GOODYEAR’S GLOBAL BUSINESS CONTINUITY PROCESS

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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.


Key Concepts

» Incident

» Risk

» Critical Process

» Preparedness

» Response

» Restoration & Recovery
Goodyear Business Continuity (Basis of Charter and Business Continuity Excellence)

1. Project Initiation And Management

Business Continuity Life Cycle

2. Risk Evaluation and Control

3. Business Impact Analysis

4. Developing Business Continuity (BC) Strategies

5. Emergency Response and Operations

6. Developing and Implementing BC Plans

7. Awareness and Training Programs

8. Maintaining and Exercising BC Plans

9. Public Relations and Communications

10. Coordination with External Agencies

DRI International
Global Business Continuity Team Structure

**STRATEGY**

**EXECUTION**

**SUCCESS**

**DIRECTOR**
Global Business Continuity

**Business Continuity Analyst**

**Global Tactical Team**

**GOVERNANCE COMMITTEE**
- SVP Operations
- SVP HR
- SVP Communications
- CIO
- CPO
- Treasurer
- VP EHS&S
- VP Quality
- VP Manufacturing

**Functions:**
- Communications
- EH&S
- Finance
- Global Engineering
- Health Services
- HR
- IT
- Legal
- Logistics
- Procurement
- Quality
- Risk Management
- Security
- Supply Chain

**Asia/Pacific**
BC Leader *

**EMEA**
BC Leader *

**Latin America**
BC Leader *

**NA**
BC Leader *

**Akron HQ/RDE&Q**
BC Leader *

**SBU BC Tactical Team**
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* 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**
- Local emergency response reliance
- Silo processes
- Not sharing best practices
- Compliance perception
- Greater business impact from incidents
- Pockets of expertise

**Today**
- 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:

- **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!

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