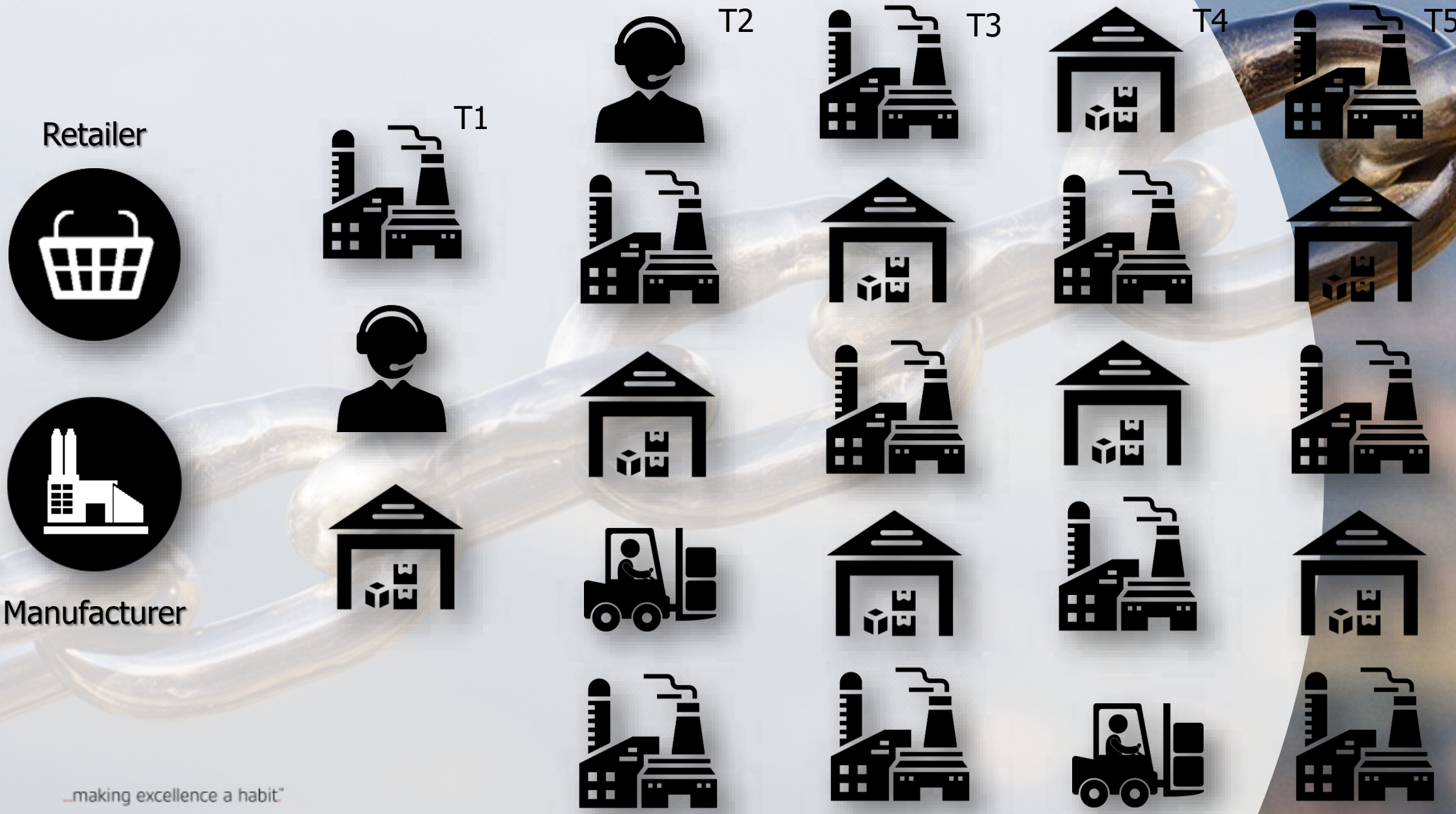
- How was it made? and who made it?
- Under what condition was it made?
- What was the impact on the environment?
- Was is sustainably sourced?
- What is the 'customer promise'?

Supply Chain Resilience Test…

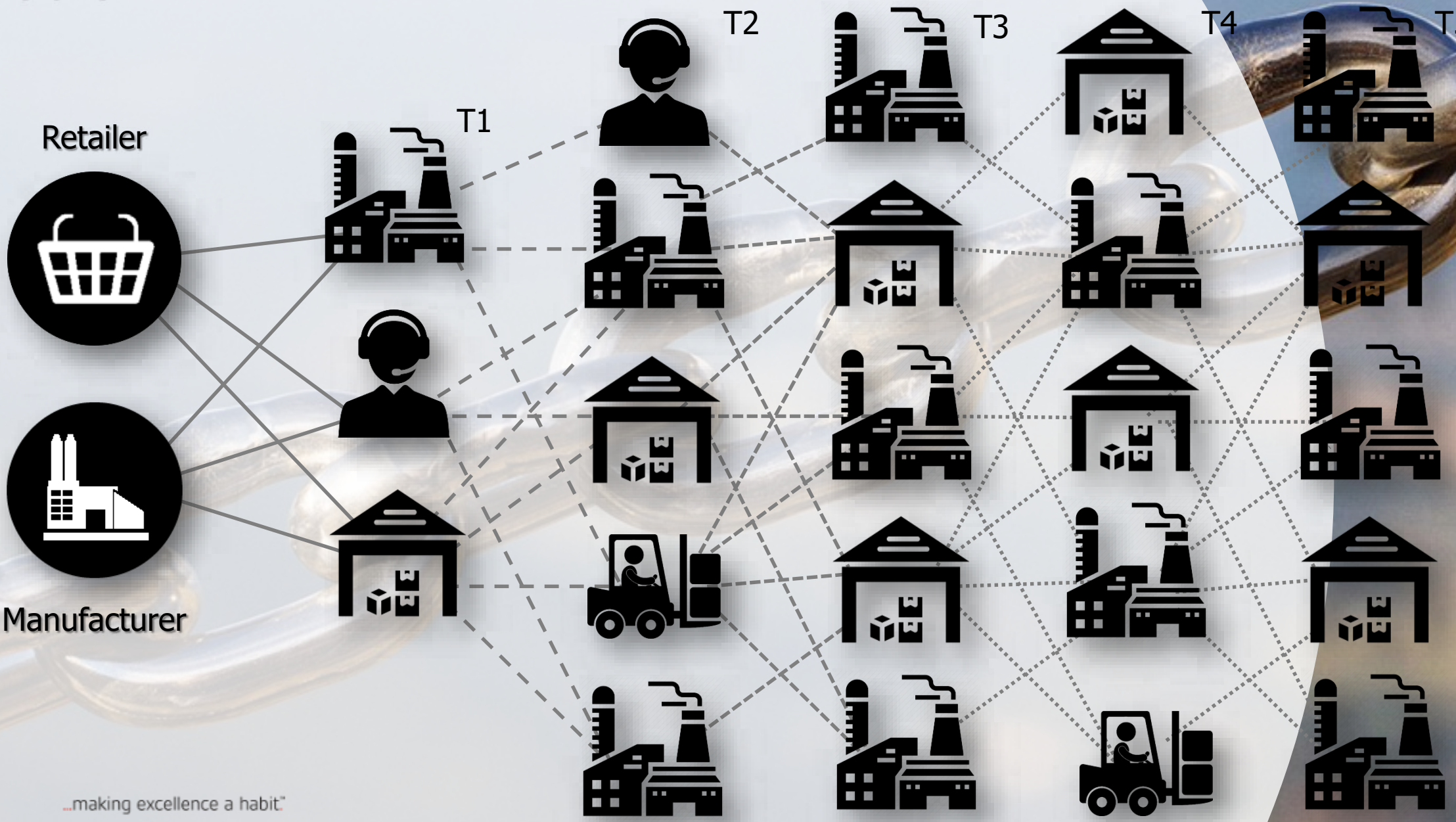
- How many suppliers do you currently have?
- How many are direct vs indirect?
- What percentage of your suppliers do you actively verify the living profiles of?
- What percentage of your suppliers are critical to your business?
- Do they operate a safe and responsible business?
- What risks do they present to your business, brand, product and consumer?
- Does your supply chain adhere to your corporate values?
- Can you tell your supply chain story?



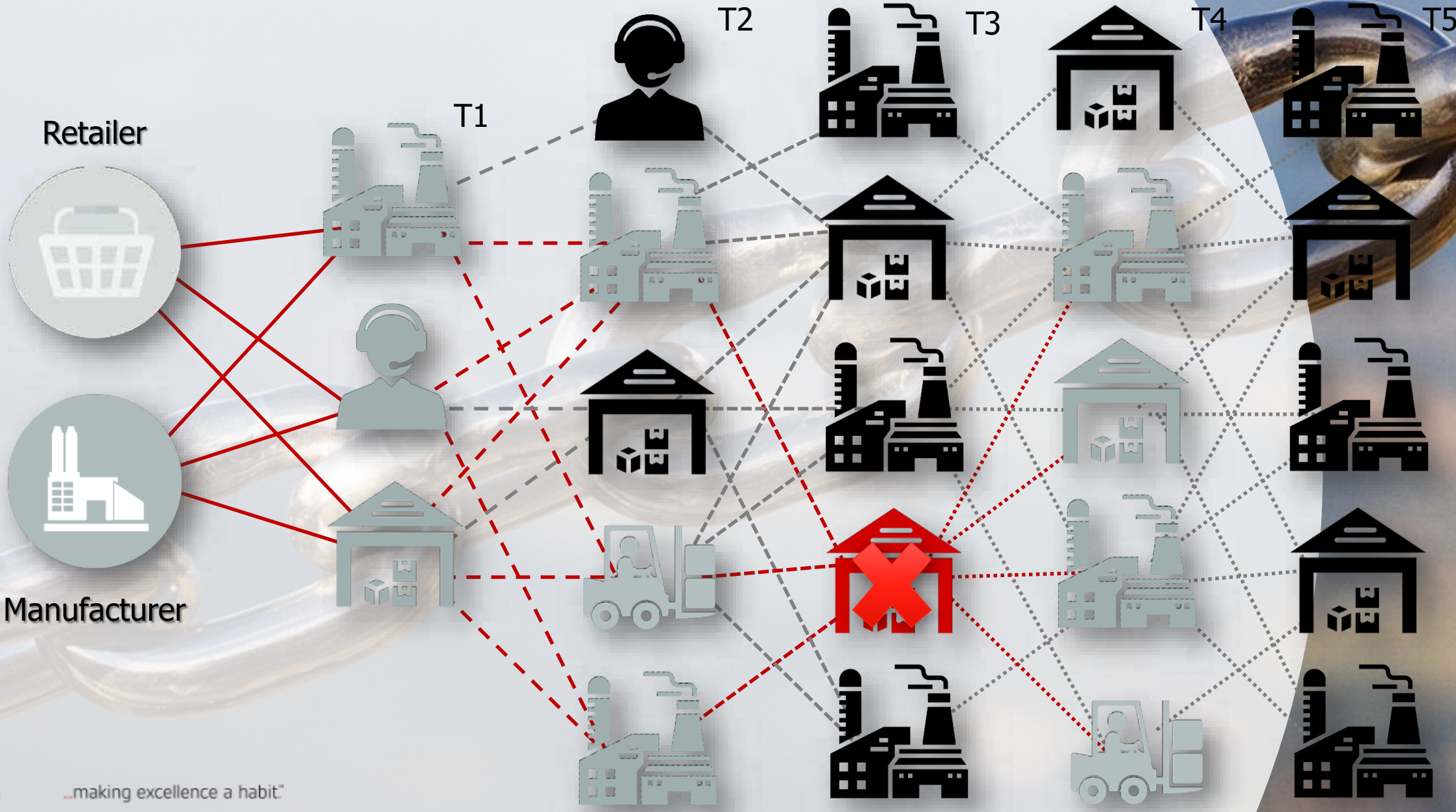
Supply Chain Resilience...



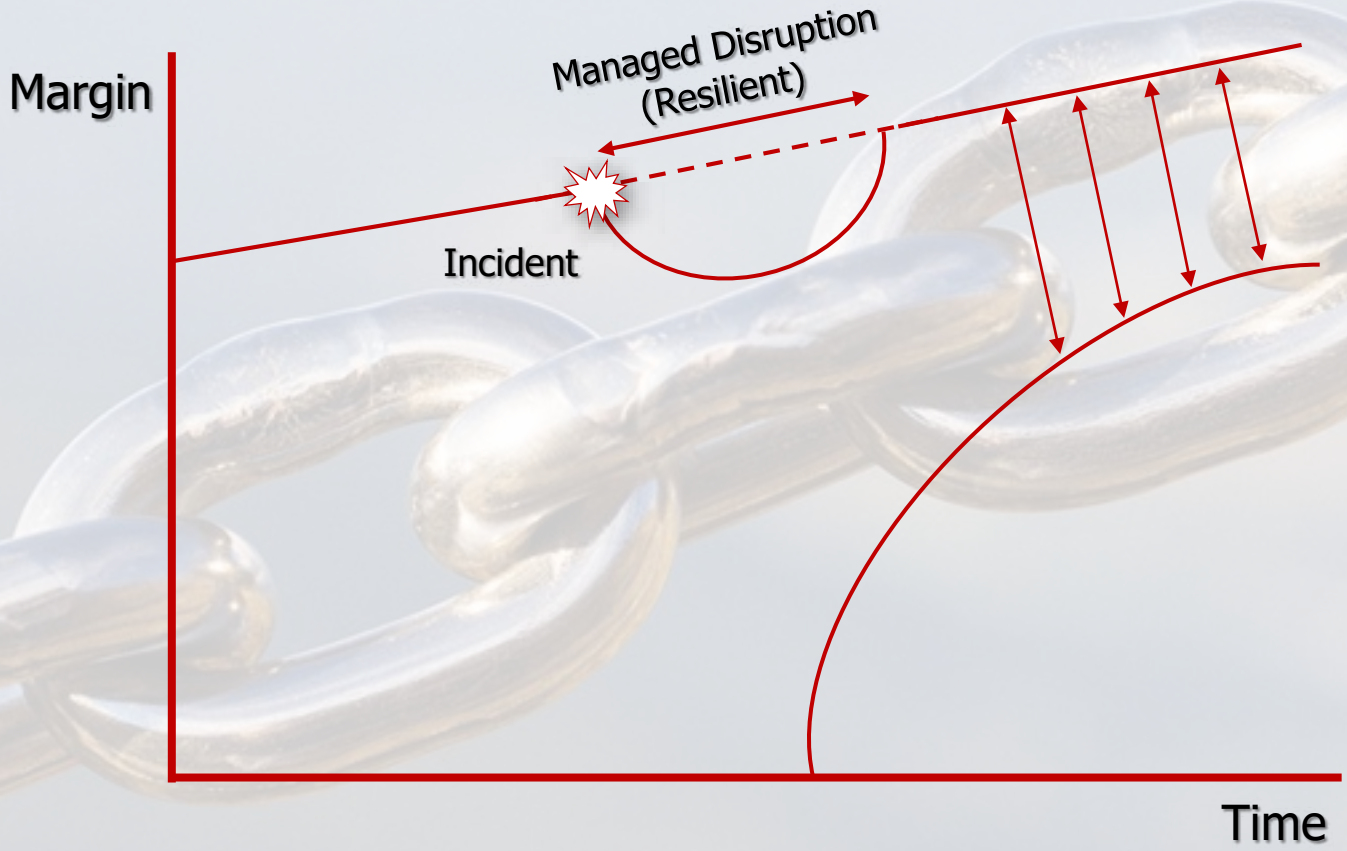
Supply Chain Resilience...



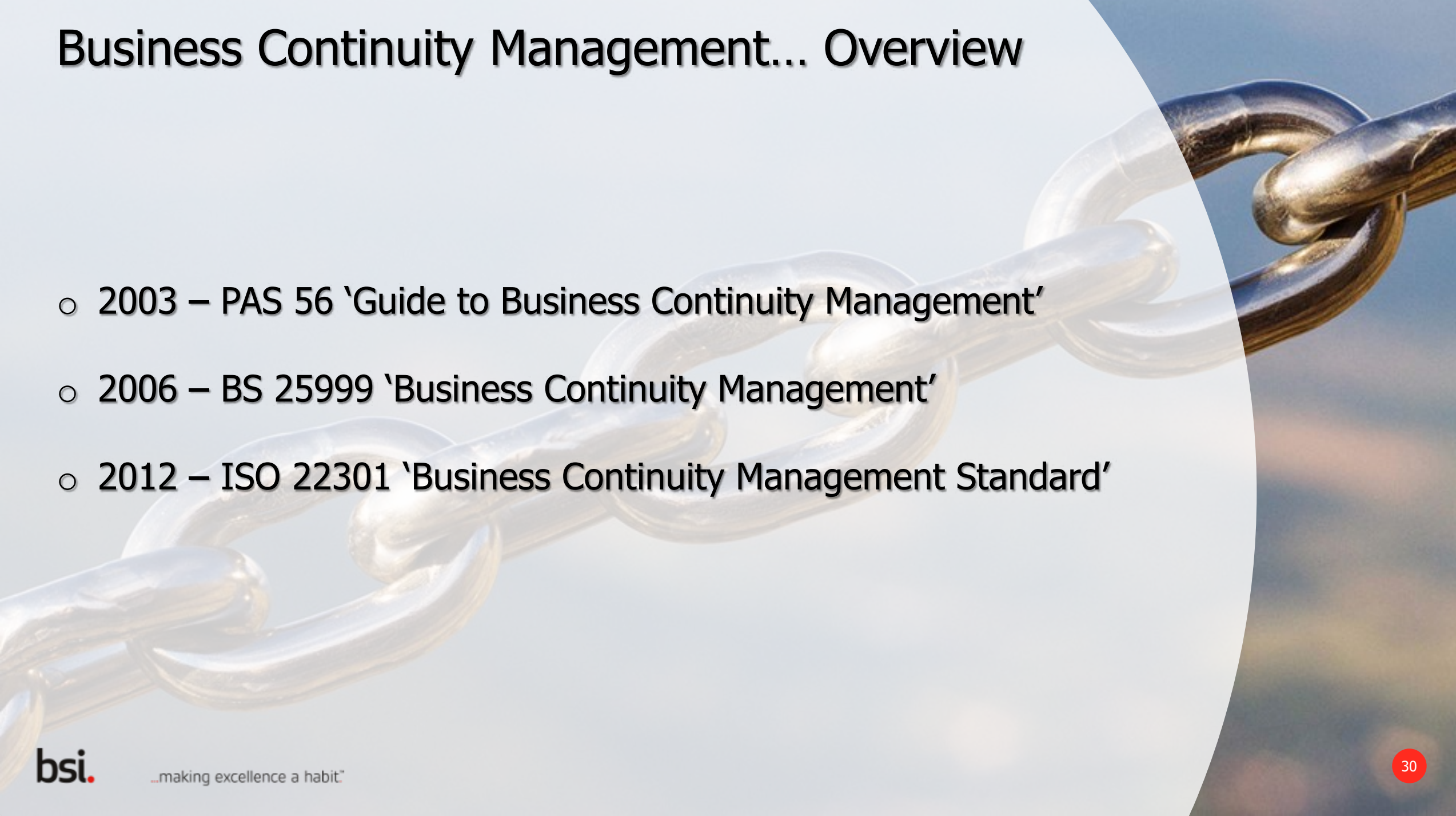
Supply Chain Resilience…



Supply Chain Resilience…



Business Continuity Management… Overview



- 2003 – PAS 56 'Guide to Business Continuity Management'
- 2006 – BS 25999 'Business Continuity Management'
- 2012 – ISO 22301 'Business Continuity Management Standard'

Business Continuity Management... Overview

ISO 9001 Quality	ISO 45001 Health & Safety	ISO 22301 Business Continuity	ISO 14001 Environmental
Scope	Scope	Scope	Scope
Normative References	Normative References	Normative References	Normative References
Terms & Definitions	Terms & Definitions	Terms & Definitions	Terms & Definitions
Context of the Organization	Context of the Organization	Context of the Organization	Context of the Organization
Leadership	Leadership	Leadership	Leadership
Planning	Planning	Planning	Planning
Support	Support	Support	Support
Operation	Operation	Operation	Operation
Performance Evaluation	Performance Evaluation	Performance Evaluation	Performance Evaluation
Improvement	Improvement	Improvement	Improvement

Poll Question

Which of the following is most important to your organization..?

1. Identifying a Critical Business Function
2. Identifying a Critical Business Supplier
3. Implementing Business Continuity
4. All of the above

How to Identify a Critical Business Function

Critical Business Function

What is a Critical Business Function..?

- A Critical Business Functions or ‘CBF’ is a business activity or process that must be restored in the event of a disruption to ensure the ability to protect the organization's assets, meet organizational needs, and satisfy regulations.

- Non-Critical Business Functions means, with respect to the business or the services, functions that do not fall within the category of Critical Business Functions.

So how do you identify a Critical Business Function..?

Critical Business Function

For example…

Business Process	Impact Factors	Timeframe Ratings						
		0 – 2 Hours	2 – 8 Hours	Up to 3 Days	Up to 7 Days	Over 7 Days	Over 15 Days	Over 30 Days
Production / Manufacture	Financial / Reputational / Service	0	0	1	2	3	3	3
Packaging / Distribution	Financial / Reputational / Service	0	0	0	1	2	3	3
Finance / Invoicing	Financial / Operational / Shareholder	0	0	0	0	1	2	3
Research & Development	Operational / Financial / Service	0	0	0	0	0	1	2

How to Identify a Critical Business Supplier

How to Identify a Critical Business Supplier…

The majority of industries today are heavily regulated, and one that relies on suppliers for the provision of business critical supply's (e.g. ingredients, materials, packaging components, etc.) and/or services (e.g. testing, warehousing, distribution, etc.) to support core businesses…

What would be the affect to your business if…

- A supplier suddenly went 'offline' (fire, closure, power failure, etc.)
- Is there an alternative supplier who could cover this disruption?
- Are they a direct or indirect supplier?
- How long can you go without their product or service?

How to Identify a Critical Business Supplier…

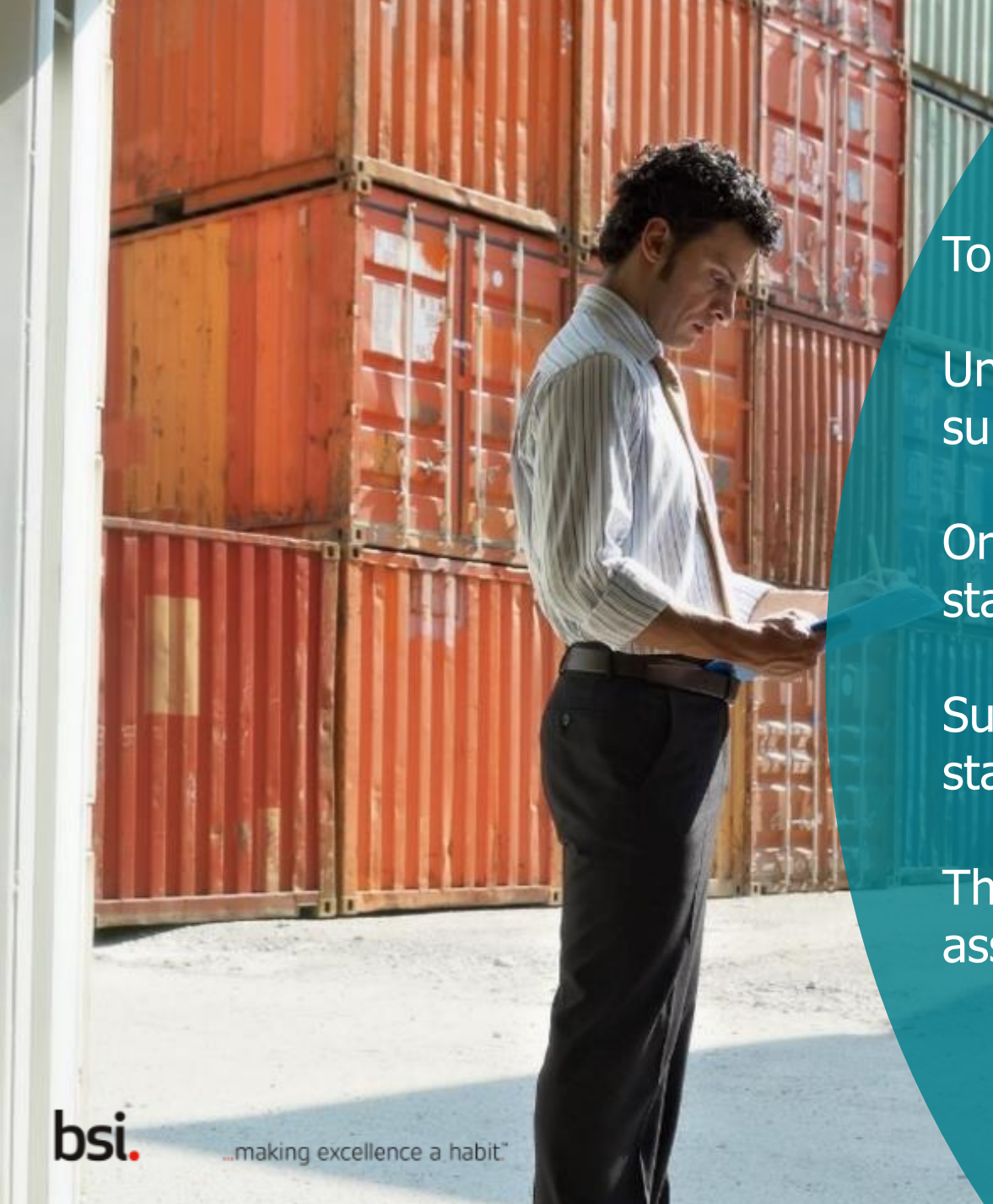
Critical Supplier Rating – e.g. High / Medium / Low

Continuity Planning – e.g. Alternative Supplier / Back Up Stock

Supplier Visibility – e.g. Direct Supplier / Indirect Supplier

How to Unlock the Unknown Risks in Your Global Supply Chain

bsi. ...making excellence a habit.



Supply Chain Resilience

Today…

Unplanned incidents and disruptions impact the global supply chain…

Organizations use internal requirements and industry standards to react to these risks and incidents…

Suppliers are required to meet these requirements and standards…

Third party bodies provide independently verified assessments against these requirements…

Supply Chain Resilience

Tomorrow…

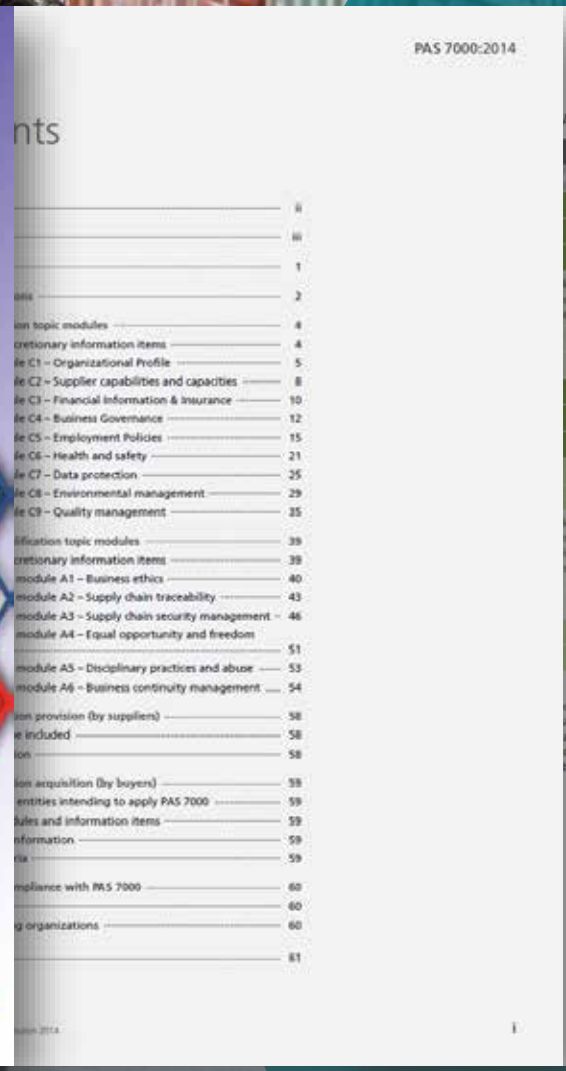
What if there was a way of highlighting the unknown risks throughout a global supply chain, through one single assessment program, covering fifteen critical areas of risk and focus..?

And, by using this information you were able to make more informed decisions on how to manage supplier risks – high risk, low risk, audit frequency, announced, unannounced, etc…

Sounds great…

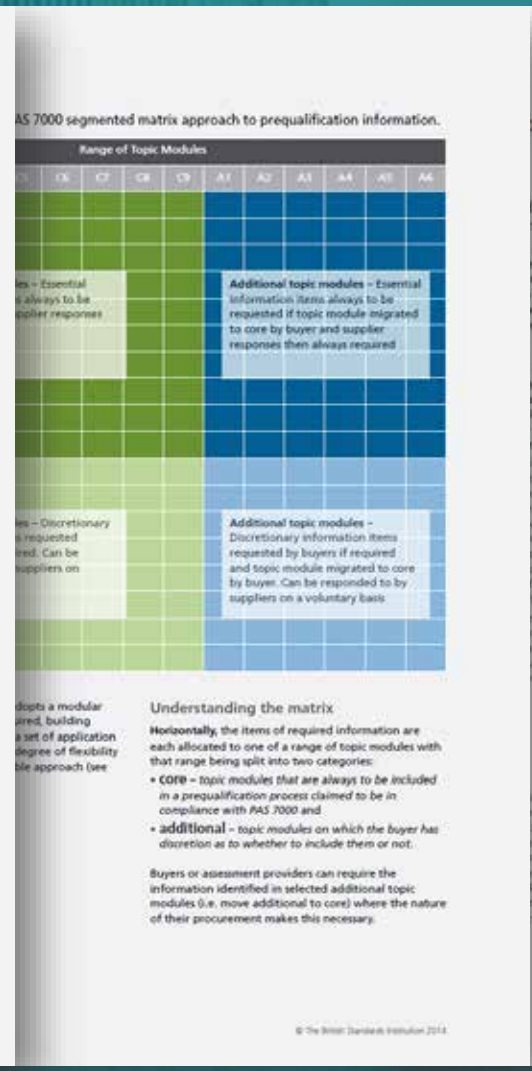
But how can this be achieved..?

Supply Chain Resilience


PAS 7000:2014

nts

ii
iii
1
2
4
4
5
8
10
12
15
21
25
29
35
39
39
40
43
46
51
53
54
58
58
58
59
59
59
59
59
60
60
60
61


AS 7000 segmented matrix approach to prequalification information.

Range of Topic Modules

Additional topic modules – Essential
Information items always to be requested if topic module migrated to core by buyer and supplier responses then always required

Additional topic modules – Discretionary information items requested by buyers if required and topic module migrated to core by buyer. Can be responded to by suppliers on a voluntary basis

Understanding the matrix

Horizontally, the items of required information are each allocated to one of a range of topic modules with that range being split into two categories:

- **core** – *topic modules that are always to be included in a prequalification process claimed to be in compliance with PAS 7000* and
- **additional** – *topic modules on which the buyer has discretion as to whether to include them or not.*

Buyers or assessment providers can require the information identified in selected additional topic modules (i.e. move additional to core) where the nature of their procurement makes this necessary.

qualification topic modules

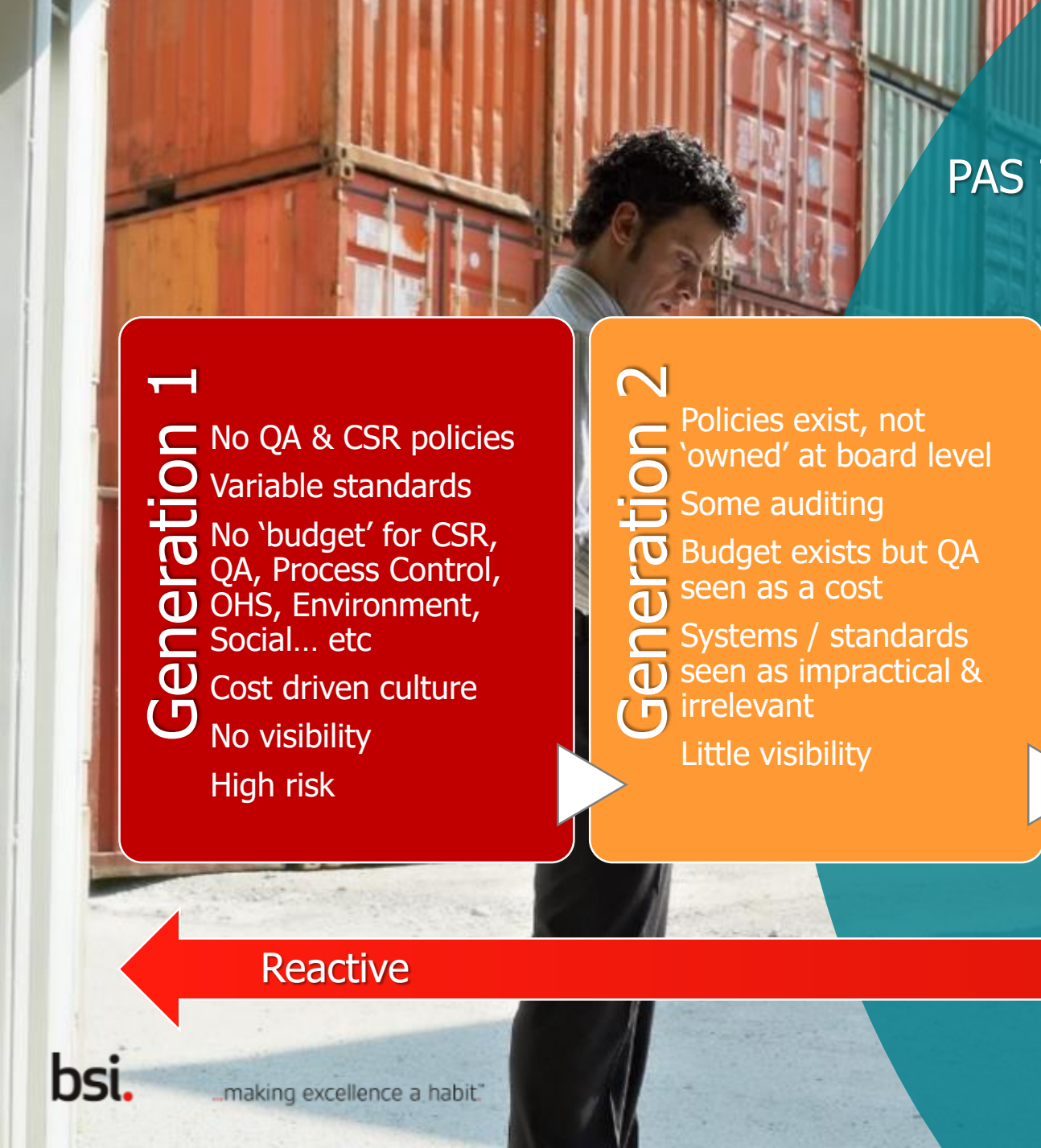
discretionary

Figure 2 – Index of topic modules (with hyperlinks)

Supply Chain Resilience

PAS 7000 – Supplier Pre-Qualification Requirements

Organizational Profile	Capabilities & Capacity	Financial Information & Insurance	Business Governance	Employment Policies
Health & Safety Risk Management	Environmental Risk Management	Quality Risk Management	Information & Data Risk Management	Business Ethics
Supply Chain Traceability	Supply Chain Security	Equal Opportunities	Workplace Conditions	Business Continuity Risk Management



Supply Chain Resilience

PAS 7000 – Supplier Pre-Qualification Requirements

Generation 1

- No QA & CSR policies
- Variable standards
- No 'budget' for CSR, QA, Process Control, OHS, Environment, Social… etc
- Cost driven culture
- No visibility
- High risk

Generation 2

- Policies exist, not 'owned' at board level
- Some auditing
- Budget exists but QA seen as a cost
- Systems / standards seen as impractical & irrelevant
- Little visibility

Generation 3

- QA & CSR Policies exist and reviewed
- Some board commitment
- Good communication
- Positive attitude from management
- Audits effective and management data used effectively
- Visibility to stakeholders

Generation 4

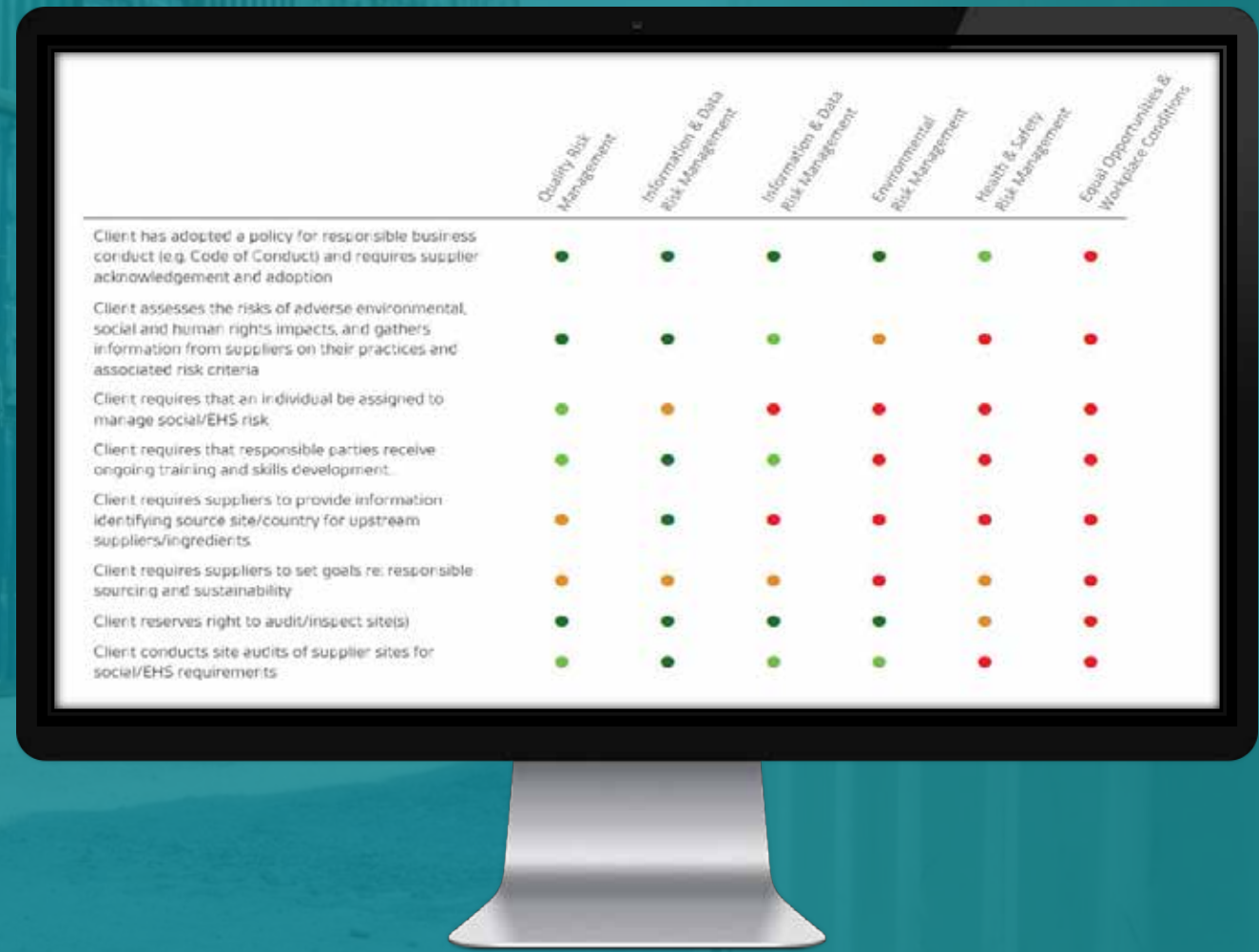
- Full board commitment
- Leading policies beyond legal minimum
- Excellent communication and commitment
- Internal & external auditing format
- Regular reviews & benchmarking
- QA & CSR seen as competitive advantage

Reactive → Proactive

bsi. ...making excellence a habit.

Supply Chain Resilience

PAS 7000 – Supplier Pre-Qualification Requirements



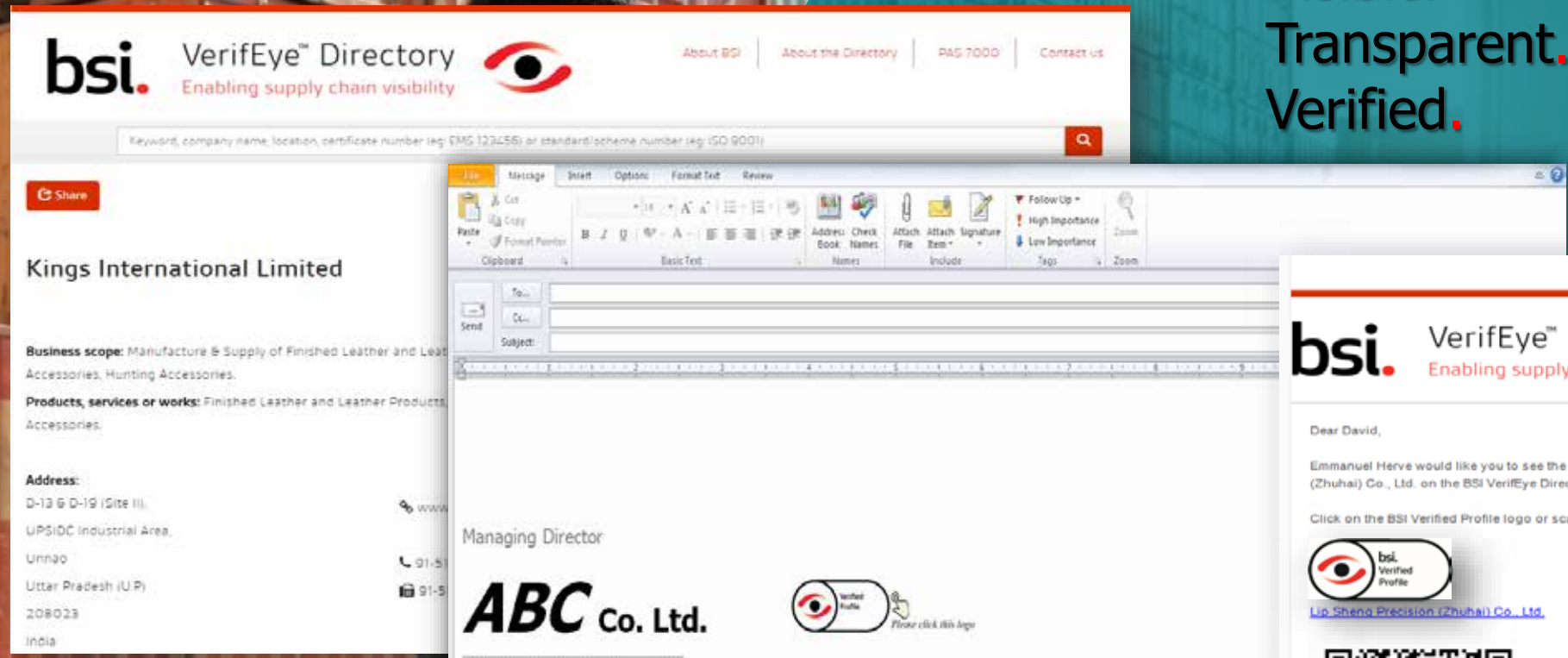
	Quality Risk Management	Information & Data Risk Management	Information & Data Risk Management	Environmental Risk Management	Health & Safety Risk Management	Social Opportunities & Workplace Conditions
Client has adopted a policy for responsible business conduct (e.g. Code of Conduct) and requires supplier acknowledgement and adoption	●	●	●	●	●	●
Client assesses the risks of adverse environmental, social and human rights impacts, and gathers information from suppliers on their practices and associated risk criteria	●	●	●	●	●	●
Client requires that an individual be assigned to manage social/EHS risk	●	●	●	●	●	●
Client requires that responsible parties receive ongoing training and skills development	●	●	●	●	●	●
Client requires suppliers to provide information identifying source site/country for upstream suppliers/ingredients	●	●	●	●	●	●
Client requires suppliers to set goals re. responsible sourcing and sustainability	●	●	●	●	●	●
Client reserves right to audit/inspect site(s)	●	●	●	●	●	●
Client conducts site audits of supplier sites for social/EHS requirements	●	●	●	●	●	●

bsi. ...making excellence a habit.

Passport to International Trade

Visible.
Transparent.
Verified.

bsi. Verified Profile



bsi. ...making excellence a habit.™

Passport to International Trade

Visible.
Transparent.
Verified.

bsi. Verified Profile

bsi. ...making excellence a habit.™

Poll Question

What is the next priority for you and your organization..?

1. Gap Analysis – Where are my risks?
2. Training – How do I prepare?
3. Business Continuity Assessment?
4. Supply Chain Resilience?
5. Organizational Resilience?
6. All of the above…

Further Information, Support and Next Steps…

Further Information… Introduction

bsi.

Introducing ISO 2230
Business Continuity M

Minimize risk and protect your bu

Build a robust and resili
organization with ISO 2

Benefits of ISO 22301*

72%
helps protect our business

73%
gives trust in our business

Don't let your business get knocked off course by the unexpected. 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 terrorism to cyber-crime, or even extreme weather, the need to have a robust and resilient business that can quickly recover from any kind of disaster is vital.

ISO 22301 is the international standard that helps organizations to protect against and recover from disruptive incidents when they happen. It provides a systematic approach to business continuity management, and it's applicable to any organization, regardless of type, size and sector.

Use ISO 22301 to protect your business, your reputation, and minimize financial loss in the case of an incident.

bsi.

Your ISO 22301 Journey

Whether you're new to business continuity management or looking to the right resources and training courses to help you understand and sure your system keeps on delivering the best for your business.

You need to:

Understand and prepare

- Buy the standard, understand the content, your requirements and how it will help and protect your business
- Contact us for a proposal tailored to your organization's needs

See how ready you are

- Ensure your organization understands the principles of ISO 22301, the roles individuals in your business will need to play and review your activities and processes against the standard

Review and get certified

- Contact us to schedule your certification assessment
- Ensure the right people are available for your audit visits. This is a two-stage process. The length varies depending on the size of your organization

Continually improve and make exc

Your journey doesn't stop with certification. We can help you to fine-tune

- Celebrate and promote your success – download and use the BSI Assurance Mark to show you are certified
- Publicize your achievement with a joint press release and case study
- Schedule any of our additional Business Continuity training courses which can further your knowledge

bsi.

Why BSI?

BSI has been at the forefront of ISO 22301 since the original Business Continuity Standard, BS 25999-2, was pioneered by us in 2007. And we continue to be at the forefront of developing and evolving standards to keep organizations resilient and robust. That's why we're best placed to help you understand the standard.

At BSI, we create excellence by driving the success of our clients through standards. We help organizations incorporate resilience, grow sustainably, adapt to change and prosper for the long term. We make excellence a habit.

For over a century, our experts have been challenging mediocrity and complacency to help embed excellence into the way people and products work. With 80,000 clients in 182 countries, BSI is an organization whose standards inspire excellence across the globe.

Our products and services

We provide a unique combination of complementary products and services, managed through our three business streams: Knowledge, Assurance and Compliance.

Knowledge

The core of our business centers on the knowledge that we create and impart to our clients. In the standards arena, we continue to build our reputation as a thought leader, bringing together experts from industry to shape standards at local, regional and international levels. In fact, BSI originally created eight of the world's top 10 management system standards.

Assurance

Independent assessment of the conformity of a process or product to a particular standard ensures that our clients perform to a high level of excellence. We train our clients in world-class implementation and auditing techniques to ensure they maximize the benefits of standards.

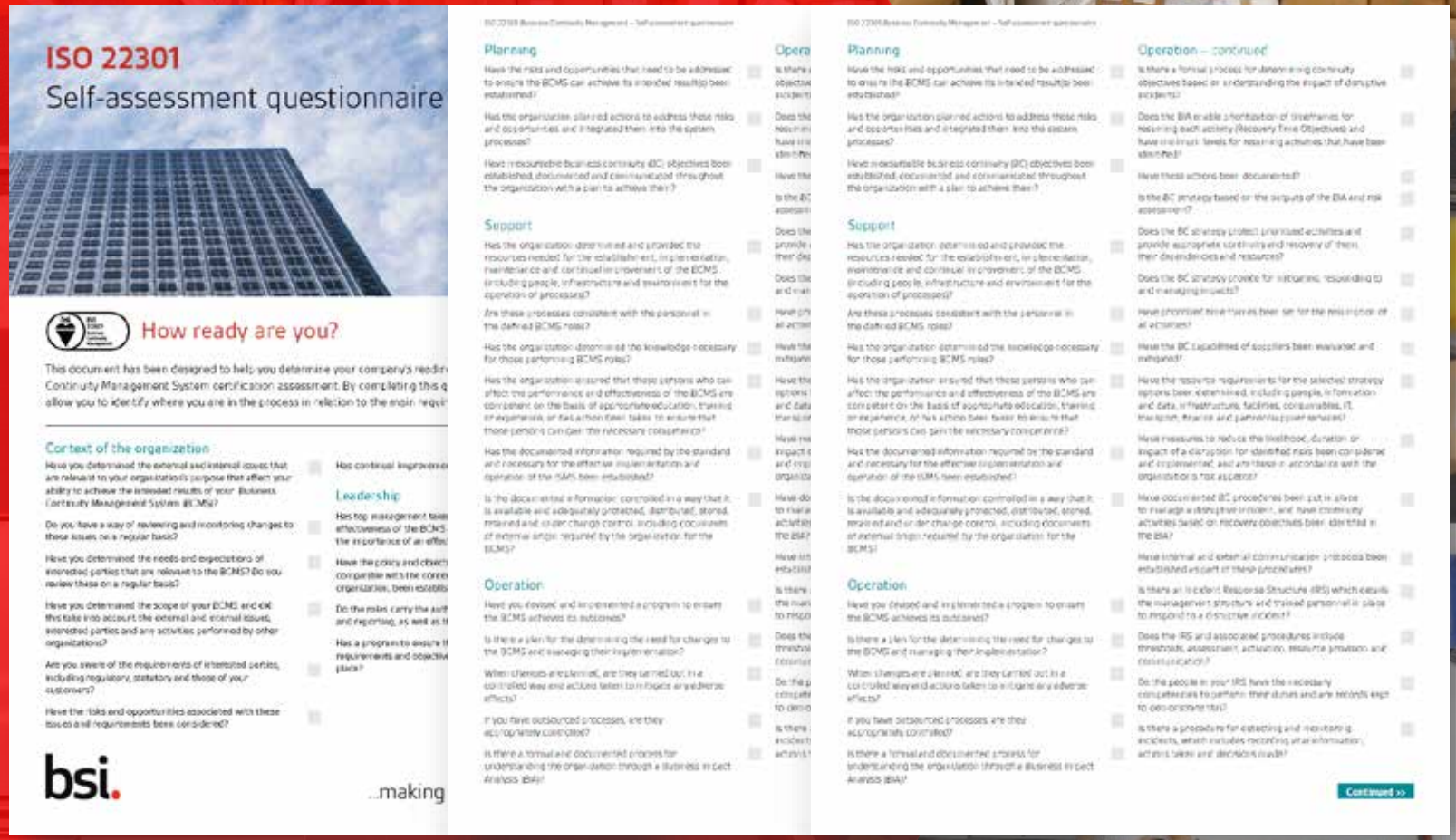
Compliance

To experience real, long-term benefits, our clients need to ensure ongoing compliance to a regulation, market need or standard so that it becomes an embedded habit.

bsi.

Find out more
Call: 1 800 862 4977
Visit: bsigroup.com/en-US

Further Information… Self-Assess



ISO 22301

Self-assessment questionnaire

How ready are you?

This document has been designed to help you determine your company's readin
Continuity Management System certification assessment. By completing this q
allow you to identify where you are in the process in relation to the main requi

Context of the organization

Have you determined the external and internal issues that are relevant to your organization's purpose that affect your ability to achieve the intended results of your Business Continuity Management System (BCMS)?

Do you have a way of reviewing and monitoring changes to these issues on a regular basis?

Have you determined the needs and expectations of interested parties that are relevant to the BCMS? Do you review these on a regular basis?

Have you determined the scope of your BCMS and did this take into account the external and internal issues, interested parties and any activities performed by other organizations?

Are you aware of the requirements of interested parties, including regulatory, statutory and those of your customers?

Have the risks and opportunities associated with these issues and requirements been considered?

Has continual improvement

Leadership

Has top management taken
effectiveness of the BCMS
the importance of an effec

Have the policy and objecti
compatible with the contex
organization, been establis

Do the roles carry the auth
and reporting, as well as t

Has a program to ensure t
requirements and objective
place?

bsi.

...making

Planning

Have the risks and opportunities that need to be addressed to ensure the BCMS can achieve its intended result(s) been established?

Has the organization planned actions to address these risks and opportunities and integrated them into the system processes?

Have measurable business continuity (BC) objectives been established, documented and communicated throughout the organization with a plan to achieve them?

Support

Has the organization determined and provided the resources needed for the establishment, implementation, maintenance and continual improvement of the BCMS (including people, infrastructure and environment for the operation of processes)?

Are these processes consistent with the personnel in the defined BCMS roles?

Has the organization determined the knowledge necessary for those performing BCMS roles?

Has the organization ensured that those persons who can affect the performance and effectiveness of the BCMS are competent on the basis of appropriate education, training or experience, or has action been taken to ensure that those persons can gain the necessary competence?

Has the documented information required by the standard and necessary for the effective implementation and operation of the BCMS been established?

Is the documented information controlled in a way that it is available and adequately protected, distributed, stored, retained and under change control, including documents of external origin required by the organization for the BCMS?

Operation

Have you devised and implemented a program to ensure the BCMS achieves its outcomes?

Is there a plan for the determining the need for changes to the BCMS and managing their implementation?

When changes are planned, are they carried out in a controlled way and actions taken to mitigate any adverse effects?

If you have outsourced processes, are they appropriately controlled?

Is there a formal and documented process for understanding the organization through a Business Impact Analysis (BIA)?

Operation – continued

Is there a formal process for determining continuity objectives based on understanding the impact of disruptive incidents?

Does the BIA enable prioritization of timeframes for resuming each activity (Recovery Time Objectives) and have minimum levels for resuming activities that have been identified?

Have these actions been documented?

Is the BC strategy based on the outputs of the BIA and risk assessment?

Does the BC strategy protect prioritized activities and provide appropriate continuity and recovery of them, their dependencies and resources?

Does the BC strategy provide for mitigating, responding to and managing impacts?

Have prioritized timeframes been set for the resumption of all activities?

Have the BC capabilities of suppliers been evaluated and mitigated?

Have the resource requirements for the selected strategy options been determined, including people, information and data, infrastructure, facilities, consumables, IT, transport, finance and partner/supplier services?

Have measures to reduce the likelihood, duration or impact of a disruption for identified risks been considered and implemented, and are these in accordance with the organization's risk appetite?

Have documented BC procedures been put in place to manage a disruptive incident, and have continuity activities based on recovery objectives been identified in the BIA?

Have internal and external communication protocols been established as part of these procedures?

Is there an Incident Response Structure (IRS) which details the management structure and trained personnel in place to respond to a disruptive incident?

Does the IRS and associated procedures include thresholds, assessment, activation, resource provision and communication?

Do the people in your IRS have the necessary competencies to perform their duties and are records kept to demonstrate this?

Is there a procedure for capturing and monitoring incidents, which includes recording vital information, actions taken and decisions made?

Continued >>

Further Information… Implement

ISO 22301
Business Continu

Your implementation guide

bsi.

How ISO 22301 wo
delivers for you and

ISO 22301 is the international standard that helps o
them, and helps them recover from disruptive incide
threats to your business and to build the capacity to

It helps you to protect your business and your reput
unexpected interruptions. Whether your business is
to the unexpected is the key to the survival of any b
management system in place, such as ISO 22301, ca
to organizational resilience.

Benefits of ISO 22301*

72%
helps protect
our business

73%
gives trust in
our business

managem
and

How ISO 22301 v

ISO 22301 is based on the high level structure
management system standards. This helps keep
offer matching such clauses against the
top-level structure and apply common
language across all standards. It makes
it easier for organizations to incorporate
their Business Continuity Management
System (BCMS) into core business
processes, make efficiencies and have more
engagement from senior management.

Plan-Do-Check-Act (PDCA) is the operating
principle of ISO 22301. It's applied to all
processes and the BCMS as a whole for
continuous improvement. This diagram
shows how Clauses 4 to 10 of ISO 22301
can be grouped in relation to PDCA.

Some of the core concepts of IS

Concept	Comment
Context of the organization	The environ factors that
Interested parties	A person or to be affect compettors
Leadership	Requirem people who
Performance evaluation	The measur methods for ensure valid
Maximum Acceptable Outage (MAO)	The time it as "maximu
Minimum Business Continuity Objective (MBCO)	The minimu to achieve t
Prioritized timeframes	Order and t
Warning and communication	Activities un

Key requirements of ISO 22301

Clause 1: Scope

The first clause details the scope of the standard.

Clause 2: Normative references

This clause provides the normative references contained in the standard.

Clause 3: Terms and definitions

Please refer to the terms and definitions contained in ISO 22000. This is an important document to read.

Clause 4: Context of the organization

This clause is a good starting point to approach the standard as you need to decide on the context of your BCMS and how your organization's strategy supports it. This means that you need to identify how your organization acts within its environment.

You will need to identify external and internal issues that are relevant to the purpose of the BCMS and how they relate to its expected outcomes.

Then you'll need to identify your relevant internal and external 'interested parties' (or stakeholders) who are relevant to the BCMS.

You'll also need to decide what is covered by business continuity and, just as importantly, what isn't. This means that you will need to consider your appetite for risk and what the relevant legal and regulatory requirements are for your organization.

Top tips on making ISO 22301 effective for you

Every year we help tens of thousands of clients. Here are their top tips.

Top management commitment is key to making this a success

"The earlier that organizations talk to senior managers, the better it will go for them so have those discussions early".
John Scott, Overbury, leading UK fit-out and refurbishment business

Keep staff informed of what's going on, create a team or assign a champion, as this will increase motivation. This could include a well communicated plan of activities and timescales.

"When we decided to implement the new standard, we assigned an internal champion of the standard inside the organization".
Ronald Tse, Ribose, Hong Kong based cloud services provider

Think about how **different departments work together** to avoid silos. Make sure the organization works as a team for the benefit of your customers and your business.

"With ISO 22301 in place, we are all talking the same language about the business. We all understand what is meant by best practices and we are better able to deliver on our customers' expectations, even during an impactful business event".
Dan Nickel, Ciena, US based network solutions provider

Review systems, policies, procedures and processes you have in place – you may already do much of what's in the standard, and make it work for your business.

"The BCM system is a great reassurance. It has enabled us to make plans to mitigate problems quickly if they occur – for example, to identify a second water supply and provide electricity back-up – things we wouldn't have done otherwise".
Andy Drussmann, Lenergold Plastics Ltd, UK engineering company

Speak to your customers and suppliers They may be able to suggest improvements and give feedback on your service.

"They [customers] know we have a solid framework for service continuity and ability to restore all services to business as usual operation in the least possible time".
Sanjay Verma, Dun & Bradstreet, (Australia), global business information provider

Train your staff to carry out internal audits of the system. This can help with their understanding, but it could also provide valuable feedback on potential problems or opportunities for improvement.

"Staff awareness training was vital to the success of ISO 22301 implementation project".
Jide Omuhaze, AICO Insurance, Nigerian life insurance provider

And finally, when you gain certification celebrate your achievement and use the **BSI Assurance Mark** on your literature, website and promotional material.

bsi ISO 22301 Business Continuity Management

Further Support…

SCREEN Intelligence

Proactively Monitor global disruptions, identify potential impacts, and analyze country level risks through one source with BSI's Supply Chain Risk Exposure Evaluation Network (SCREEN) solution.

- Supply Chain News & Analysis
- Daily Email Updates
- Interactive Risk Heat Maps
- Robust Country Risk Reports
- BSI Authored Reports

SCREEN Intelligence Modules

Supply Chain Security

- Cargo Theft
- Smuggling Exposures
- Hijacking Exposure
- Counterfeiting
- Sea Piracy
- Corruption
- Terrorism

Business Continuity

- Man-Made Disruption
- Political Stability
- Economic and Financial Stability
- Natural Disaster Exposure and Resilience

Social Responsibility

- Human Rights
- Women's Rights
- Working Conditions
- Child Labor
- Forced Labor
- Environment

Food Safety and Fraud

- Food Safety and Recalls
- Food Fraud Risk

Supplier Compliance Manager

SCM enables you to track and mitigate threats to your global operations, and track the progress of your supplier risk and compliance audit programs.

- Real-Time Audit Analysis & Management
- Interactive Supplier Risk Maps
- Customized Audit Templates & Corrective Actions
- Robust Email Functionality
- Automated Translation Capabilities

We are a purpose-driven business focused on organizational resilience.

bsi. …making excellence a habit

- The world's first National Standards Body
- We work for the benefit of all industry sectors, to improve, standardize and harmonize current and future industry challenges and risks
- A founding member of ISO
- Profit is reinvested back into BSI and never distributed
- We are independent from outside influence

Innovation is in our DNA from the first standard developed by BSI to align London's tram track gauges in 1901…
BLOOMSBURY
622
719

1. QUALITY MANAGEMENT
   BS 5750 (1979) → ISO 9001, ISO 13485, IATF 16949, AS 9100
2. ENVIRONMENTAL MANAGEMENT
   BS 7750 (1992) → ISO 14001
3. OCCUPATIONAL HEALTH AND SAFETY
   BS 8800 (1996) → BS OHSAS 18001 (1999) → ISO 45001
4. INFORMATION SECURITY
   BS 7799 (1995) → ISO 27001
5. BUSINESS CONTINUITY
   BS 25999 (2007) → ISO 22301

The worlds most adopted risk management solutions all originate with BSI...

Thank You…

Nicolas Carneiro
Director – Food & Retail Supply Chain – Asia Pacific
Nicolas.Carneiro@bsigroup.com

Titi Susanti
BDD – Food & Retail Supply Chain – Asia Pacific
Titi.Susanti@bsigroup.com

By Royal Charter

Copyright © 2019 BSI. All rights reserved