

# CONDUCT BUSINESS CONTINUITY AND RECOVERY IMPACT ANALYSIS CHECKLIST

Any kind of disruption to your business can have an impact on its bottom line. It's important to plan for the effects of operational and financial changes.

*This checklist can help tourism operators identify these effects, prioritize tasks, and figure out which resources they'll need for business continuity and recovery.*

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## **Gather information on the disruptive event. What is it? Where is it happening?**

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## **Determine the scope of the impact to your business.**

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## **Pinpoint your critical business priorities. For example:**

- ▶ Health and safety of customers and employees
- ▶ Survival of the business
- ▶ Continuing services

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## **Set recovery timelines that are specific to each business unit. For each, identify the following:**

- ▶ Which operational processes need to be put in place?
- ▶ What are the internal/external dependencies?
- ▶ Do these units have access to all technology/resources they require?

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## **Who are the main contacts in each business unit? These could be:**

- ▶ Employees or labour representatives
- ▶ Suppliers
- ▶ Public authorities

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## **Collect data and carefully document it through presentations, scripts, or other communications. Consider some of the following methods:**

- ▶ Questionnaires and structured interviews
- ▶ Workshops and group discussions
- ▶ Physical inspections

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## **Analyze the data you've collected.**

- ▶ What are the functions you should prioritize restoring?
- ▶ What are the identifiable interdependencies between processes and units?
- ▶ Is there a high-risk time period when disruptions will have a greater impact? For example, do you have seasonal services?

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## **Assess the impact of disruption on:**

### **EMPLOYEES**

- Will there be increased absences?
- Do you need to implement new work accommodations?
- Do employees have access to transportation?
- Are there health risks to employees?
- Do they require IT support or new software?

## SUPPLIERS

- Has the supply chain been interrupted?
- Are inventory levels sustainable?
- Which suppliers are vulnerable, and do they have access to alternative supply channels?
- Has there been a change in product demand?

## CUSTOMERS

- Has demand increased, decreased, or stayed the same?
- Do you have to change your method of service delivery?
- Should you reevaluate your business commitments?
- Are your customers satisfied?

## INFRASTRUCTURE AND OPERATIONS

- Has the disruptive event caused damage? If so, what is the extent of the damage?
- Do you need to complete any repairs? How much will this cost?
- Are there disruptions to telecommunications? What about water, food, or fuel supply?
- Have administrative or logistical processes changed?
- Have you discontinued or reduced service levels?
- Are business plans being delayed or cancelled?

## HUMAN IMPACT

- Has there been a loss of life or injury? How has the community been impacted (physically and emotionally)?
- Are there going to be changes to policies and procedures?

## CASH FLOW

- Are you losing revenue or profit? How has cash flow changed?
- Has your market share changed?
- Are you incurring extra costs (e.g., overtime, outsourcing)?
- Is there a regulatory impact (e.g., fines, penalties, product recall, business-related travel)?

## REPUTATIONAL IMPACT

- Are you garnering negative media attention, either through news or social media commentary?

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### Identify your critical operations and resources.

- ▶ Which services are essential and must be offered continually?
- ▶ Which services can you discontinue safely to resume at a later date?

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### Determine your recovery timeline.

### Create a business impact analysis report. Include the following:

- ▶ A summary of potential impacts of the disruption. Discuss the impacts to business functions and operations, including financial.
- ▶ An explanation of your main priorities for the business. You may want to prioritize the business functions with the greatest operational and financial impact.
  - For example, which business functions are most critical to maintaining market share, financial obligations, assets, etc.?
- ▶ A list of critical business resources (necessary to resume operations):
  - Employees
  - Office spaces, equipment, technology, furniture, and utilities
  - Records and inventory
  - Third-party services

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### Ask for feedback on the findings of your business impact analysis report. Make updates to the report as needed.

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### Prepare the final report and distribute it to your executive team. Make sure to be available to answer any questions or provide clarification.