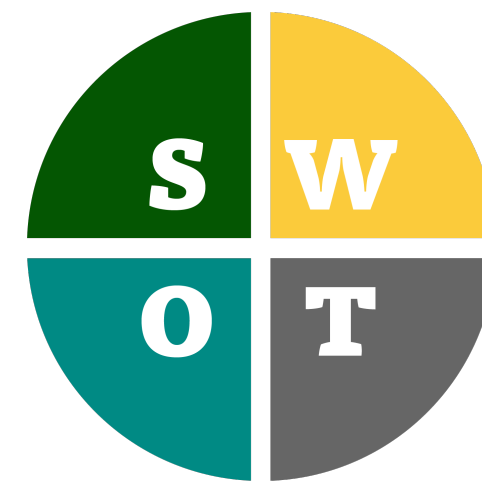


Building a Resilient Business: Before, During, and After a Disaster



Lesson 2

Resilience Concepts; SWOT Analysis;
Intro to Business Resilience Workbook; Hazard Analysis



Puerto Rico
Science, Technology
& Research Trust



Resiliency and
Business Innovation



Center for Resilient and
Sustainable Communities

Organized by the Puerto Rico Science, Technology & Research Trust

Sponsored by: U.S. Economic Development Administration

May 28, 2020, 6:00 PM- 7:30 PM

*C-RASC consists of researchers from George Mason's Volgenau School of Engineering, the School of Business, the Schar School of Policy and Government, the Jimmy and Rosalyn Carter School of Peace and Conflict Resolution, the College of Science, and the College of Health and Human Services

Course Framework



**Baseline
Assessment**



Anticipate



Withstand



Recover



**Adapt/Reposit
ion**



**Measuring
Outcomes**

Course Outline

- **Lesson 1, May 21**
Spring Forward from COVID-19
- **Lesson 2, May 28**
Resilience Concepts; SWOT Analysis; Intro to Business Resilience Workbook;
Hazard Analysis
- **Lesson 3, June 4**
Business Impact Analysis; Protection of People, Data, and Operations
- **Lesson 4, June 11**
Protection of Inventory, Equipment, and Buildings
- **Lesson 5, June 18**
Integrate Material from Lessons 3 & 4; Discuss “Adapt & Reposition;”
Finalize Resilience Plan
- **Lesson 6, June 25**
Discuss Lessons Learned and Best Practices from Resilience Plans;
Address way ahead; Present Certificates

Learning Objectives

- Review Lesson 1 exercises
- Recognize the 4 Phases of Resilience
- Understand how to conduct SWOT analysis
- Understand threats to small business operations in Puerto Rico
- Understand resources available to build small business resilience in PR
- Address Financial, supply chain, HR customer concerns in resilience
- Develop business resilience plan

Review of Spring Forward from COVID-19

- Impact of Coronavirus on Puerto Rican business
- Unique challenges
- Resources available for recovery
- Meaning of resilience ("bounce forward better")
- Impact of coronavirus on finances, customers, suppliers, and staff
- Introduction of assessment templates
- Building resilience
- Laying foundation for coronavirus recovery plan and a business resilience plan

Lesson 1 request ~4 slides from the Lesson 1 Exercises

What is Meant by Resilience



Judith Rodin—former head, Rockefeller Foundation:

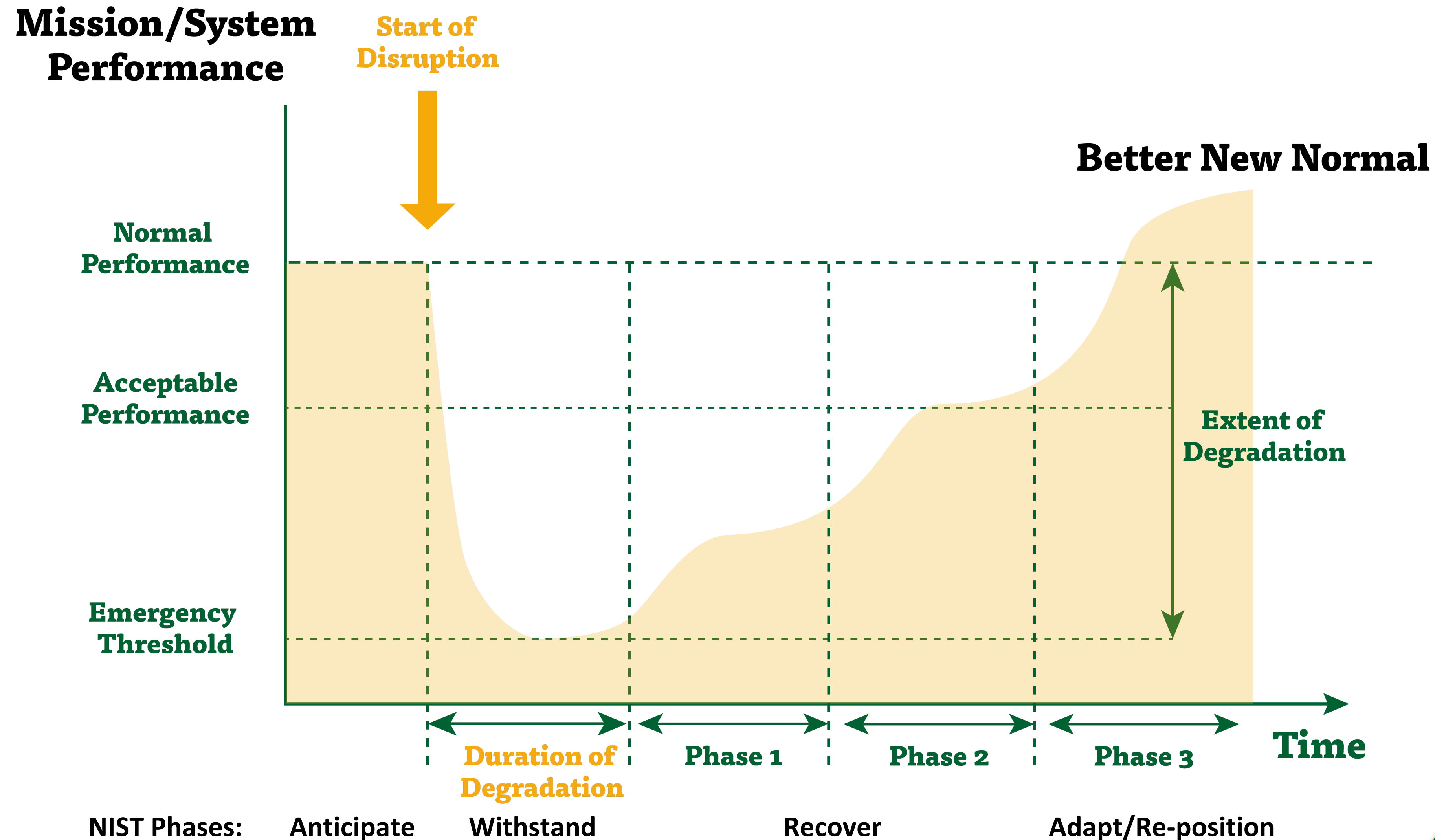
“The **capacity** of any entity
—an individual, a community, an organization, or a natural system
—to prepare for disruptions, to recover from shocks and stresses,
—and then to **adapt and grow** from a disruptive experience”

Two critical concepts

- **Organizational capacity**
- **Ability to adapt and grow**

“Be prepared to bounce forward better”

Resilience is NOT Just Bouncing Back. It's Being Prepared to Bounce Forward Better



3 Kinds of Resilience



CULTURAL

- Organization fights back
- Foundation of ethics, principles, governance



OPERATIONAL

- Resilient networks and telecoms systems
- Able to deliver internal and external messages
- Financial resources



INFRASTRUCTURAL

- Essential services are sustained and restored
- Growing infrastructure interdependencies are understood

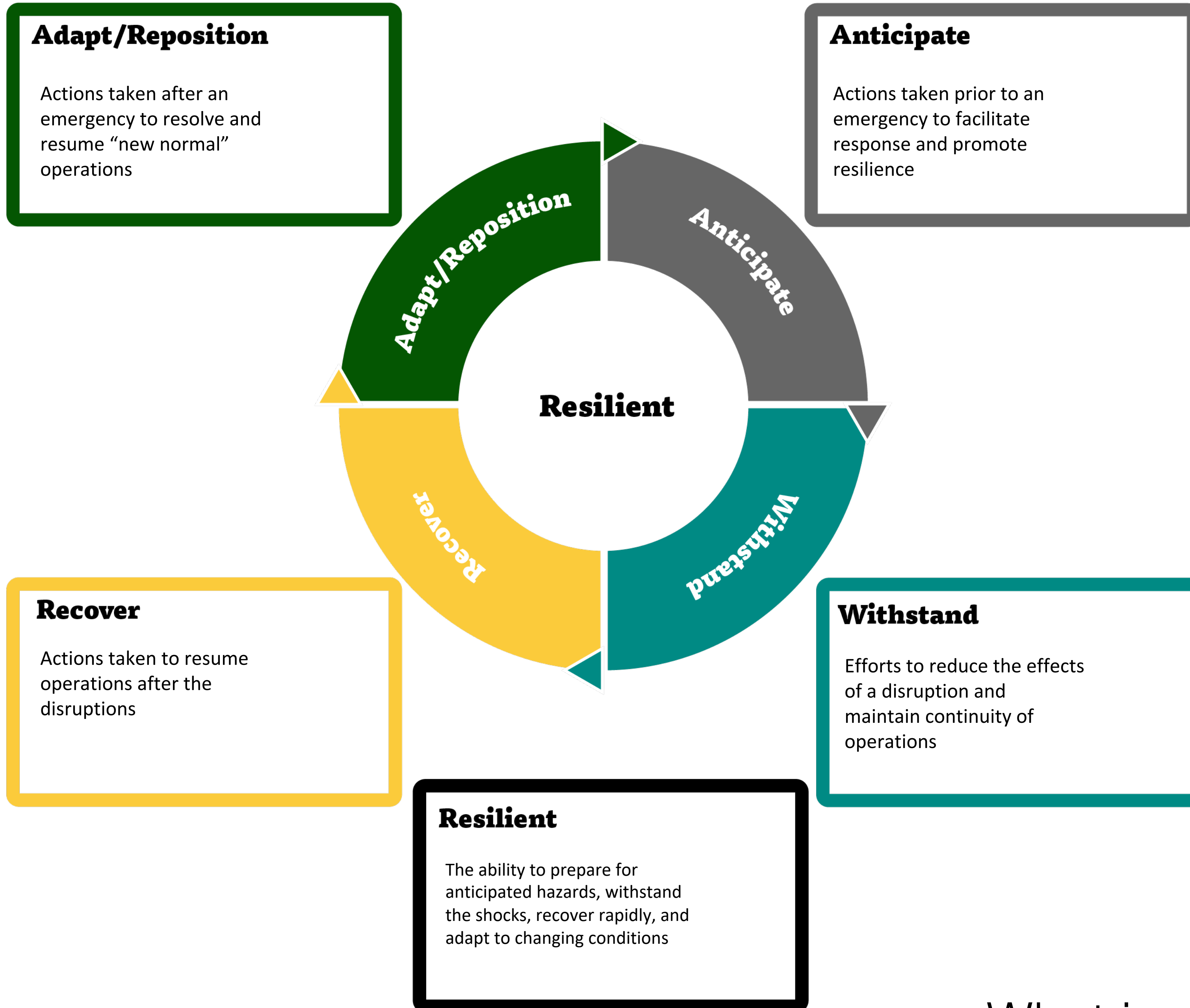
Key Points

- **Security vs Resilience**



- **Comprehensive Approaches—Continuous Improvement**





What is resilience 3 slides



Anticipate

Actions taken prior to an emergency to facilitate response and promote resilience

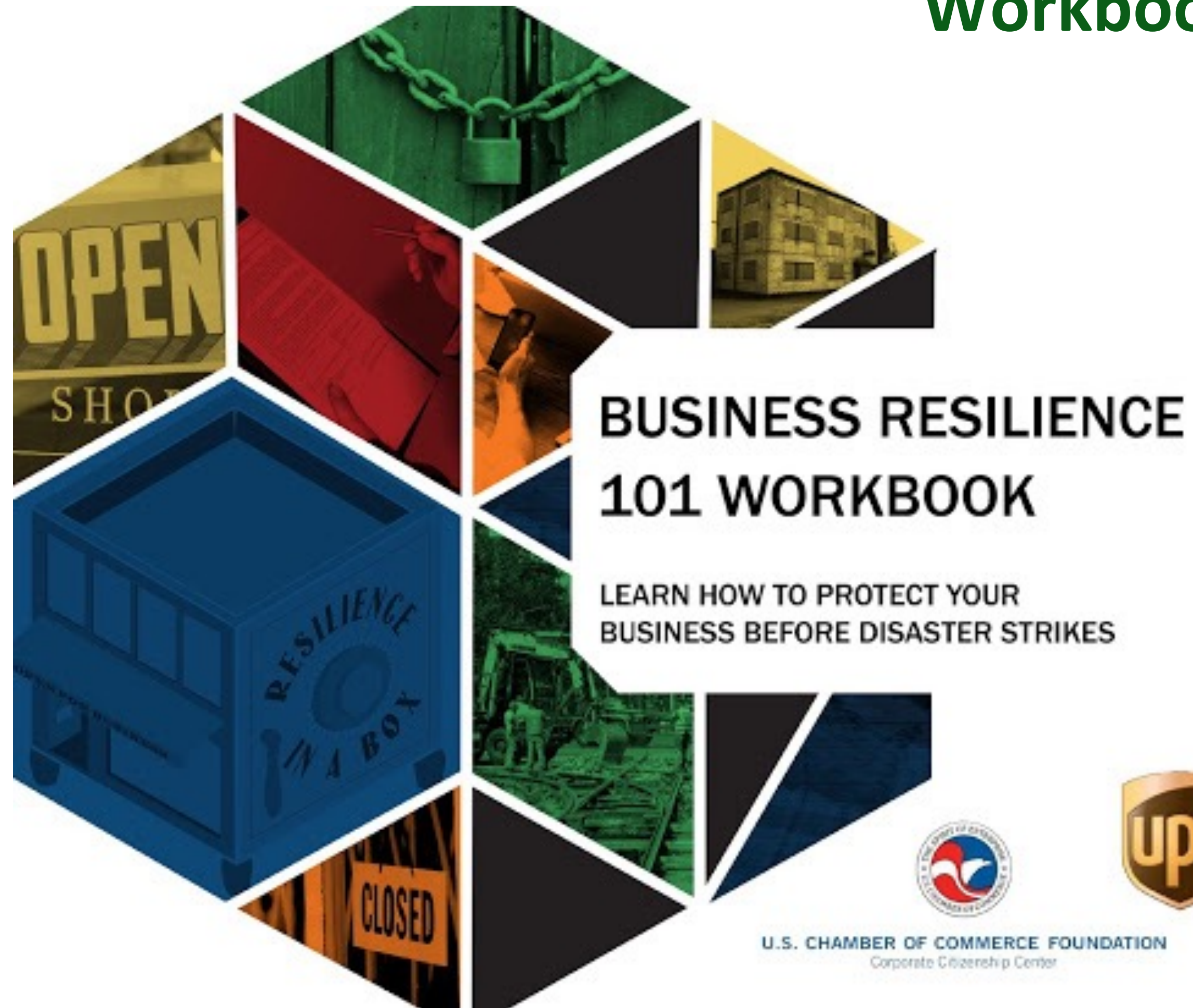
SWOT Analysis

- Strengths
- Weaknesses
- Opportunities
- Threats

Prepare Resilience Plan, exercise it, and execute it ahead of time

Resilience Plan Preparation Exercises

Workbook 101



Business Impact Analysis

Lessons 3 & 4

Workbook 101

- **Creator – US Chamber of Commerce**
- **Purpose**
 - **Puerto Rico – 60% businesses less than 10 people**
 - **Enhance chances of recovery from disaster**
 - **Tips & Tools on resilience readiness and execution**
- **Overview of Workbook**
 - **Create Your Team**
 - **Fill Out Work Sheets – Lessons 3 & 4**
 - **Complete Full Resilience Plan**

Impact Analysis

Lesson 2 Homework

- Introduce 6 areas of most critical for resilience
- Rate potential hazards in each area
- Highlight areas of greatest risk



Baseline Survey

Lesson 2 Homework



RESILIENCE IN A BOX

STRENGTHENING COMMUNITIES GLOBALLY



BUSINESS PREPAREDNESS CHECKLIST

RESILIENCE IN A BOX IS MADE AVAILABLE
THROUGH A PARTNERSHIP WITH:



<https://www.uschamberfoundation.org/sites/default/files/media-uploads/Resilience%20in%20a%20Box%20Checklist%20for%20Business%20Preparedness.pdf>

Research indicates that 43% of businesses never reopen after a disaster, and 25% of business that do, fail within a year. “Resilience in a Box”, and all of its resources, is designed to provide the most effective ways to increase your ability to survive and thrive after any disaster such as a flood, earthquake, power outage, etc. Complete this self-assessment to rate your business’ readiness here!

HAVE YOU:

- ☐ Assembled a “team” of individuals within the business who know key operations and can provide important perspectives when planning for and responding to disasters?
- ☐ Assigned someone to lead business disaster planning efforts for your business?
- ☐ Organized all your critical documents and information so they are easily accessible when needed most?
- ☐ Identified and prioritized which business operations are critical so you know what to recover first, second, etc.?
- ☐ Identified the possible hazards (natural and man-made) which could interrupt your business?
- ☐ Developed continuity or emergency procedures so you can continue to provide products or services after a disaster (e.g. we cannot access our building, need a generator, etc.)?
- ☐ Made accessible all important data or files for decision-making if you were unable to access your facility, e.g. after a fire?
- ☐ Maintained updated emergency contact information for employees, vendors, suppliers, customers, and other key contacts?



= 2 *¡EVALÚE SU PREPARACIÓN!*
= 1 *Sume todos los resultados.*

0-20:

● Su organización está innecesariamente en riesgo de paralización. La buena noticia es que puede empezar a utilizar los recursos de la “Resiliencia en una caja” ahora, para ayudarse con soluciones fáciles y sin costo

21-32:

● Su organización ha tomado algunas medidas de preparación. Se encuentra en menor riesgo, sin embargo, la organización se puede mejorar al utilizar los recursos de la “Resiliencia en una caja”

33-40:

● Su organización está mejor preparada que la mayoría (posiblemente incluso que sus competidores) y existen sencillos recursos para hacer frente a las brechas, tales como los que le ofrece la “Resiliencia en una caja”

RESILIENCIA EN UNA CAJA
2017 ©



Baseline Survey

- **Part of Resilience in a Box**
 - **Best practices on small business resilience**
 - **Serves as a check list of preparedness items**
 - **Available in multiple languages including Spanish**
- **Three Levels**
 - **Basic – Homework for Lesson 3**
 - **Intermediate – Workbook 101**
 - **Advanced – requires a fee, not necessary**
- **Basic Form**
 - **Complete answers**

Impact Analysis – Lesson 2 Homework

- Introduces six areas most critical for business resilience
 - People
 - Data
 - Building
 - Inventory
 - Equipment
 - Operations
- Rate potential hazards and risk in each area
 - Negligible – 1
 - Marginal – 2
 - Critical – 3
 - Catastrophic – 4
- Highlight areas which have greatest risk

IMPACT TO CRITICAL BUSINESS ASSETS							1 = Negligible	2 = Marginal	3 = Critical	4 = Catastrophic
Type of Event	People	Data	Building	Inventory	Equipment	Operations	Score			
Accident							0			
Computer Virus							0			
Cyber Threat							0			
Earthquake							0			
Fire							0			
Flood							0			
Hurricane/Typhoon							0			
Plane Crash							0			
Power Outage							0			
Storms							0			
Terrorism							0			
Theft/Security							0			
Thunderstorm/Lightning							0			
Tornado							0			
Tsunami							0			
Volcanic Eruptions							0			
							0			
							0			
							0			
							0			
							0			
							0			
							0			
Totals	0	0	0	0	0	0				
Priority	Priority	Priority	Priority	Priority	Priority	Priority				

Present Situation in Puerto Rico

STRENGTHS

- Things your company does well
- Qualities separating you from competitors
- Internal resources: HR, morale, etc
- Tangible assets: IP, patents, etc.

S

WEAKNESSES

- Things your company lacks
- Things competitors do better
- Unclear selling proposition
- Resource limitations

W

O

OPPORTUNITIES

- Under-served markets
- Areas with few competitors
- Press/media coverage
- Emergency need for your products/svcs

T

- Emerging competitors
- Negative press/media coverage
- Changing customer attitudes
- Changing regulatory environment

THREATS



Withstand

Efforts to reduce the effects of a disruption.

Emergency Response (maintain continuity of operations)—use workplan

Protect Key Assets:

- People, data, operations, inventory, equipment, buildings
- Other
 - Area Evacuation
 - Emergency Shelter
 - Emergency Supplies
 - Emergency Communications
 - Personal Resiliency, Cultural resiliency
 - Being on your own after a disaster



Recover

Actions taken to resume operations after the disruptions

- Cash flow
- Inventories
- Employees
- Supply Chain
- Insurance

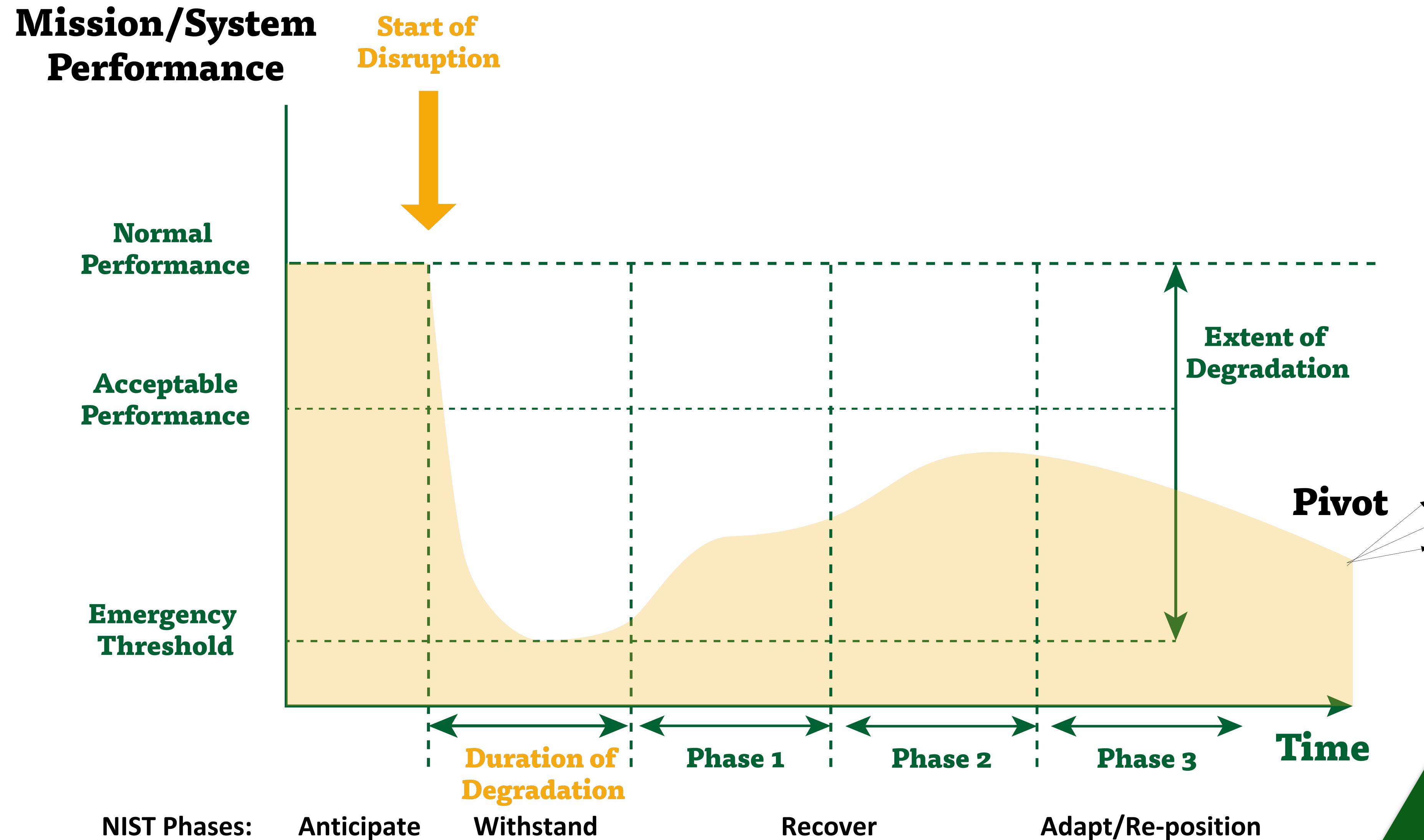


Adapt/Reposition

Actions taken after a disruption to adapt to "new normal" conditions and reposition operations

- Implement Recovery Business Plan
- Revise Financial Plans
- Adjust Marketing & Sales to New Conditions
- Tailor Operations
- Emphasize Customer Service via all means available
- Adjust Staffing and Skill Sets

Sometimes You Can't Bounce Forward Better When to Pivot?



Role of Social Media



Measuring Outcomes

Course Evaluation and Feedback

- Resilience Checklist
- Resilience Handbook
- Course Survey
 - What Do You Plan to Do Differently Based on What You've Learned?
 - What Support Resources do You Plan to Take Advantage of?
 - Would You Like Additional Courses?
 - What Topics Would You Like to Understand Better?

Upcoming Schedule

Please join us for the next Puerto Rico Science, Technology & Research Trust's Puerto Rico Resilience course session on June 4 at 6:00 PM- 7:30 PM with the topic of:



Lesson 3: Business Impact Analysis; Protection of People, Data, and Operations

And follow the course and check for schedules and updates at:

Questions Very Welcome

Back-up

Mission/System Performance

