

# GOODYEAR'S GLOBAL BUSINESS CONTINUITY PROCESS



2016 OP3 North Region Conference

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# Goodyear Overview

- Goodyear, founded in 1898, is one of the world's largest tire companies.
- Employs about 66,000 people,
- Manufactures products in 49 facilities in 22 countries around the world,
- Key Innovation Centers in Akron, Ohio and Colmar-Berg, Luxembourg,
- Testing facilities in San Angelo, TX & Mireval, France,
- Operate more than 1,200 retail stores in all four regions



# Goodyear's BC Journey

- 1992 – Created formal Crisis Communications Plan.
- 1993 – Explosion at Beaumont, TX, chemical plant.
- 1994 – Formal Crisis Center created, crisis plan expanded to address wider range of incidents.
- 1997 – GT hires Mike Janko, creating formal Business Continuity Process.
- 2013 – New GT Global HQ opens, features state of the art BC Room, Crisis/Command Center.



# Key Concepts

» Incident

» Risk

» Critical Process

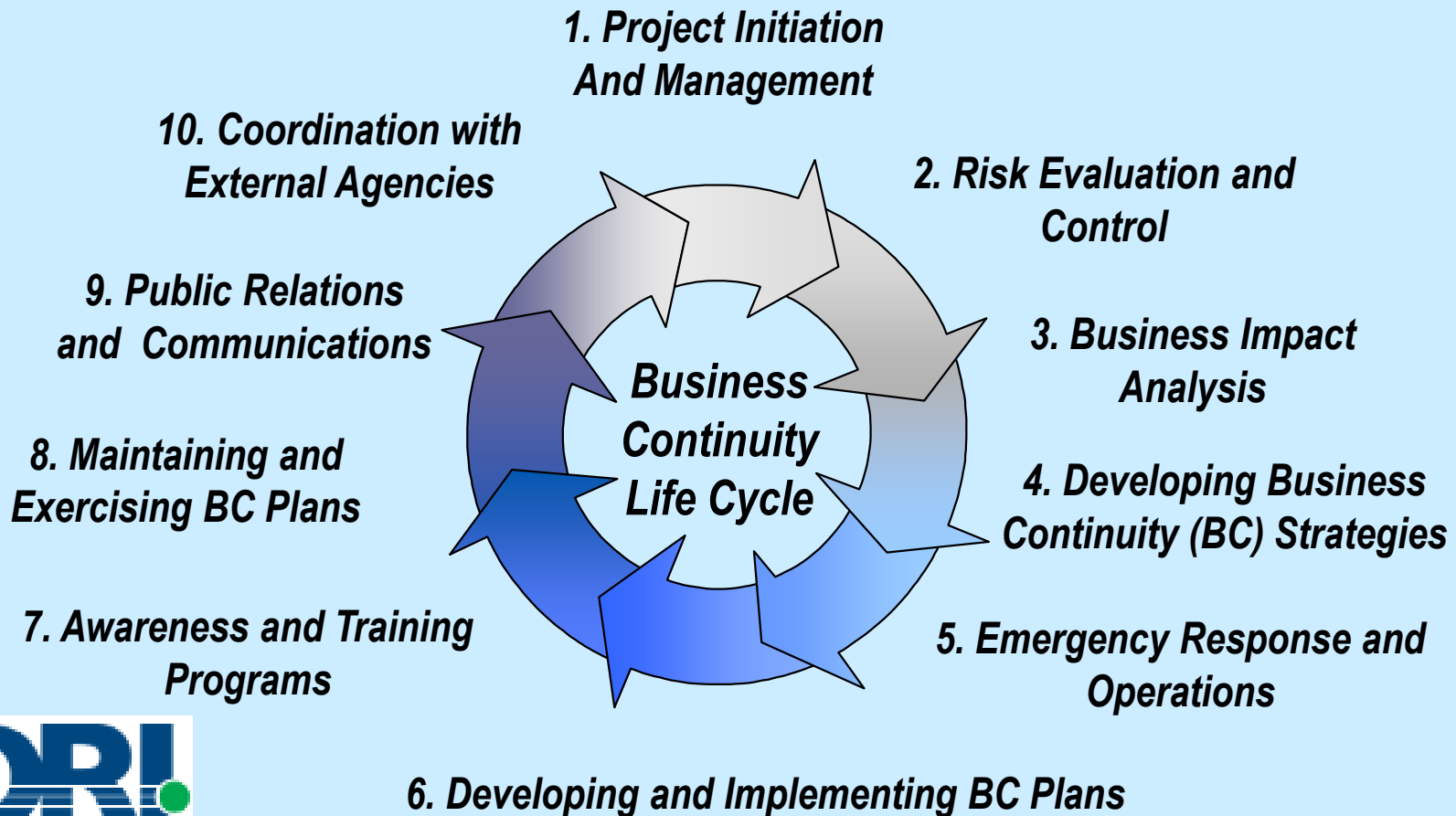
» Preparedness

» Response

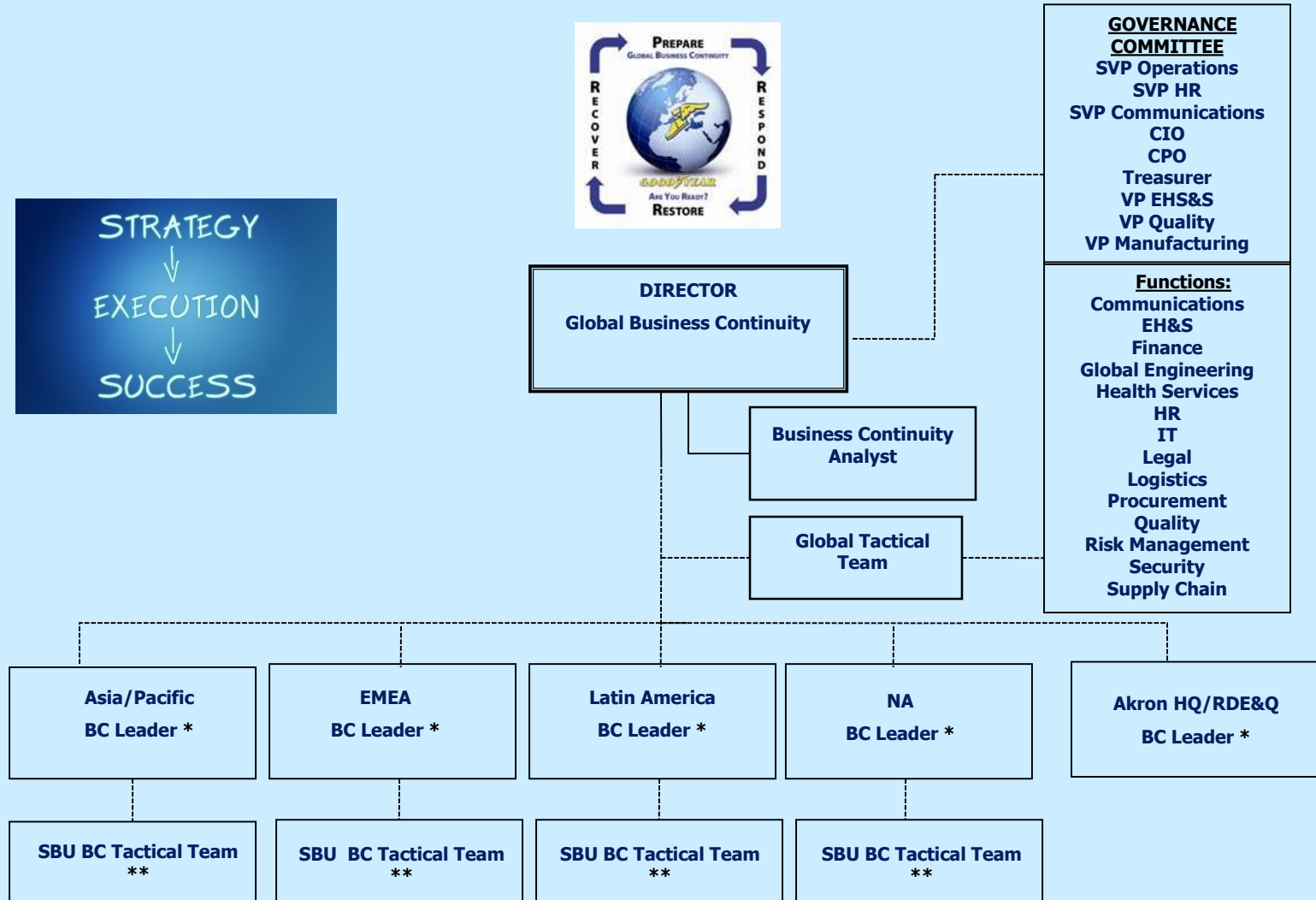
» Restoration & Recovery



# Goodyear Business Continuity (Basis of Charter and Business Continuity Excellence)



# Global Business Continuity Team Structure



\* Dual reports directly to SBU Leadership team and functionally to Global BC Leader

\*\* SBU Tactical Team structure to be similar as Global Tactical Team



# Goodyear Business Continuity Process Evolution

## Former

## Today

- » Local emergency response reliance
- » Silo processes
- » Not sharing best practices
- » Compliance perception
- » Greater business impact from incidents
- » Pockets of expertise

- » Team focus on “Business Continuity Excellence”
- » Risk, Business Impact Analysis, Plans, Playbooks
- » Table Top Exercises
- » Sharing lessons learned
- » External parties engaged
- » Globally recognized
- » Recognized business value



# Team Training – Are We Ready?

- » Can we reach our team members (24/7)?
- » Can we contact key vendors, suppliers, customers and partners immediately?
- » Are we prepared for applicable risks?
- » What are our team's critical processes?
- » What are our recovery time objectives?





# Team Training (continued)

- » Do we know what to do and where to gather if you cannot access your office space?
- » Have we tested our team's plans?
- » Have we done a gap analysis and made improvements?
- » Are team members well engaged in this process?





# How Did We Do?



- Successfully addressed numerous global incidents since 2005<sup>1</sup>
- » 2005–06: H5N1 pandemic planning, hurricanes, political incidents, cyclones, earthquakes, work stoppages and fires
  - » 2007: Fires, typhoons, tight raw material supply incidents
  - » 2008: Earthquakes, Hurricane Ike, China Olympics
  - » 2009: H1N1 pandemic, regional work stoppages
  - » 2010: Earthquakes, material supply shortages, political incidents, critical supplier facility fire
  - » 2011: Fukushima incidents, multiple product supply issues, facility fires, tornados, facility flooding
  - » 2012: Typhoons, strikes, Hurricane Sandy, product supply issues
  - » 2013: Port strikes, fires, political issues, product supply issues
  - » 2014: CBA's, natural incidents, material supply issues, political risks, infectious disease
  - » 2015: Facility flooding, political incidents, earthquakes, facility issues





# Some Of Our Lessons Learned

- » Need for effective crisis communications (internal/external)
- » Planning with external partners is critical
- » Use of all hazards approach works best
- » Expect the unexpected
- » Preparedness results in effective response/recovery
- » Effective response = improve morale and major cost savings from business perspective
- » Regional incidents have global impact
- » Any job or role may be a critical path to our success



# Common Vision During Incidents



## » People

Associates & Families / Suppliers / Customers /  
Neighbors / Surroundings

## » Facilities

Manufacturing, Logistics, Retail Stores, Sales  
Offices, etc.

## » Continuity of Operations

Supply Chain, Product Supply, Raw Materials  
Sourcing, etc.



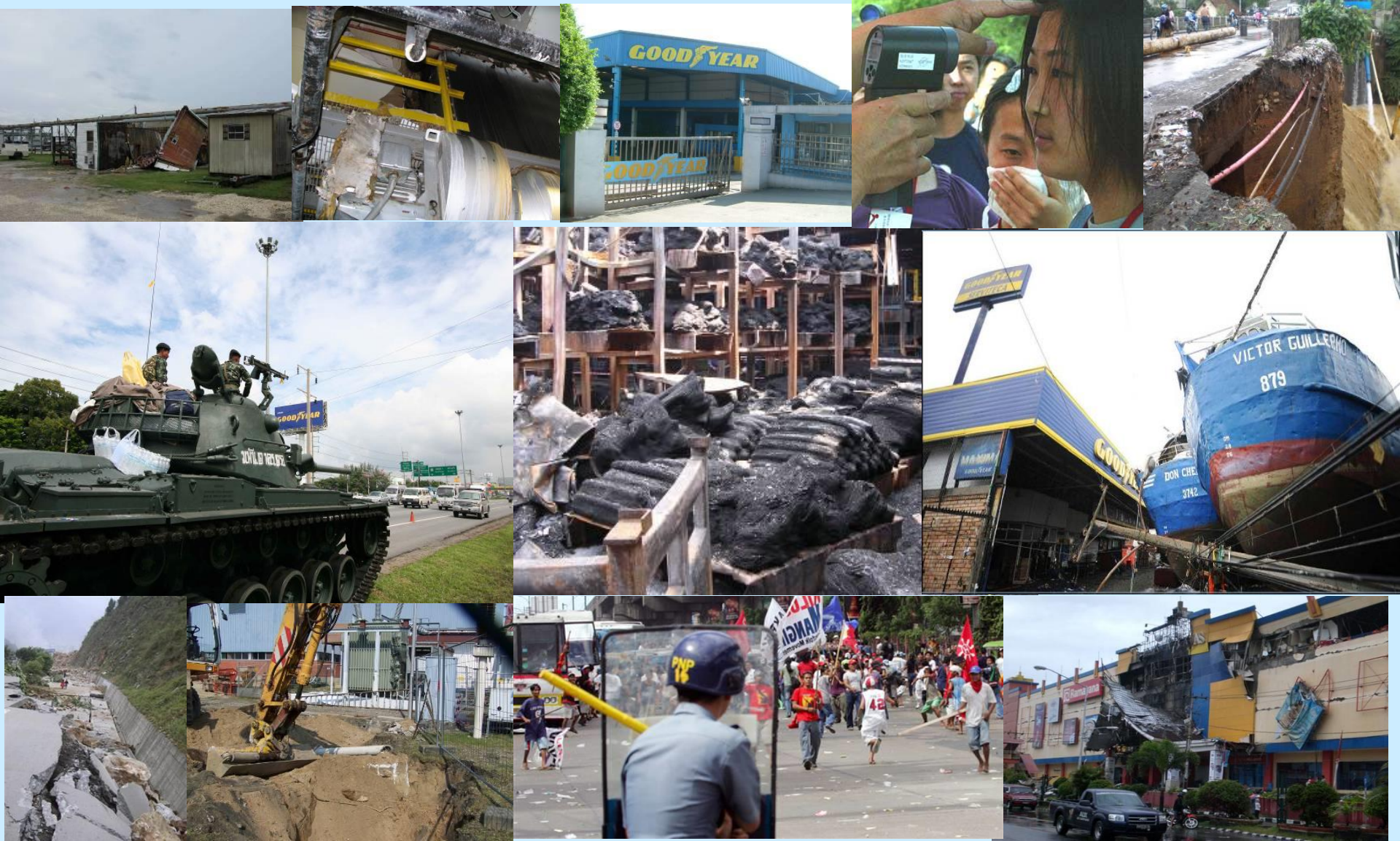
# Opportunities & Trending Risks



- » Mobility Applications: smart phone apps
  - » Offered for planning and communication tools
- » Social media integration
  - » Effective use of Twitter, FaceBook, Yammer, etc.
- » Cyber security integration
  - » Take into account in all testing
  - » Include human element recommendations
- » Future global risks
  - » Include water crises, climate change, financial crises, extreme weather impact, food crises, political and social instability



# History Tends To Repeat Itself!



# Next Incident?



# The Clock is Ticking!



You WILL be part of a major  
“Incident” some day!

Will you and your team be ready?

Your team’s response will benefit  
from your preparedness effort and  
a well planned and tested  
Business Continuity Process!







**Michael W. Janko MBCP, MBCI, ARM, CBCLA**  
***Director, Global Business Continuity***

**E-Mail: [mjanko@goodyear.com](mailto:mjanko@goodyear.com)**

**Scott Baughman**  
***Manager Public Affairs and Lead Global Business***  
***Continuity Communications Contact***

**E-Mail: [sbaughman@goodyear.com](mailto:sbaughman@goodyear.com)**

