



MINISTRY OF TOURISM



THE UNIVERSITY
OF THE
WEST INDIES



CARIBBEAN
HOTEL & TOURISM
ASSOCIATION



BUSINESS CONTINUITY PLANNING, BUSINESS IMPACT ASSESSMENT AND RECOVERY

Presented by
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At the
HIGH LEVEL POLICY FORUM
For Building The Resilience of Small Tourism
Enterprises in the Caribbean to Disasters
20-21 July 2022

Context Setting



High Tourism- Dependency

- Dependence on tourism as a source of revenue and jobs
- Accounted for
 - ✓ 26% of total GDP
 - ✓ 42% of total exports
 - ✓ More than 50% of total exports in some countries
 - ✓ 35% of employment in the region

Hazard Profile

- Highly susceptible to a vast range of hazards
- Increasingly extreme Atlantic hurricane season
- COVID-19 pandemic

Compounding factors

- Result in a highly vulnerable Tourism Sector

Decades of Hazard Impacts and Losses

27 billion in damages and losses between 2000-2017 in 13 CDB BMCs

2010: Earthquake in Haiti resulted in USD 8.1 bn (114% of GDP) in losses

2015: Tropical Storm Erica in Dominica - USD 483mn (90% of GDP) in losses.

2017: Hurricane Maria Dominica - USD 1.3 billion (200% of GDP) in losses

2017: Hurricane Irma Anguilla - USD 332 million in losses

More Recent Events

Emergence of the COVID-19 Pandemic

Restricted travel and sea-port operations

Fall in tourist arrivals in the region (estimated between 58 – 78%)

Resulted in closure of hotels and ancillary businesses

Why MSMEs/STEs?

MSMEs
(including STEs)
at the centre of
the Caribbean's
economic
engine

Resilience and
livelihoods of
communities depend
on the resilience of
STEs that are highly
exposed and
vulnerable to
disasters

Generates
more than half
of the available
jobs

Part of a large and
long supply chain
that represents 99%
of all companies in
the region (OECD)



Business Continuity Planning...

Procedures established to allow a business to continue to operate despite a significant interruption (to its buildings, systems or employees) with the ultimate objective of restoring business to pre-disruption and/or pre-defined levels



GUIDANCE TOOL TO FACILITATE THE DEVELOPMENT OF BUSINESS CONTINUITY OF OPERATIONS PLANS

Objective

- Enhance users' understanding of the importance of business continuity planning

Achieved by

- Highlighting the **critical components of the contingency planning process** and the **importance of understanding the local hazard environment**
- Sharing **continuity planning tools** that can be used to develop tailored BCPs that are consistent with industry standards/best practices
- Providing detailed, step-by-step training needed to **establish a business continuity program**



Overall purpose

Provide a comprehensive overview and understanding of the business continuity process through practical tools and techniques that businesses can use to examine areas that could affect operations



The Guidance Tool

Structured as a go-to document where with collated resources and links to relevant resources. It consists of:

- PowerPoint presentation content
- Checklists and templates
- 5 adaptable Business Continuity and Resilience Tools

PowerPoint presentation styled content makes the Guidance Tool useful for conducting training on contingency and continuity of operations planning

BCP TOOLS



Readiness Checklist

gauges readiness for developing a BCP



Vulnerability Assessment Tool

identifies threats that present a risk to the business



Determining the Essential Resources Form

identifies essential resources that the business needs



Business Impact Analysis

evaluates the impact of interruptions on critical business operations



Contingency/Continuity Plan Template

guiding document that helps develop BCPs

THE TOOLS

Business Continuity Management Readiness Checklist

1. Introduction

This checklist helps businesses gauge their level of readiness for developing a Continuity of Operations/Business Continuity Plan (COOP/BCP). It can also be used by entities that already have COOPs or BCPs in place but need to update/revise the existing plan.

The Checklist is divided into 5 sections:

- 1: Project Initiation and Organization (Max score 6)
- 2: Risk Identification and Vulnerability Analysis (Max score 7)
- 3: Business Impact Analysis and Risk reduction Strategies (Max score 9)
- 4: Plan Development (Max score 23)
- 5: Business Recovery Planning and Testing (Max score 5)

One point has been allocated to each item/question unless otherwise stated. After completing the checklist a score will be assigned based on the responses provided for each item/question.

Businesses/entities are encouraged to attain a score of not less than 37.5 points (75%) as this would suggest that the basic requirements are in place to support the Continuity of Operations/Business Continuity Plan development/enhancement process.

VULNERABILITY ASSESSMENT TOOL

INFORMATION NOTE: The table depicts the possible threats that can impact the organisation. It is not a complete list; please include additional threats unique to your operation. **Hazard** is defined as anything that has the potential of causing harm. **Risk** is defined as the likelihood that harm will occur. **Vulnerability** is defined as the extent to which an organisation and its services are likely to be damaged or disrupted by the impact of a hazard.

HOW TO USE THIS TABLE: When developing strategies for a contingency Plan, it is helpful to consider a range of probable and possible threats that present a risk to an organization. From that range of threats, likely scenarios can be developed and appropriate strategies applied. It would be impossible to plan for every possible hazard or threat that may impact the business. Regardless of the incident, the concern of an interruption to critical operations and functions remains the same. This Plan is designed to be flexible enough to respond to localized incidents, as well as major disasters.

VULNERABILITY ASSESSMENT								
HAZARD EVENT	PROBABILITY	HUMAN IMPACT	PROPERTY IMPACT	BUSINESS IMPACT	INTERNAL RESOURCE AVAILABLE	EXTERNAL RESOURCES AVAILABLE	SCORE	
	Likelihood of Occurrence	Possibility of Death or Injury	Possibility of Physical Losses and Damages	Interruption of Services	Internal (business) Resources are sufficient to respond to and recover from threat	Extremal (community) resources are sufficient to respond to and recover from threat		
RATING	0=None 1=Very Low 2=Low 3=Moderate 4=High 5=Very High	0=None 1=Very Low 2=Low 3=Moderate 4=High 5=Very High	0=None 1=Very Low 2=Low 3=Moderate 4=High 5=Very High	0=None 1=Very Low 2=Low 3=Moderate 4=High 5=Very High	0=None 1=Very Low 2=Low 3=Moderate 4=High 5=Very High	5=None 4=Very low 3=Low 2=Moderate 1=High	5=None 4=Very low 3=Low 2=Moderate 1=High	Total the scores for each hazard The lower the score, the less vulnerable your operation is to that incident

CONTINUITY OF OPERATIONS PLAN

FOR

<INSERT NAME OF BUSINESS>

Business Impact Analysis Worksheet

Department or Business Unit Profile

Department / Unit name:
Department / Unit Director:
Address/Location:
Person to contact to discuss emergency planning:
Number of staff members:
Female: _____ Male: _____
Staff who are part of department Emergency Team:
Female: _____ Male: _____

Business Contingency and Continuity Planning Tools DETERMINING ESSENTIAL RESOURCES

Specialized Supplies and Essential Vendors

Does your department or unit rely on any highly-specialized supplies and vendors not easily replaced? Consider how you would operate if your routine supply chain was disrupted. What are your most crucial supplies? How long can you manage before placing your next order? What would you do if your normal supplier was no longer available?

Business Continuity Planning Considerations:

- Identify highly specialized supplies that you rely on. This include supplies that are difficult to obtain, require special authorization or handling, are only available from limited vendors, or are very expensive.
- Identify other departments that you can borrow supplies from in an emergency.
- Identify key vendors of essential equipment, supplies, and service contracts.
- Develop contact lists including routine and emergency after-hours contact information.

<DATE>

4 sessions

Target: *STE owners, managers, staff and operators*



45-65 persons attending 2 or more sessions

Piloting the Guidance Tool

DISASTER RISK REDUCTION CENTRE IN PARTNERSHIP WITH
INSTITUTE OF SUSTAINABLE DEVELOPMENT

UWI

FROM COMMUNITY EMERGENCY PREPAREDNESS AND RESPONSE
TO CONTINGENCY PLANNING AND BUSINESS CONTINUITY PLANNING
FOR SMALL TOURISM ENTERPRISES

4 DAYS 4 SESSIONS 2:00 PM - 3:30 PM
OCT 5 | OCT 12 | OCT 19 | OCT 25

LET'S CHAT
BUSINESS CONTINUITY PLANNING

FOR THE TOURISM SECTOR
Gain a comprehensive overview of business continuity planning and guide your properties into a sustainable and resilient future.

PARTICIPANTS WILL LEARN

- Core Principles of Business Continuity Management and Planning for Resiliency and Sustainability in the Tourism Sector
- How to identify vulnerabilities and conduct business impacts analysis on your operations
- Strategic alternatives to preparing and testing your business continuity and contingency plans

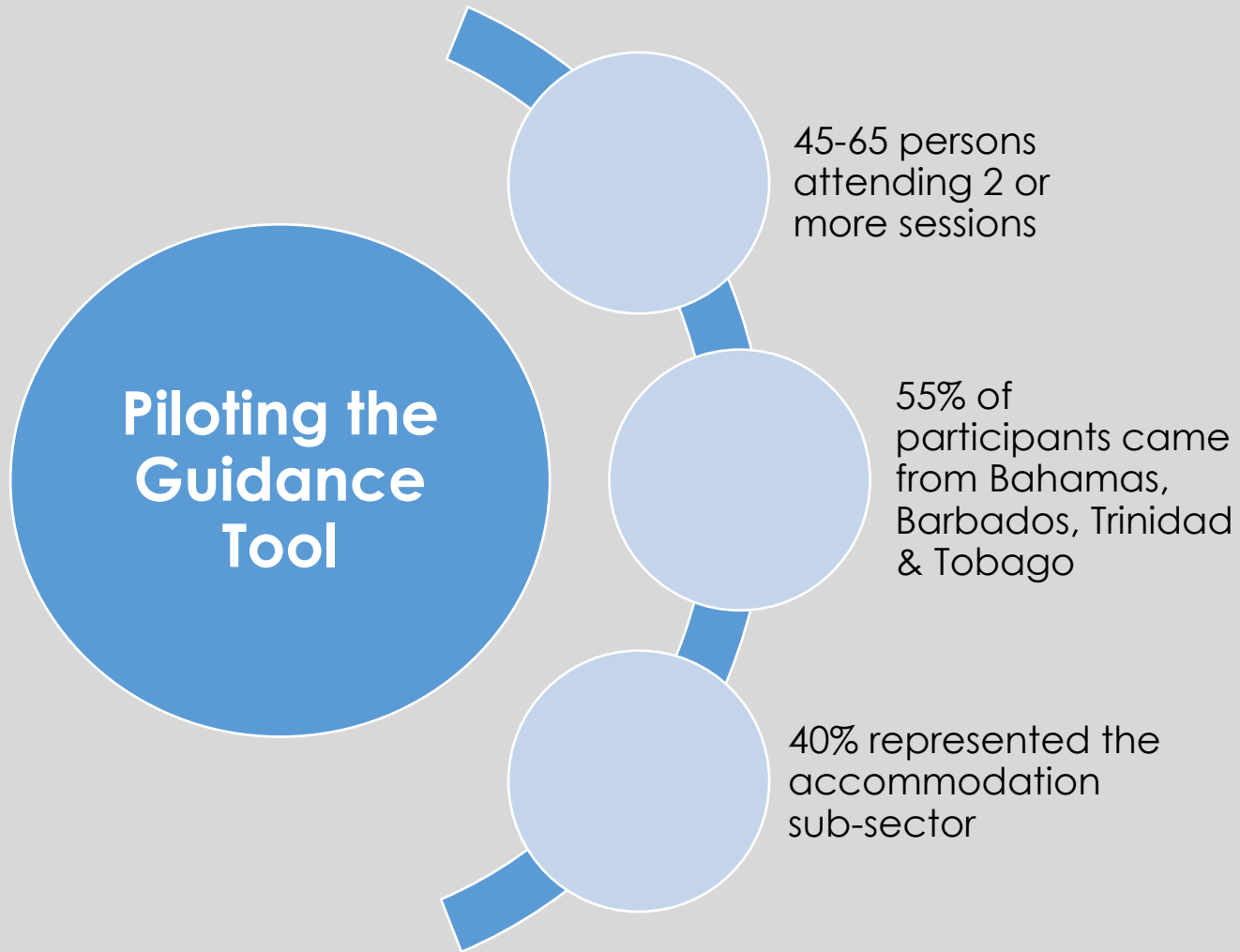
TARGET AUDIENCE

- Small Tourism Enterprises Owners Managers and Staff in OAS Participating States

Click Here TO REGISTER

HOW TO REGISTER: COMPLETE THE REGISTRATION FORM AT
[HTTPS://WWW.SURVEYMONKEY.COM/R/UWI0ASBCPW](https://www.surveymonkey.com/r/UWI0ASBCPW)

with funding support provided by
OAS More rights for more people



Feedback on the Piloting

Knowledge on how to prepare for hazards and disruptions

Learning from others through breakout sessions and group discussions

Sharing of Practical tools

Translating theory to practice

Challenging the norm/new ideas

Benefits of Business Continuity Planning

STE can continue to deliver their products and services at acceptable predefined levels when disruptive incidents occur

brands and value-creating activities are protected; reputations and interest of stakeholders are safeguarded

A Continuity Plan shows that the business is proactive; improves overall efficiency and allocate the right financial and human resources to keep the business operating



PEOPLE

Ensuring the health, safety, wellbeing of employees



CUSTOMERS

Keeping customers informed and connected through affordable and assessable solutions



SHAREHOLDERS

Protecting brand and financial position



COUNTRY

Supporting governmental functions and initiatives

Key Takeaways

Having a BCP is not the cure

The plan will not prevent the hazard impact, but it will allow the STE to better handle disruptions of any kind

When responding to hazards, some actions work while some do not

The way the STE reacts will determine how well or if the STE continues to operate

BCPs must be tailored to the individual STE's context

STEs must understand the local constraints and what is outside of its control

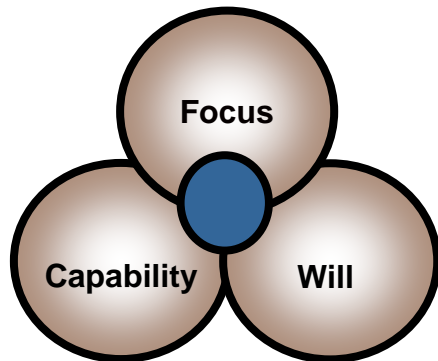
Consider the community in which the STE operates

Useful to include the surrounding community in continuity of operations planning

PLAN...PROCESS...PROFIT

Starts with...

Aligned Stakeholders



Build...

**Contingency
Continuity and
Communication
Plans**



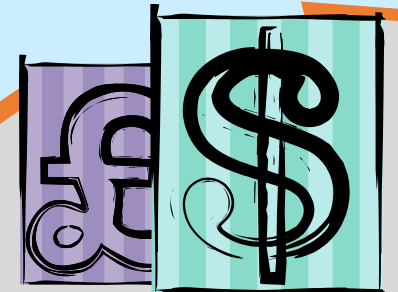
Delivers....

**First Class
Product and
Service Delivery**



Resulting In...

**Increased
Profit**





Thank You!

Communicate and Collaborate with UWI:

