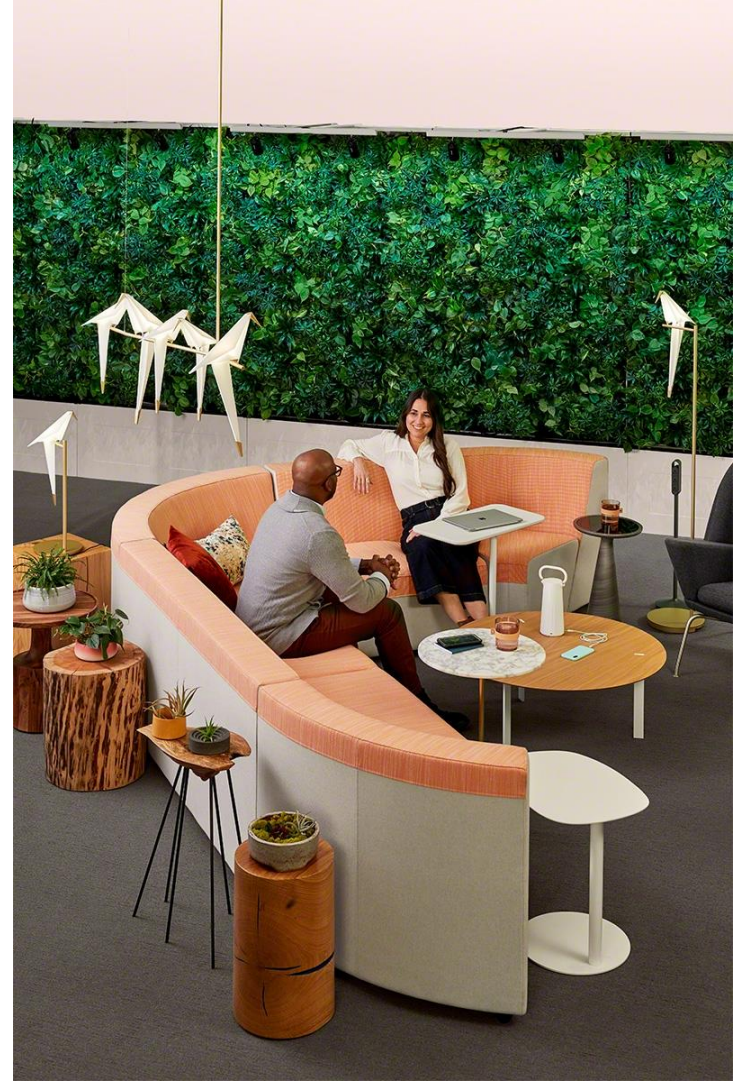


Business Continuity Plan

A State of Readiness

March 2021



Most of the world lacks disaster preparedness.

Lacking a plan for initiating emergency response can lead to financial loss, loss of consumer and team member confidence, and impact your brand reputation. You may ask yourself:

- Do you have a plan?
- Is it current?
- Have you tested it recently with your team?

Examples of disasters that can impact a business:

- Spread of infectious diseases
- Consequences of climate
- Public health, infrastructure and national security emergencies
- Cyber-attacks
- Social unrest
- Threat of war or terrorism
- Fires
- Strikes/labor stoppage
- Facility failures

Why a Plan Matters

A robust business continuity plan is the foundation of supply continuity to meet the demands of your customers and safety of your personnel during an emergency. It is critically important to establish a business continuity plan that your leadership team can effectively implement when needed. All stakeholders, from vendors to employees to customers, must depend on your dealership to navigate safely through a crisis.



Key Features

An effective business continuity plan includes:

- Strategy: Maintain day-to day activities while ensuring continuous operations
- Organization: Skills, communications, and responsibilities of employees
- Applications/Data: Software necessary to enable business operations
- Processes: Critical business procedures necessary to run the business
- Technology: Systems, network and industry-specific technology necessary to enable continuous operations
- Facilities: Providing a disaster recovery site if the primary site is destroyed

Definition:

A business continuity plan details the processes and procedures that help protect or quickly restore your operations in the event of a major disaster, be it physical or technological.

Creating Your Plan

Business continuity plans should detail how your organization can recover in 72 hours or less.

Your plan should:

- Lead with a heightened sense of urgency
- Anticipate that the problem may be worse than initially known and act accordingly
- Plan for responses in minutes/hours, not days/weeks
- Be willing to quickly share bad news – transparency is key to effective communication
- Have a robust plan in place that provides options
- Have well-defined processes with solid recovery options to continue selling and shipping products
- Meet the demands of your customers and safety of your employees during an emergency

72 hours

Your plan should detail recovery efforts in 72 hours or less

6-10

Effective plan development can take 6-10 months, so get started today!

Guiding Principles for Your Plan

Comprehensive

While it is difficult to plan for every possible disruption, don't assume your primary plan is enough. Create several backup plans. Consider all factors to anticipate that everything could go wrong at some point.

Realistic

To be realistic, your goal must represent objectives you and your team are willing and able to execute. Expectations around roles and responsibilities should recognize strengths and limitations with leaders and staff members.

Efficient

Your business continuity plan must be simple yet able to be executed efficiently and with available resources. Stress in a time of disaster or disruption can make even simple tasks more difficult to accomplish.

Adaptable

Allow flexibility your plan to adapt to the moment, as circumstances change. The plan should account for constant monitoring of the situation and provide a good foundation from which to pivot

The Benefits of a Strong Plan



Maintain business operations

You can mitigate financial loss and reassure employees and customers when you keep your business running through a crisis.



Build customer confidence

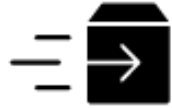
Customers want to know that you can respond to any disruption. In disaster situations, consumers rely on their trusted partners to appropriately respond to a crisis.



Preserve brand and reputation

Large-scale disasters and disruptions are often in the public spotlight. Companies that are prepared to respond to a crisis with strength, consistency and grace will prove their resiliency to their consumers.

The Benefits of a Strong Plan



Protect the supply chain

Supply chain disruptions are common in a global ecosystem. A robust plan will outline vetted options for circumventing supply chain issues.



Gain a competitive edge

In cases where you and competitors are affected by a disruption, your ability to preserve business continuity shows customers that your dealership is best-in-class.



Mitigate financial risk

Responding quickly to a business disruption is a critical element of risk management to reduce the potential of financial loss.

Process: Creating a Business Continuity Plan

1

Identify Objectives

Create common goals and objectives for your business continuity plan

2

Establish a Team

Define how the team will interact and your response if a team member is impacted

3

Perform a Risk Assessment

Analyze impacts to the business and identify points of failure that need to be addressed

4

Draft Your Plan

Identify essential business functions, and determine how to protect your supply chain in case of emergency

5

Share and Test

Present the plan to all stakeholders, practice the plan regularly with your team, and make changes as needed.

Business Continuity Plan Checklist

Identify critical operations:

- Evaluate disaster scenarios
- Create a communication plan
- Maintain customer contact
- Develop a data back-up and recovery plan
- Ensure physical operations, order fulfillment, distribution and shipping can continue

Document the following elements with each plan:

- Level of business risk
- Impact on employees
- Impact on customers
- Emergency policy creation
- Financial resources
- External community partners
- Training, testing and revision cadences



Additional Resources

There are many resources available to improve your business continuity plans. Here are a few options for helpful videos, books, articles, and templates to adapt to your specific dealership.

Videos

[What is Business Continuity Planning?](#)

[Continuity Management-The Time is Now](#)

[Business Continuity Planning](#)

[Business Continuity-Planning for a Pandemic](#)

Books

Business Continuity Planning
by Ken Doughty

Business Continuity Management
by Andrew Hiles

Business Continuity Planning:
Building an Effective Incident
Management Plan
by Michael Blythe

Articles

[Ecommerce Business Continuity Planning: 7 Steps to Assess Risk and Plan for the Unexpected](#)

[How to Create an Effective Business Continuity Plan](#)

[How to build a disaster recovery plan: 7 tips](#)

Templates

[Business Continuity Plan Template](#)

[Complete Business Continuity Management](#)

Steelcase