

Continuity2010

A summary of the ContinuitySA FIFA 2010 World Cup™ offering



Our Business is Keeping You in Business

ContinuitySA decided to capture some of the essential Continuity2010 Project learnings from ourselves and our clients into a summarised version on completion of the highly successful project that we could share with both customers who participated in this project as well as ones who didn't.

This document is therefore a summary of the decisions, actions and outcomes of the various phases covered before, during and after the 2010 FIFA Soccer World Cup™.

The success of this project has been remarkable and as such this document holds valuable, practical information for re-use in similar initiatives within various industries.



Above: Continuity2010 Steering Committee

Background

With South Africa having been awarded the 2010 FIFA Soccer World Cup™, the nation was facing its biggest events challenge. It was South Africa's time to shine. This prompted ContinuitySA – the largest provider of Business Continuity Services in Africa – to initiate a research project to investigate the potential risks and impacts that such an event may have on our organisation. The aim with this research project was to ensure the highest levels of vigilance to the ContinuitySA customer base.

The duly named "Continuity2010" project kicked off in February 2009 under the auspices of the General Manager of Consulting Services – Louise

Theunissen, closely assisted by Karen Humphris and Chené Maartens.

During the initial stages of the research project, the team soon realised that the research results were of such a nature that it would benefit a larger audience. Thus the idea of providing the ContinuitySA clients with an opportunity to access the results of the research was agreed on and developed into an offering. Because of the nature of our relationships with clients, ContinuitySA also acknowledged the opportunity to reward the wonderful commitment to our company by providing our clients with this value-add offering. As such it is imperative to stress that the

Continuity2010 project wasn't a profit driven endeavour, but rather focused on deriving value.

As a result of experiencing a unique set of challenges and frustrations whilst conducting the research project in preparation of the 2010 FIFA Soccer World Cup™, ContinuitySA identified the need to have access to current, accurate and relevant information relating to business risks associated with this particular event. In addition to this – by providing this information to the rest of Corporate South Africa – it was also realised that this may enable businesses to effectively manage the relevant risks brought about by an event of this nature.



Target Audience

As mentioned in the introduction, ContinuitySA realised the importance that the availability of relevant and accurate information may have on all organisations facing potential impacts as a result of the 2010 FIFA Soccer World Cup™. In addition to this, it was also important for organisations to understand the opportunities within this realm, quite possibly using these opportunities to provide their organisations with a competitive advantage. As such, ContinuitySA marketed the offerings of the Continuity2010 Project to all its clients as well as to various other organisations in South Africa that would allow them access to relevant, accurate and prompt information in order to be able to make sound business decisions in a period of potentially elevated levels of operational risk.



Organisations represented on the Continuity2010 Steering Committee include:

- Momentum Group Limited
- British American Tobacco
- ABSA
- EDCON
- Nedbank
- Nedbank Capital
- Massmart
- Investec
- Servest
- Netcare 911
- Telkom
- FIFA
- Gauteng Provincial Government (DMS)
- Stanlib

Offering Overview

In order to obtain an understanding of the significance and importance of the Continuity2010 project, an understanding of the offering is imperative. In summary, the Continuity2010 offering consisted of two components: the Continuity2010 Portal and the Continuity2010 Steering Committee.

- **The Continuity2010 Portal** was designed as a single web-based platform containing pertinent information relating to all aspects

surrounding the 2010 FIFA Soccer World Cup™, emphasising known business risks and providing information which was both relevant and current. Of course secure access to the Portal, which acted as a central access point for all relevant information regarding the 2010 FIFA Soccer World Cup™, was of the utmost importance.

- **The Continuity2010 Steering Committee** was established to provide Corporate South Africa with a platform to discuss business risks

and threats related to the event that their organisations may be facing as well as an opportunity to interact with the 2010 organisers and other associated organising bodies, as well as key service providers that are involved in the 2010 FIFA Soccer World Cup™, or could be affected by the World Cup™.

Detail around the structure and format of both offerings is explained in depth in another section of this document.

Because value may be measured in tangible and intangible ways, it is imperative to list all factors that may provide readers with an idea of the benefits that this particular project and offering provided to those involved. Herewith a number of the key areas of value as identified by participants:

- Regardless of the fact that South Africa had hosted many international events successfully in the past, none of these compared to the size and magnitude of the 2010 FIFA Soccer World Cup™. There was immense pressure on the Government to deliver according to the standards as agreed on with FIFA, which resulted in a largely internal focus on the completion of various projects. This focus – albeit necessary – forced an inward focus which resulted in disparate and infrequent information being shared with the rest of Corporate South Africa.
- The focus that ContinuitySA had put on the research project and the backing by various prominent companies that represented Corporate South Africa at the Steering Committee enabled ContinuitySA to obtain access to information that companies may not have been privy to had they attempted similar projects in solitude.
- A focused project team supporting the common goal of gathering, validating and disseminating information that was relevant, accurate and prompt ensured that this information shared with clients was indeed just that. The maintenance of information repositories was a full-time commitment – especially before and during the event!
- Having one central team - in the form of the Continuity2010 team - supporting several organisations proved to be more cost effective than each client having their own teams to attempt the same project and outcomes.
- There was immense value in the establishment of a platform – i.e. the Steering Committee – to allow businesses from various sectors to liaise with each-other, the Local Organising Committee and various other key service providers, making it the first ever of its kind in the world.
- The discovery of the commonality of certain Risk Factors across multiple industries provided the Steering Committee with the opportunity to discuss importance, impact and mitigation strategies and share ideas and success stories.
- The Continuity2010 Portal was the medium to support the various members of the Steering Committee as it provided a most appropriate vehicle for the delivery of accurate and appropriate information, however the Steering Committee was the enabler of the Portal and the catalyst for the content and structure of the information captured in this key repository.
- The information captured on the Portal wasn't available in a single repository elsewhere and would have taken any organisation attempting to replicate this type of portal many man-days to research, verify, disseminate and consolidate into usable information.
- The dedicated project team enabled the communication of the right info at the right time to the right audience achievable – resulting in a trusted and reliable information feed for organisations.
- The participation of the various key members of Corporate South Africa in the Steering Committee resulted in an activity of precious shared learning and the challenging of existing paradigms.
- The established relationships that ContinuitySA held with individuals performing key roles in the event including the likes of the Gauteng Provincial Disaster Management Centre provided key support and impetus for the project.
- Being Business Continuity specialists, ContinuitySA was able to share intellectual property related to the preparations required by organisations in view of an event of this magnitude. This resulted in participants being able to better prepare for the event.
- A chairman, selected by the participants in the Steering Committee, further ensured that this initiative was “owned by business” and as such focused on the relevant matters.
- Because of the mandate provided by the Steering Committee, ContinuitySA was able to secure high profile speakers to address the audience in attendance on pertinent matters. The elite list of speakers engaged with over the period include:

SPEAKER	DESIGNATION	TOPIC
Rich Mkhodo	Chief Communications Officer 2010 FIFA World Cup™ Organising Committee	Preparation for the 2010 FIFA World Cup™
Brian Oxley	Risk and Insurance Manager 2010 FIFA World Cup™ Organising Committee	What if it goes wrong – Risk & Insurance
Fanie Mokoena	Director 2010 World Cup™ Gauteng Province	Gauteng 2010 Gateway Progress Report
Colin Denier	Chief Director, Department of local Government, Gauteng Provincial Govt.	Disaster Management Planning for the 2010 FIFA World Cup™
Charlie Brits	BCM Manager, Telkom	Business Continuity Management in Telkom SA
André Kruger	Executive, Core Network Performance and Sustainability (CNPS / Acting MCN Network Core Operations)	Telkom Preparation for the 2010 FIFA World Cup™
Roy Newton	Department of Communication (DOC), Director of 2010 Unit	Disasters and Telecommunications
Sanjay Bhana	Eskom, Head of 2010 Project	Eskom preparation for the 2010 FIFA World Cup™
Shmani Mugeru	Department of Transport	Transport preparation for the 2010 FIFA World Cup™
Michael Broughton	Director of the Crime Prevention Program, Consumer Goods Council	Risk Pertaining to the World Cup™
Peter Fuhri	Director 2010 Department of Health	Preparations for the 2010 World Cup™
Johan Du Plooy	COE TEMI Group	Risk Management, Security Risks for Business surrounding the World Cup™
Patrick Jodas	BCM ABSA	Overview with regards to ABSA's HR preparations for the 2010 FIFA World Cup™
Alberto Swanepoel	Department of Justice and Constitutional Development	2010 FIFA World Cup™ Administrations of Justice Project
Andrew Dhebideen	NDA Consulting Engineers	Strategic Business Risk Assessment of the 2010 World Cup™
Neeraj Sunker	NDA Consulting Engineers	Strategic Business Risk Assessment of the 2010 World Cup™
Kalyani Pillay	CEO: SABRIC	Risks for 2010
Dough Murray	Director Fire Dynamics Africa	Identifying & managing Fire Risks
Justin Hammann	Business Developments Manager, ContinuitySA	ContinuitySA's preparation for the 2010 FIFA World Cup™
Ferdie Mocke	Disaster Management Solutions	Disaster Management Solutions, National preparedness update
Leonard Radzuma	Director: Chief Risk Officer	Risk for 2010
Dave Woodhouse	Perrott Van Niekerk Woodhouse Matyolo Inc.	Labour related Risks specific for 2010

Planning

As with any offering, the project team approached the Continuity2010 project by first defining the requirements and potential value of the offering to our clients. On completion of the above, it enabled the project team to develop and document the necessary and relevant actions to enable the accomplishment of the end deliverable.

It is imperative to the success of any project that a qualified and mandated team be established to execute the agreed project plan. The Continuity2010 project team was hand-selected and the project was owned by management and driven from an Executive Committee level. The team consisted of an experienced Project Manager who ensured that the necessary and required actions be completed and was supported by team of qualified BCM practitioners. Furthermore the team was also supported by skilled employees from various divisions within ContinuitySA including technical specialists, human resource experts etc.

Clearly defined roles and responsibilities ensured that all of those involved focused on their key areas of concern including externally (relationship management), internally (project management activities) and strategically (executive level management).

Execution

The involvement in a project of this nature required diligent focus and attention to detail during all phases of the event. Even more importantly was the establishment of a trusted and honoured communication structure.

The ContinuitySA project team initially assembled as much information as possible to include in the repository, but the dissemination and packaging of information as well as the relevance and importance of this information was largely dictated by the Steering Committee. Also, although the basic portal harboured the structure for the presentation of information, ContinuitySA added all the risks and potential mitigation strategies as per their experience from numerous BCM implementation projects. Again, this was enhanced by information shared between the various members partaking in the Steering Committee meetings – this ensured that the needs of Corporate SA would be addressed. A detailed, strategic planning session was imperative to understand the potential risks and the possible impact of these on the various participating organisations. It was also vital to rank and prioritise these risks, as well as brainstorming on the possible mitigation measures for each of these potential risks.

By prioritising each of the key risks identified and by assigning weighting in terms of the order of focus as per the request of business was extremely important in the development of a “focus framework” that would dictate Committee would drive the project.

The outcome of strategy also ensured that ContinuitySA planned their actions to address the priorities as laid out by the forum. Subsequently, the information on the Portal was organised in similar fashion for ease of use. The Key Operational Risks for organisations were therefore structured as follows:

Key Operational Risks



Each section of the portal therefore had supplement information containing details with regards to:

- Introduction
- Risk Triggers
- Risk Impact
- Mitigation Measures

ContinuitySA engaged with various relevant institutions, organisations and individuals to gather the necessary information that would

assist organisations in preparing for the risk identified and help them develop an understanding of what the potential internal controls are to better mitigate the potential impact. Research was also done via the internet and by accessing various repositories of information available to the company. The information gathered was then disseminated, packaged and presented to the Steering Committee and other subscribers to the Portal.

ContinuitySA also took responsibility for the organising and facilitation of the various Steering Committee meetings and ensured a relevant and topical agenda for each of the sessions held. Initially, the committee was scheduled to meet monthly only; however because of the value derived from the sessions the number of meetings was increased to accommodate a session on a fortnightly basis as directed by the Steering Committee.

The Portal in more Detail

As the focus of the information captured on the Portal centered on risk, it was critical to supply all subscribers with a range of practically usable information including BCM- and event-related information.

The BCM Methodology as well as a self-assessment tool was therefore placed on the website to assist organisations with the development of appropriate strategies and response plans in the event of an operational disruption:

Naturally, the Portal also contained a vast amount of General Information including:

- World Cup Fact File
- Match schedules
- Services
- General security measures
- Accommodation
- Transport and
- Municipalities

Minimising the Impact Through Following the BCM Lifecycle



Information on the nine host cities was also published including

- The identified Business Risks for each of the host cities and
- Detailed information on the High Impact Areas: Stadiums; Fan Parks; Public viewing areas; Training venues; Base Camps and Commercial exclusion zones.

The portal provided the project team with the ideal location to store all relevant Steering Committee documentation including:

- Dates of meetings
- Minutes and Presentations

Trigger Risk Areas

Trigger areas were of special concern as there had been grave uncertainty as to what to expect, since this event had never been hosted before. By focusing on the various trigger areas, the Continuity2010 Portal was able to provide subscribers with information regarding the various zones (i.e. blue, red and yellow zones) as per the FIFA regulations, including mapping these zones on Google Earth for an easy assessment as to their impact on the organisation:

Section:	#:	Section:	#:
Stadiums	10	Fan Routes	10
Base Camps	32	Transport Routes	9
Training Grounds	32	Stadium GREEN Zones	10
Venue Specific Training Ground	15	Stadium RED Zones	10
Fan Parks	10	Stadium BLUE Zones	10
Public Viewing Areas	64	Stadium YELLOW Zones	10
Fan Miles	3	Fan Park/PVA Diversion Routes	2
Township TV's	13	Stadium Diversion Routes	2
Park & Rides (Stadiums)	27	Fan Park/PVA Zones	7
Park & Walk (Stadiums)	10	Fan Park: Park & Walk	6
Tented Camps	2	Metered Taxis	3
FIFA Head Quarters	1	People Mover	1
Ports of Entry	20	POWER Grid	



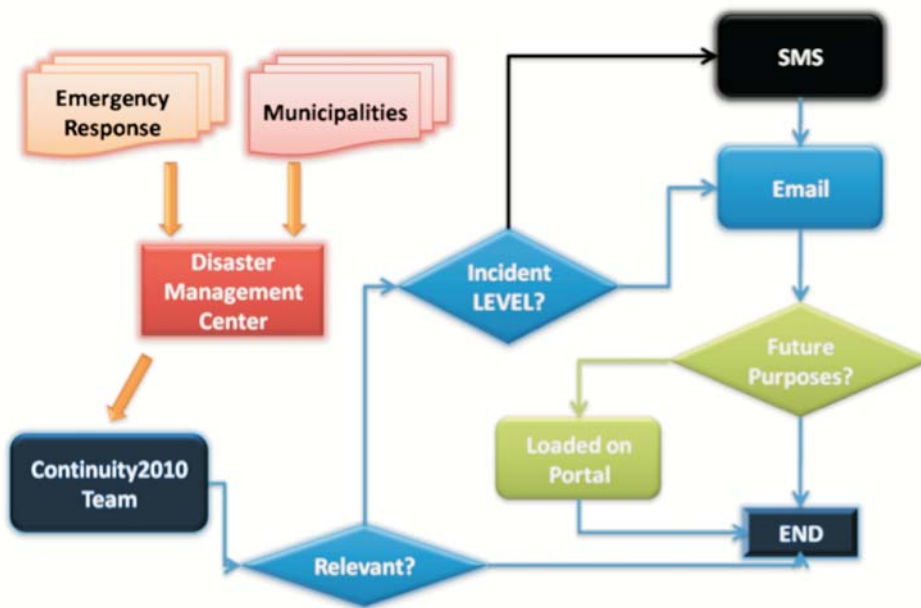
Above: Sample Google Map indicating Zones

Various articles on topical risk related matters were also included on the portal for easy access.

Green line: Inner Perimeter **Red Line:** Outer Perimeter **Blue Line:** Traffic Free Zone **Yellow Line:** Traffic Warning Zone

Communication

During the world cup the project team established a communication framework to ensure that critical information reaches the Steering Committee members as soon as possible. This framework was as follows:



Critical information would be communicated to various members via sms, while less critical information was sent to the audience via email. Information that was relevant for future use was also captured on the Portal.

In order to facilitate a debrief of the various organisations involved in this project, a session was held post the 2010 FIFA Soccer World Cup™ to ensure that lessons learnt, planning triumphs, mitigation achievements and areas of improvement were captured and communicated. Speakers from various industries also shared their experiences with the Steering Committee, resulting in valuable information collectively captured for future reference.

Quality Control

ContinuitySA has adopted a review process as part of any project it undertakes. This is to ensure adherence to the levels of quality the company subscribes to. All information received or researched was first verified with various relevant parties for accuracy and actuality. On confirmation, this was

documented in a manner that was of value to the receiver and on completion, it was submitted to an internal review process before being captured on the Portal and / or communicated to the various stakeholders.



Key Success Factors

There are many Key Success Factors that contributed to the accomplishment of the establishment of the Continuity2010 Portal and Steering Committee, amongst which is the following:

- A well defined project structure with supporting processes and procedures documented and adopted by all levels of the organisation.
- A clear and direct communication channel with stakeholders to ensure relevant and accurate information feeds.
- Healthy relationships with suppliers who were critically important to the establishment of the offering including website specialists etc.
- The ability to action and respond to enquiries immediately because of the dedicated project team involved on an ongoing basis.
- ContinuitySA's access to a vast team of skilled BCM practitioners.
- ContinuitySA's contacts and long-standing relationships with various key leaders of industry.



Vital Learnings

The establishment of the Continuity2010 Portal and Steering Committee proved to be an exceptionally rewarding undertaking to all those involved. Vital learnings from this project include:

- Key risks can stretch across industries. It soon became evident that all members partaking in the Steering committee activities felt more comfortable with their own organisations' individual preparations upon the sharing of ideas, doubts and strategies.
- Even though Corporate South Africa survived the 2010 FIFA Soccer World Cup™ in grand style, all agree that without the necessary preparation and planning processes, including the exercising and testing of BCM Plans, their organisations may have been affected during this period.
- The clearly defined communications structure aided successful execution drastically - especially during the event.
- The adherence to strict Project Management methodologies and standards ensured that all information, documentation and involvement maintained levels of quality acceptable to all those involved.
- The ability to forge relationships with various role-players was imperative and having a team member focusing on this proved to be the best possible strategy.
- The interest shown in the Continuity2010 offering from an international perspective proves that an offering of this nature is a requirement for any major event worldwide.



For more lessons learnt, please log on to www.continuitysa.co.za