



การวางแผน BCP และ BCM เพื่อฝ่าวิกฤต COVID 19

**BUSINESS CONTINUITY PLAN & CRISIS MANAGEMENT
TO OVERCOME COVID-19**

27 MARCH 2020



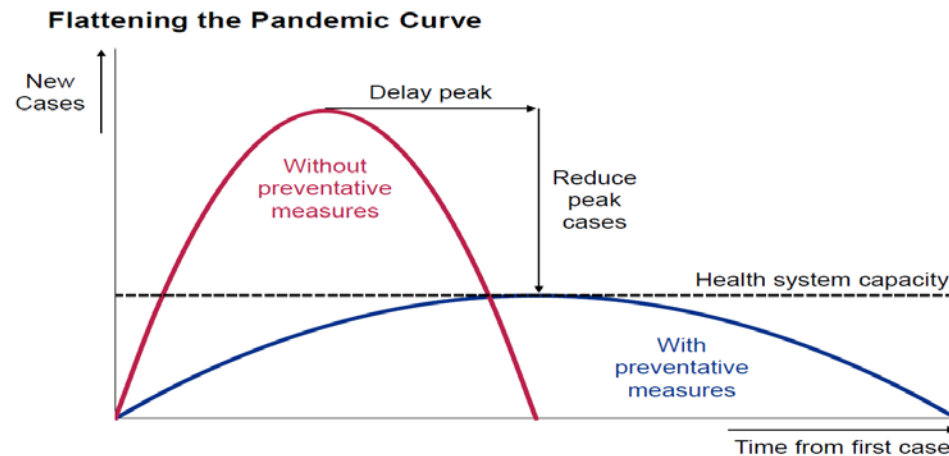
COVID-19 Big picture

Total Confirmed Source: Johns Hopkins

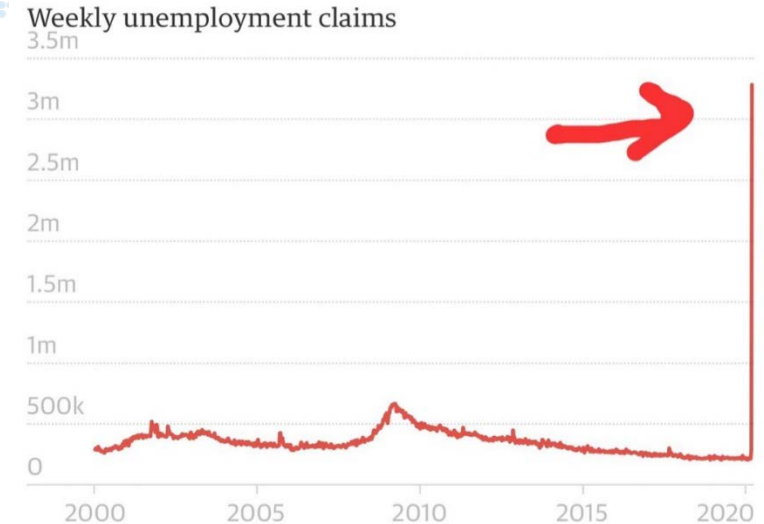
Country	1 March 2020	Today
China	79,826	81,782
South Korea	3,736	9,241
Italy	1,128	80,589
Iran	978	29,406
Japan (incl. Diamond Princess)	946	2,099
USA	71	85,653
Thailand	42	1,045
Global confirmed	87,589	531,860

Country	Forecasted GDP
Thailand	- 5.3%
USA	- 4.3%
Singapore	- 1% to - 4%
China	1.3%

Source: BOT, KPMG Economics, CNBC, Barclay capital



Source: KPMG Economics. Chart Adapted from CDC/The Economist. ¹Gournichas (2020)



Guardian graphic | Source: US Department of Labor

Understanding implications of COVID-19

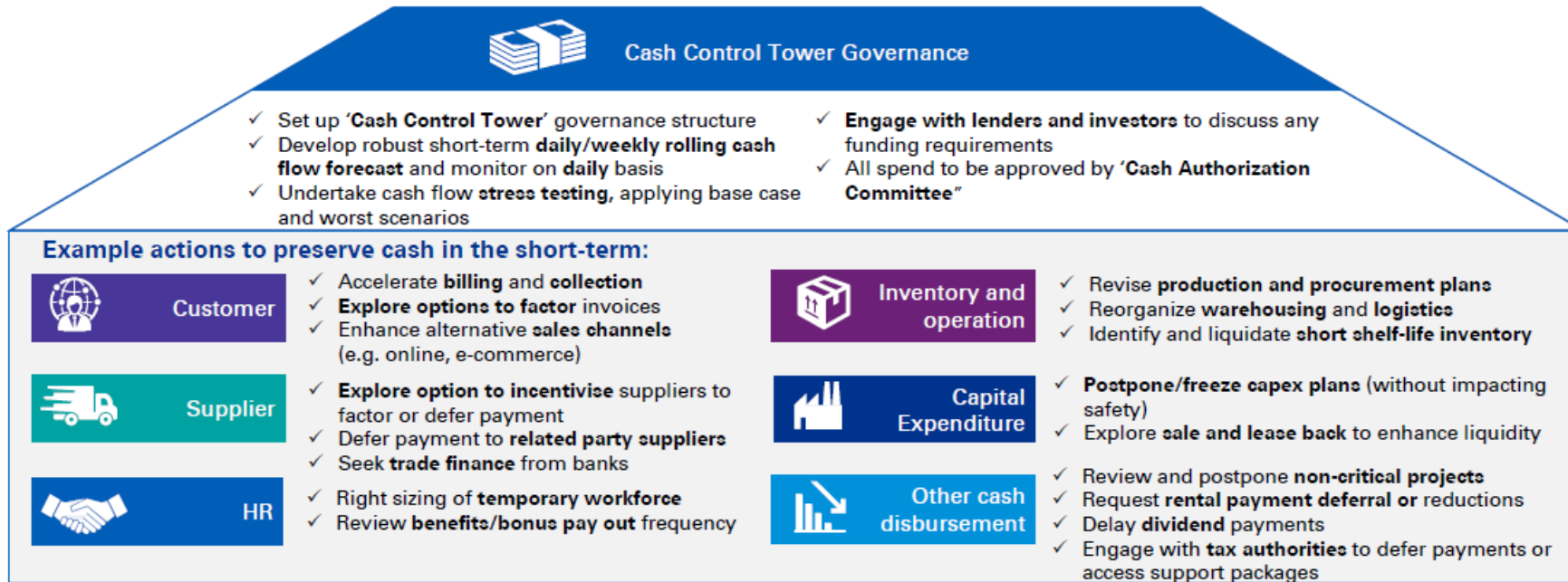


COVID-19 Response Strategic Actions

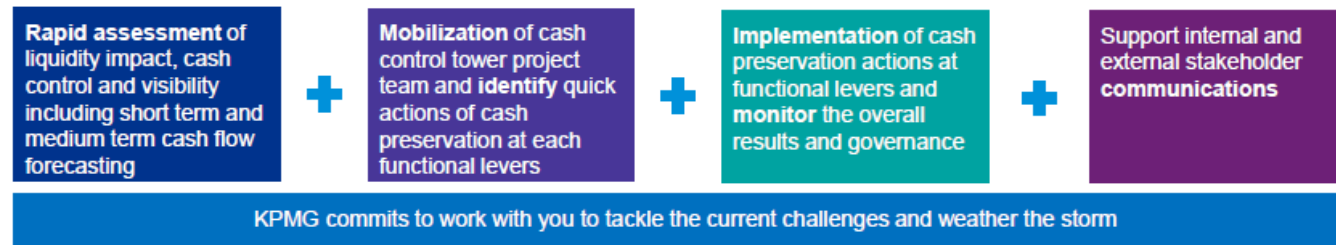


Our point of view on cash preservation during challenging times

During this challenging time, **cash is "king"** for businesses to survive and preserve future growth opportunities. KPMG can help CFOs to implement immediate cash preservation measures alongside a **Cash Control Tower** framework to ensure cash is front of mind for all key stakeholders, and minimise cash leakage.



KPMG can assist you in the **rapid formation and implementation** of your Cash Control Tower, and apply our tools and methodologies to assist with:



Appendix - COVID-19 Response Strategic Actions

Immediate action

Governance	<ul style="list-style-type: none">— Establish a Pandemic Planning/Preparedness Team consisting of executive-level members:<ul style="list-style-type: none">— Human Resources (people and preparedness)— Finance (financial stress testing)— Business stakeholders (business continuity planning)— Supply Chain/Procurement— Marketing & Communications— Identify communication tools and spokespersons for internal and external communications— Educate personnel, at both the family and employee level:<ul style="list-style-type: none">— Personal hygiene/protection tips— Social distancing— Related pandemic terminology— Sign up for local emergency management agency alerts
Human Resources	<ul style="list-style-type: none">— Review/update/create work from home policy and confirm the policy addresses the following elements:<ul style="list-style-type: none">— Paying hourly employees who are asked to work from home/take leaves of absence if they tested positive— Paying benefits to employees who are asked to take leaves of absence— Working with the business and IT to confirm employees have the capabilities to work from home— Working with Marketing/Communications to issue the policy to employees and ensure their awareness— Define alert levels/triggers— Travel Guidelines and Restrictions/Bans— Social Distancing Procedures— Telecommuting/Video Conferencing/Alternate Sites— Workplace and Leave flexibilities as well as pay and benefits in case of daycare/school closings, caring for ill family members, etc.— Align pandemic policies, standards, and procedures with public health recommendations as well as appropriate laws— Confirm employee contact information is current and distributed appropriately— Update Intranet site to link to the World Health Organization (WHO), local public health departments, etc.

Appendix - COVID-19 Response Strategic Actions

Activities already taken by organizations to date (continued)

Business Continuity/ Information Technology	<ul style="list-style-type: none">— Confirm critical processes can be performed remotely or identify an alternative— Validate essential tools to work remotely are available (i.e., laptop, VPN, etc.)— Increased network bandwidth due to increased telecommuting, etc.— Remote security access capabilities— Establish a Help Line to assist employees who are not familiar with telecommuting or test thoroughly in anticipation of a pandemic— Review the organization's Risk Assessment and Business Impact Analysis to confirm the critical business sites, processes, products, services, and a prioritized list of customers that will be the focus of continued operations during a pandemic event— Determine which business processes will cease during the pandemic – deliver minimal viable product— Review the potential impacts to:<ul style="list-style-type: none">— Legal/Regulatory Requirements— Reputation— Customer Service/Any Current Service Level Agreements— Operational Maximum Allowable Downtime— Sign-off that the Pandemic Plan has been reviewed and approved by the Board of Directors or Committee annually
Marketing/ Comms	<ul style="list-style-type: none">— Develop communication vehicles and frequencies targeting:<ul style="list-style-type: none">— Employees— Customers/Clients— Regional Offices— Supply Chain/Service Providers— Board of Directors— Develop a communication plan to facilitate consistent internal and external communications— Determine the appropriate level of communication consistent with an organization's protocol<ul style="list-style-type: none">— keep employees informed without introducing unnecessary stress— Determine appropriate level of communication with clients

Appendix - COVID-19 Response Strategic Actions

Security/Facilities/ Health & Safety

- Direct leadership to follow guidelines published by leading global authorities (e.g. WHO)
 - Inventory hand sanitizers, ensuring appropriate distribution of devices near restrooms, kitchens, common areas
 - Assess employee health and safety risks
 - Increased facility cleaning
-
- Connect with critical supply chain providers to identify their operational approach in providing vital products/services
 - Determine critical suppliers and vendors as defined by the business
 - Work with the business to identify alternative vendors/suppliers – alternates may have been vetted previously
 - Develop and integrate a control structure for exports from highly impacted countries
 - Determine the location of the vendors/suppliers and define supplier routes
 - Review contracts with key customers and suppliers to understand liability in the event of supply shortages
 - Review vendor/supplier continuity plans
 - Develop plans for surge buying before, during, and between pandemic waves
 - Obtain line of sight for which orders will be potentially impacted
 - Obtain visibility into the tiers of your supply chain to assess overall impact
 - Explore transportation alternatives
 - Obtain transparency into what are the critical materials with the highest impact, if applicable
 - Evaluate inventory positions and manufacturing priorities, if applicable

Appendix - COVID-19 Response Strategic Actions

Medium-to-long term actions

Pandemic Planning/ Preparedness Team	<ul style="list-style-type: none">— Closely monitor outbreaks and announcements as reported by WHO, and local health and emergency management agencies— Activate the Pandemic Plan, if appropriate— Work with the area public health departments and emergency management agencies to understand local pandemic response plans and align accordingly<ul style="list-style-type: none">— Travel Restrictions/Bans— Public Transportation— Daycare/School Closings— Government Shutdowns— Develop Situation Reports on employee absenteeism/check-ins (confidential information/Need to Know Basis)— Open limited service locations with limited services, if applicable— Migrate to 100 percent virtual operations if needed
Finance	<ul style="list-style-type: none">— Review cash flow and revise expenditures as necessary— Work with supply chain to inventory forecasts and predict supply and demand— Assess financial stability and identify variables that will impact revenue and cost— Define scenarios that address global slowdowns, model cash flow, etc.— Include trigger-based moves in each scenarios to stabilization organizations
Business Continuity/ Information Technology	<ul style="list-style-type: none">— Widen Virtual Private Network (VPN) to allow all employees to work remotely

Appendix - COVID-19 Response Strategic Actions

Actions to consider following the event

Human Resources	<ul style="list-style-type: none">— Issue guidelines provided by public health authorities:<ul style="list-style-type: none">— Lifting of Travel Restrictions— Public Transportation— Daycare/School Openings— Government Openings— Communicate with personnel to return to the worksite, once they are healthy and/or no longer caring for an ill family member and after any quarantine periods
Pandemic Planning/ Preparedness Team	<ul style="list-style-type: none">— Debrief and discuss any lessons learned— Assign any outstanding issues and report on the status of such issues until resolution— Protect customers by facilitating a no-penalty situation/fees for cancellations— Consider offering discounts to customers to preserve loyalty
Business Continuity/ Information Technology	<ul style="list-style-type: none">— Update the Pandemic Plan and any other related Business Continuity/Resiliency Plans based on lessons learned— Validate the Pandemic Plan annually (i.e., through tabletop exercises, functional exercises, tests):<ul style="list-style-type: none">— So personnel understand their roles and responsibilities— Validate critical business processes can continue with internal and external support— Confirm communication tools are available and operational



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Understanding the implications of COVID-19 on business



The COVID-19 pandemic has resulted in both business leaders and owners having to mobilize quickly and make decisions for the short term with implications for the long term that we might not fully understand yet. As global supply chains, the financial markets and the workings of day-to-day businesses are disrupted, many business owners are focusing on resilience measures, ensuring risks are anticipated and managed for both employees and clients in terms of production in the future.

Supply chain & operations	Suppliers	Physical logistics	Contracts	Inventory	Customer loyalty and demand
Business impact	Awareness & communications	Workforce availability	Technology & system resilience	Commercial plans	Board governance
Financial & external factors	Cash flow	Financial stability	Global trade & protectionism	Gov't & Public health requirements	Sector disruption

Crisis management & business continuity planning

Now	<ul style="list-style-type: none"> Seek to understand key risks across operations and supply chain Mobilize teams to firstly navigate crisis response and secondly focus on supply chain assessment and risk management Consider whether your governance in place to rapidly make key decisions Conduct business and financial scenario planning for a quick recovery, a global slowdown and a possible recession 	<ul style="list-style-type: none"> Manufacturing closures in China Increased travel restrictions Increasing public health requirements Suppliers relying on force majeure clauses to excuse or delay performance Additional border checks resulting in delays Congestion at seaports and airports, with busy sea routes Reduced outbound capacity from impacted countries with increase in prices Labor shortages impacting productivity and land transport
Short term	<ul style="list-style-type: none"> Plan mitigating actions across operations and supply chain, assessing impacts on sea, air and land transport Ensure communications are made with principal customers and stakeholders Review and assess what impact this will have on workforce planning and management Review phasing impacts depending on your sector 	
Ongoing	<ul style="list-style-type: none"> Create an agile and visible global supply chain Understand and deploy digital and process automation to mitigate the impact of disruption Develop and implement enhanced risk management practices 	

Actions some companies are taking include: contingency planning and scenario modelling, operational and supply chain risk management, financial risk assessments, business resilience, and digital and supply chain transformation.

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Crisis management and continuity planning for all aspects of the business:

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Crisis management & business continuity planning



Read this publication:

bit.ly/COVID19businessimpact



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Pandemic planning as part of an overall resilience strategy

KPMG
Pandemic planning as part of an overall resilience strategy
March 2020

Immediate action

Governance

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- Confirm employee contact information is current and distributed appropriately
- Update Intranet site to link to the World Health Organization (WHO), local public health departments, etc.

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Plan your:

Immediate action

Medium-long-term actions

Actions to consider following the event



Read this publication:

[Bit.ly/COVID19PandemicPlanning](https://bit.ly/COVID19PandemicPlanning)



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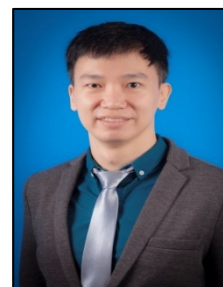


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