



THE TIMES 100

BUSINESS CASE STUDIES

Teacher guide

Contingency planning - Eurostar

Where does the lesson fit?

This session would be used to discuss risk analysis and contingency planning in an Objectives and Strategy or Change Management module



Suggested resources & activities related to contingency planning and Eurostar

- Full Eurostar case study
- Contingency Planning PowerPoint
- Eurostar crossword
- Eurostar word search

Suggested timings for the session

5 mins	Starter e.g. Eurostar word search
5 mins	Use the Contingency Planning PowerPoint to discuss the topic
5 mins	Read the case study
10 mins	Questions
20 mins	Task . risk assessment and contingency plan
15 mins	What have you learned?

Answers to questions

1. Define contingency planning (business continuity management).

Contingency planning is the process that identifies possible unwanted or unexpected events and prepares plans for how to deal with these.

2. Using the case study, describe the different stages within Eurostar's business continuity management.

The stages in Eurostar's continuity management include:

- Identify possible risks (departments)
- Assessing the impact of the events
- Assessing the risk of these events happening
- Identifying management/worker responsibilities
- Co-ordinating business continuity
- Investigating failures
- Communication and training



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3. Explain why it is important to review contingency plans on a regular basis.
Changes occur both within an organisation and in the business environment that mean some risks no longer exist, but others appear. Regular reviews ensure the new risks are planned for and time is not wasted on unnecessary planning for risks which no longer affect the business.
4. Analyse the reasons why contingency planning is so important for businesses like Eurostar.

Contingency planning is important because it:

- Helps to keep stakeholders happy e.g. customers and shareholders
- Helps to maintain a good reputation
- Ensures that the negative effects of any unwanted or unexpected events are minimised, thereby reducing their costs to the business in terms of such things as lost sales and reputation.

What have you learned?

Expected learning would include:

- Definition of contingency planning
- Stages in the contingency planning process
- The importance and benefits of good business continuity management/contingency planning