

# Business Continuity Management in Supply Chain

## 供应链中的业务连续性管理



Module: Business Continuity Management

# BCM和BCP的区别是什么？

BCM（业务连续性管理）是一个能够识别威胁一个组织潜在影响的整体管理过程，不单单是灾难恢复、危机管理、风险控制或者技术恢复，而是一个整合的管理流程。

BCP（业务连续性计划）是一种策略规划，当灾难发生时致使组织关键业务或服务中断时，业务连续性计划可确保迅速恢复关键业务的正常与持续运作。

BCP是组织在实施BCM过程的产出物，并在BCM过程中不断更新和完善，同时BCP也是组织进行业务连续性管理的依据。



# 雕塑BCM

BCM就是在对企业进行业务冲击分析及风险分析，并在其量化的基础上，开发制定各种相应应急及恢复计划、方法和流程，以减轻灾难对于企业的不利影响。

BCM的实施包括一系列企业管理行为，核心是制定并实施业务连续性计划其具体操作如下：

1. 启动项目；
2. 风险评估和业务影响分析；
3. 制定BCM策略；
4. 编制具体计划；
5. 测试和完善计划；
6. 更新维护计划



# 何为“BCM（业务持续管理）”？

Business Continuity Management 业务连续性管理（也有人称“业务持续管理”），是一种应对灾难问题的管理方法。

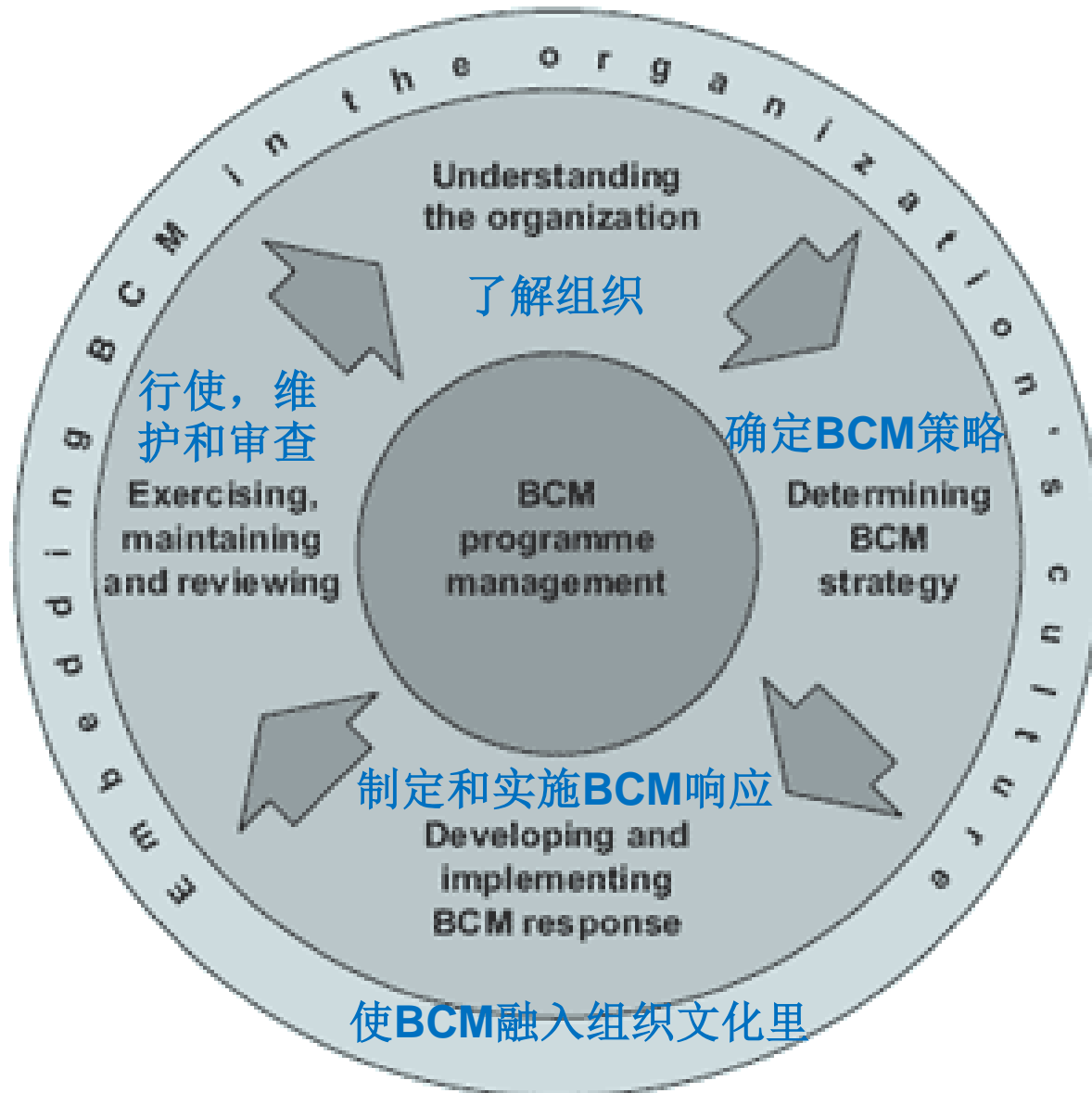
“B” ——Business，具有价值的活动

“C” ——Continuity，持续活动的保障

“M” ——Management，提供保障的方法

# 业务连续性计划生命周期

## Business Continuity Planning Life Cycle



# 21世纪的业务连续性

## Business Continuity in the 21st Century

### 威胁加剧 Heightened Threats

- 从9/11开始，每个人都知道，即使是无法想象的也是可能的  
Since 9/11, everyone knows that now even the unimaginable is possible
- 在中国，香港和加拿大爆发的SARS疫情使员工普遍患病或被隔离  
SARS outbreaks in China, Hong Kong and Canada have raised the spectre of quarantine
- 美国，加拿大，意大利和其他地方的重大停电情况表明，关键基础设施  
Major power blackouts in the US and Canada, Italy, and elsewhere have demonstrated vulnerabilities in critical infrastructures
- 2004年的海啸和2010年的海地地震证明了大自然的力量和不可预测性  
The catastrophic tsunami of 2004 and the 2010 earthquake in Haiti demonstrated the power and unpredictability of Mother Nature
- 甲型H1N1流感病毒引起了国际关注，未来流感大流行的威胁仍然隐现  
H1N1 caused international concern, and the threat of a Flu Pandemic still looms in the future
- 2019/2020年的冠状病毒（COVID-19）攻击  
Coronavirus (COVID-19) attack in year 2019/2020





活动详情  
Activity Details

活动清单  
Activity Lists

异地材料  
Off-site Materials

团队成员  
Team Members

要求  
Requirements

策略概述  
Strategy Overviews

组织

业务连续性计划

**Business  
Continuity  
Plan**

# 什么是业务连续性计划？

## What is a Business Continuity Plan?

在高层次的说法，业务连续性计划是以下各项的组合：

At a high level, a Business Continuity Plan is a combination of:

- 确定的策略和详细的系统恢复过程  
defined strategies and detailed procedures for system recovery
- 恢复业务的明确策略和详细程序  
defined strategies and detailed procedures for business resumption
- 正式的团队结构，用于执行适用的程序并管理危机  
a formal team structure for executing the applicable procedures and managing the crisis
- 支持上述要求的所有提前安排  
all advance arrangements required to support the above



# 什么是业务连续性计划？

## What is a Business Continuity Plan?

在详细级别上，业务连续性计划是：

At a detailed level, a Business Continuity Plan is:

- 确定的策略和详细的系统恢复过程

a documented series of activities (Business Resumption Plan) that may need to be performed by designated teams to recover systems and/or resume critical business functions following a disruptive incident



# 详细计划应包含哪些内容？

## What should the detailed plans contain?

每组计划都需要有：

Each Team's plan should contain:

- ❑ 每种事件类型的策略概述(或“灾难情况”)  
Strategy overview for each incident type (or 'disaster scenario')
- ❑ 最低恢复要求列表  
List of minimum recovery requirements
- ❑ 团队成员和联系信息  
Team membership and contact info
- ❑ 异地材料清单和其他支持文档  
Off-site materials list and other supporting documentation
- ❑ 活动清单（按阶段和方案组织）  
Activity lists (organized by phase and scenario)
- ❑ 活动详情  
Activity details

活动详情  
Activity Details

活动清单  
Activity Lists

异地材料  
Off-site Materials

团队成员  
Team Members

要求  
Requirements

策略概述  
Strategy Overviews

组织

业务连续性计划  
**Business  
Continuity  
Plan**

# 什么事活动？

## What is an Activity?

- 活动是计划的“运营单位”  
An activity is the ‘Operating Unit’ of the plan
- 每个活动的描述  
Each activity describes:
  - 必须做什么 What has to be done
  - 怎么做 How it can be done
  - 谁可以做 Who can do it
  - 需要做什么 What is needed to do it
- 从哪里可以执行 Where it can be performed from
- 什么时候可以开始 When it can start
- 应该持续多长时间 How long it should last
- 什么时候结束 When it should end

每个活动代表一个逻辑，独立的工作单元，对于给定场景，单个团队可能需要执行。  
Each activity represents a logical, self-contained unit of work that may need to be performed by a single team for a given scenario

# 什么是阶段？

## What is a Phase?

阶段是一组活动，用于为每个团队的计划提供逻辑结构

A phase is a grouping of activities used to provide a logical structure for each team's plan.

每个阶段都代表运营恢复计划中的关键阶段

Each phase represents a critical stage in the Operations Resumption plan.

通常有五个阶段

Typically, there are five phases.

# 第1阶段 - 初始响应和评估

## Phase 1 – Initial Response & Assessment

采取该事件保证的任何立即行动。

Take any immediate actions warranted by the event.

评估事件对运营的影响。

Assess the impact of the event on operations.

1. 初始响应和评估  
Initial Response & Assessment

# 第二阶段 - 临时应变措施

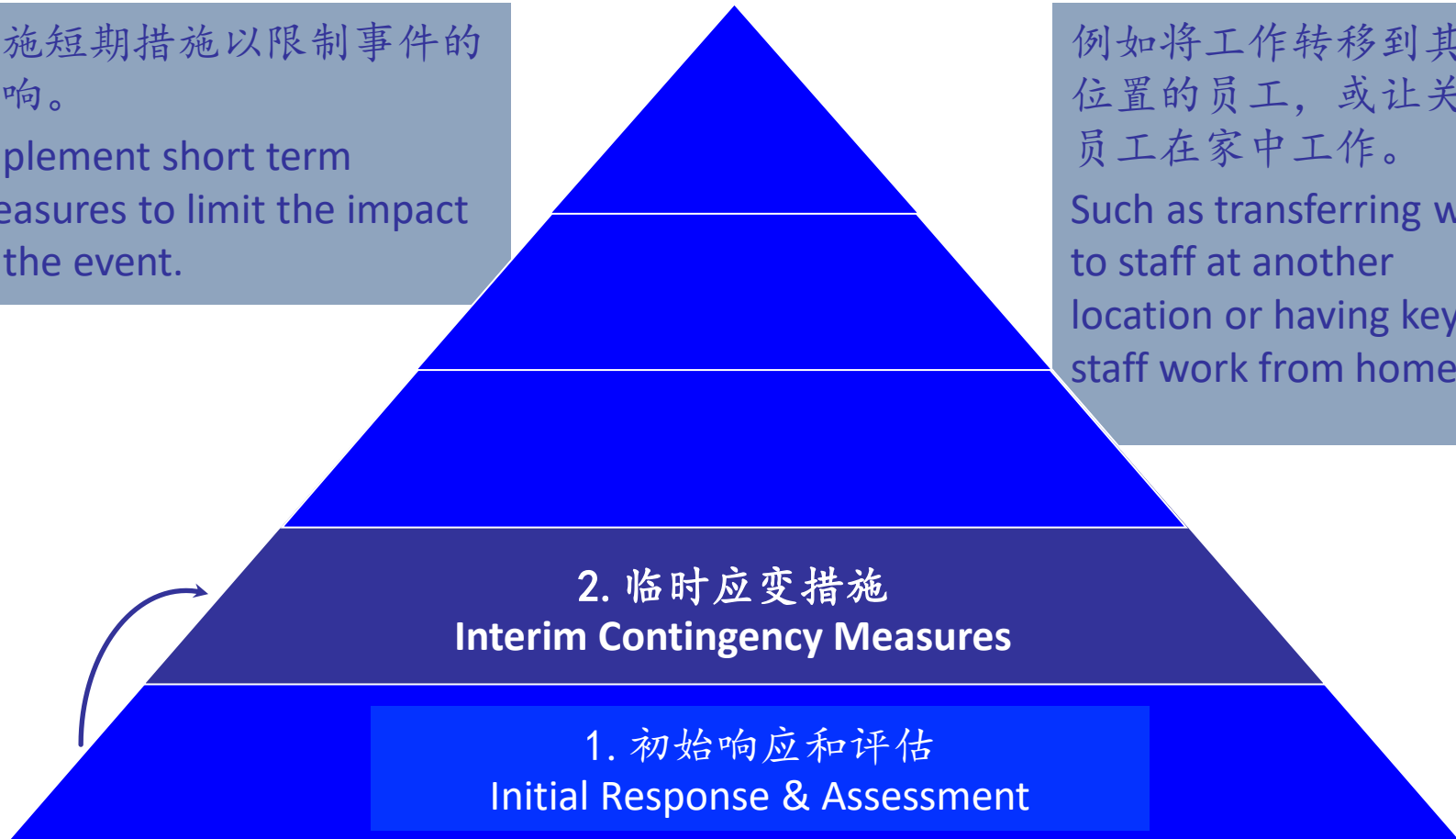
## Phase 2 – Interim Contingency Measures

实施短期措施以限制事件的影响。

Implement short term measures to limit the impact of the event.

例如将工作转移到其他位置的员工，或让关键员工在家中工作。

Such as transferring work to staff at another location or having key staff work from home.



# 阶段3 - 资源配置

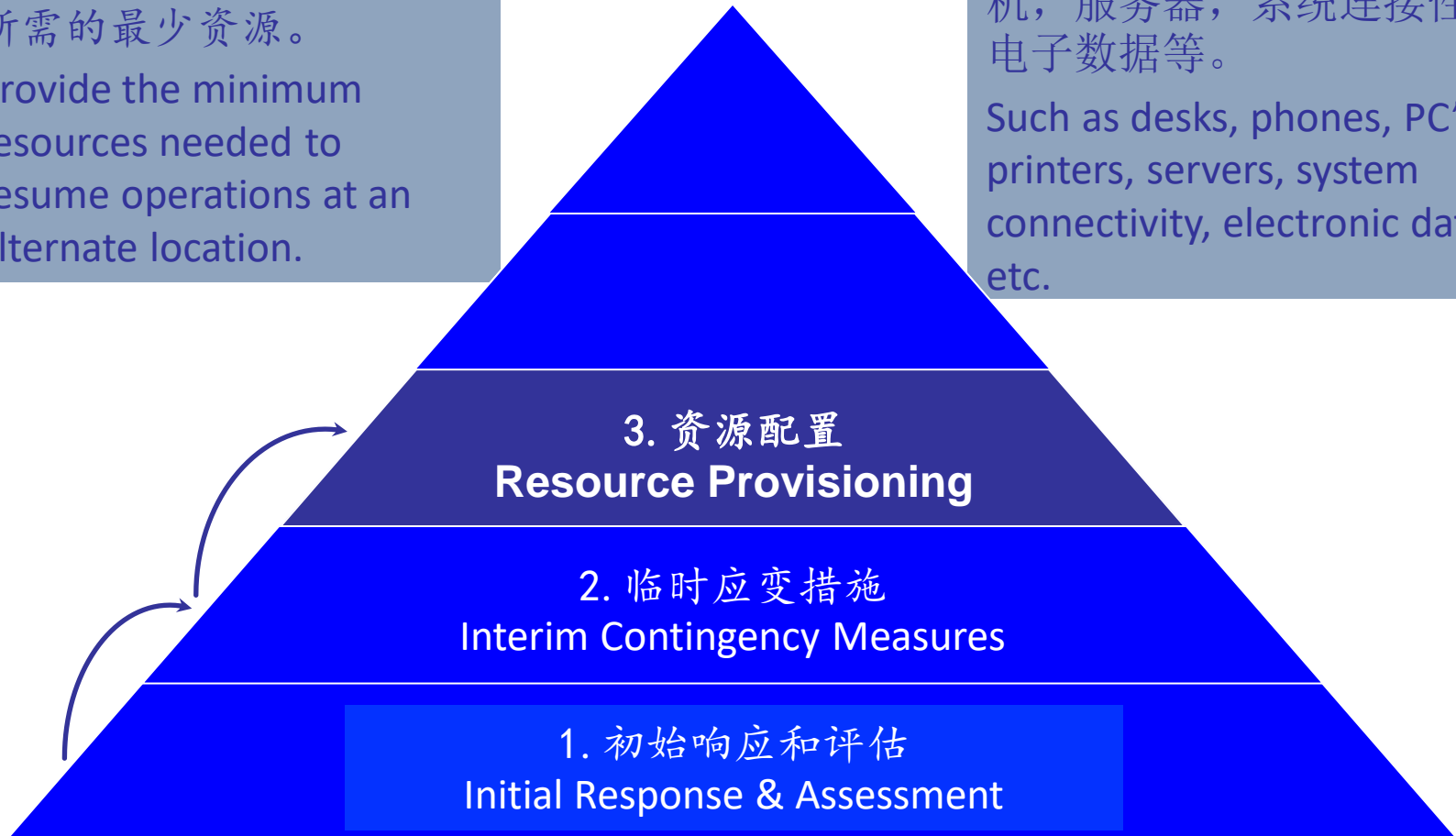
## Phase 3 – Resource Provisioning

提供在备用位置恢复操作所需的最少资源。

Provide the minimum resources needed to resume operations at an alternate location.

例如书桌，电话，PC，打印机，服务器，系统连接性，电子数据等。

Such as desks, phones, PC's, printers, servers, system connectivity, electronic data, etc.



# 阶段4 - 恢复运营

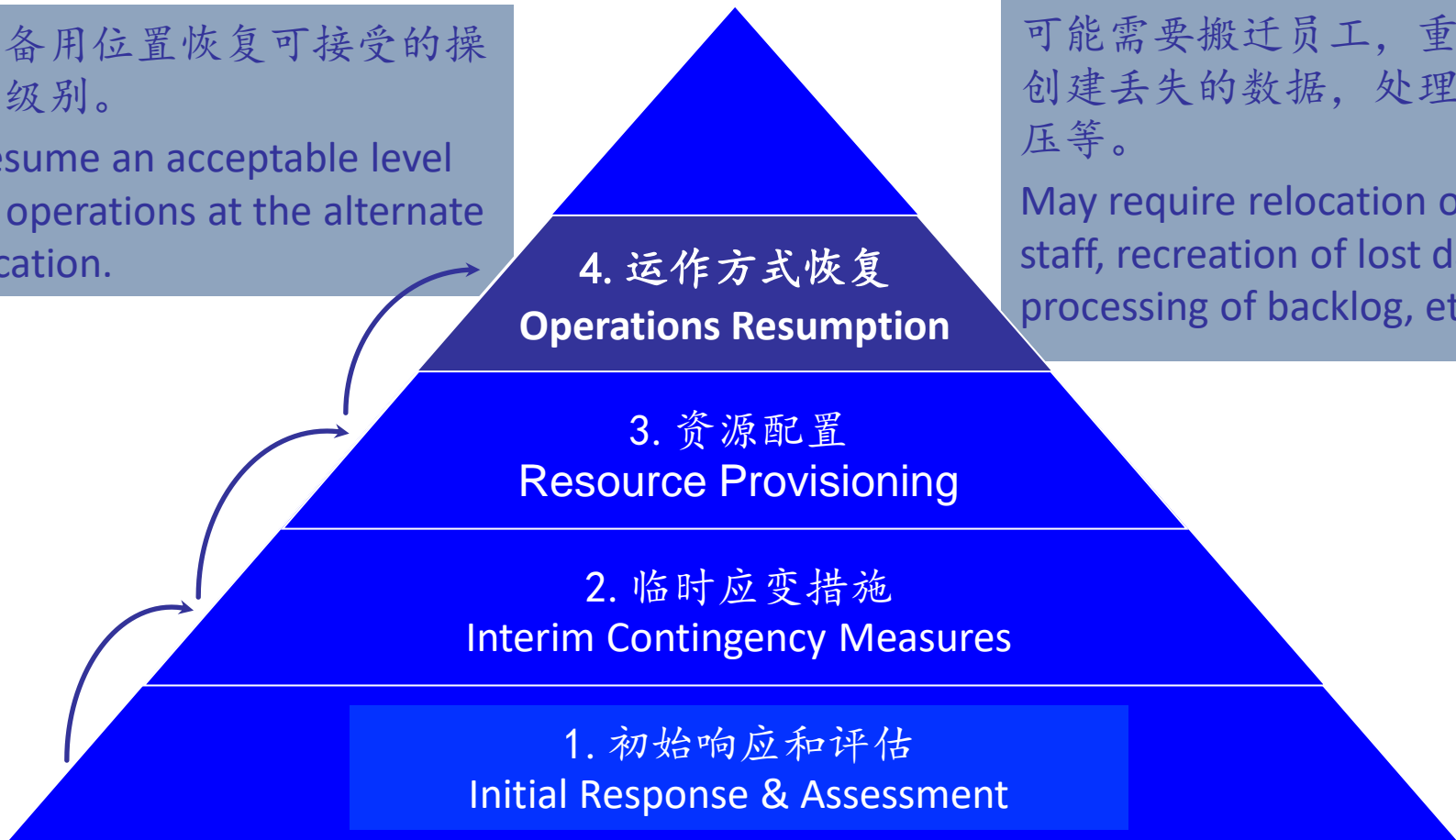
## Phase 4 – Operations Resumption

在备用位置恢复可接受的操作级别。

Resume an acceptable level of operations at the alternate location.

可能需要搬迁员工，重新创建丢失的数据，处理积压等。

May require relocation of staff, recreation of lost data, processing of backlog, etc.





# 阶段5 - 恢复正常

## Phase 5 – Return to Normal

完成解决事件所需的所有操作。  
Complete all actions required to resolve the event.

5. 返回正常  
Return To Normal

将人员调回原处并恢复正常运行。  
Transfer staff back to original location and resume normal operations.

4. 运作方式恢复  
Operations Resumption

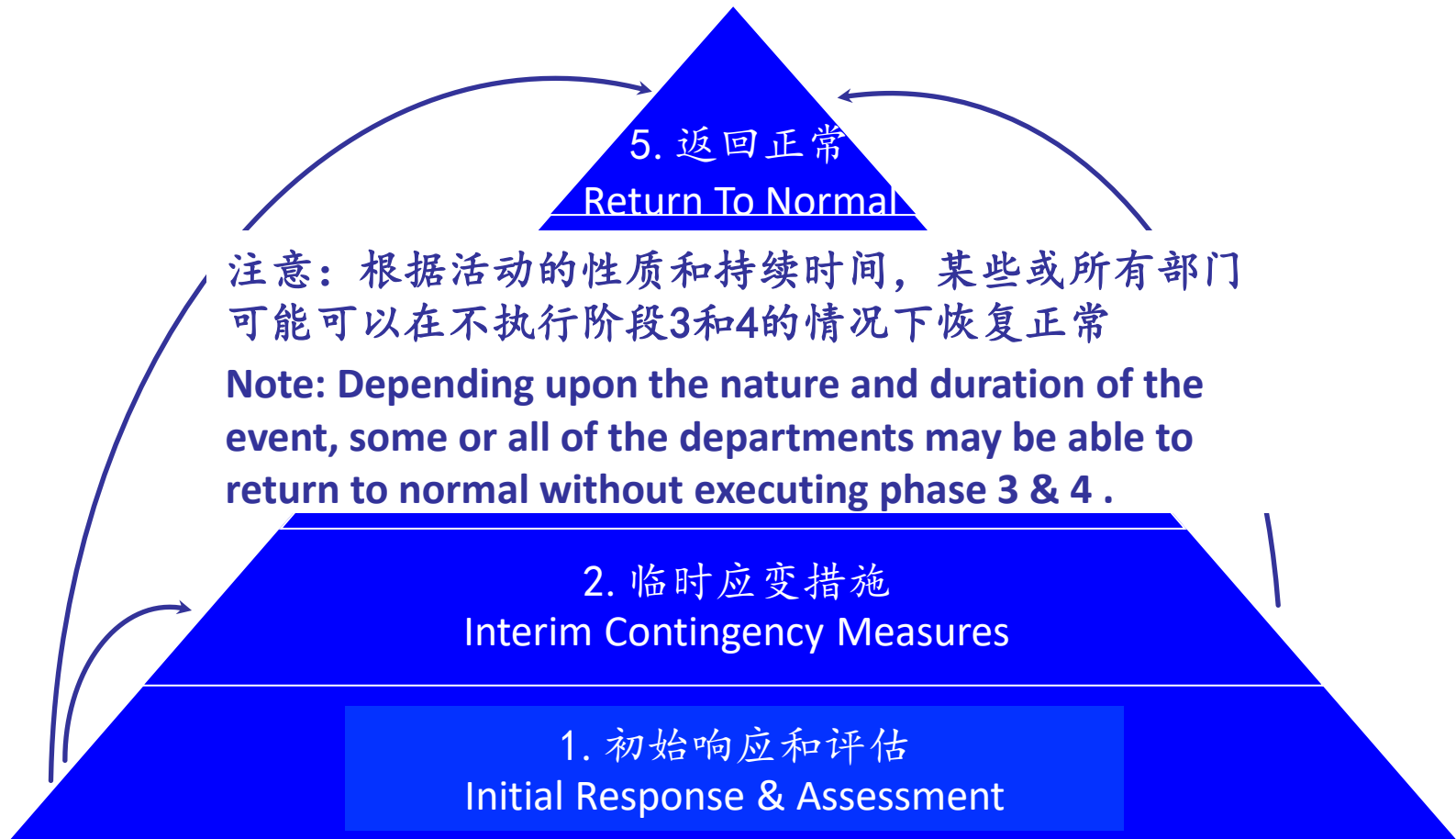
3. 资源配置  
Resource Provisioning

2. 临时应变措施  
Interim Contingency Measures

1. 初始响应和评估  
Initial Response & Assessment

# 恢复运营计划的阶段

## Phases of an Operations Resumption Plan



# 成功的关键

## The Keys to Success

□ 计划制定不是火箭科学，而是…

Plan development is not rocket science, but ...

- 每个部门必须遵循一致的方法，以确保计划需要时能够一起工作  
every department must follow a consistent methodology to ensure the plans will work, and work together, when required
- 计划必须记录在案，没有足够的细节，即使在没有主要专家的情况下也可以执行  
plans must be documented insufficient detail that they may be executed even in the absence of the primary expert
- 必须使用标准格式和术语以避免误解并便于维护  
standard formats and terminology must be used to avoid misinterpretation and facilitate maintenance

□ 仅使用模板或软件工具将无法确保实现这些目标

The use of templates or software tools alone will not ensure these goals are met

# 成功的关键

## The Keys to Success (cont)

成功制定计划的关键是：

The keys to successful plan development are:



各部门的承诺

Commitment from all departments



选择合适的人制定每个团队的计划

Selection of the right people to develop each team's plan



在计划制定过程中对这些人进行实践培训

Practical training of those people in the plan development process

谢谢大家！

**THANK YOU VERY MUCH FOR  
YOUR ATTENTION!**