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COVID19 CRISIS FIRST LESSONS LEARNT

Crisis organization, anticipation, decision making

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CRISIS MANAGEMENT & BUSINESS CONTINUITY

Main key points

1. Preparation and anticipation

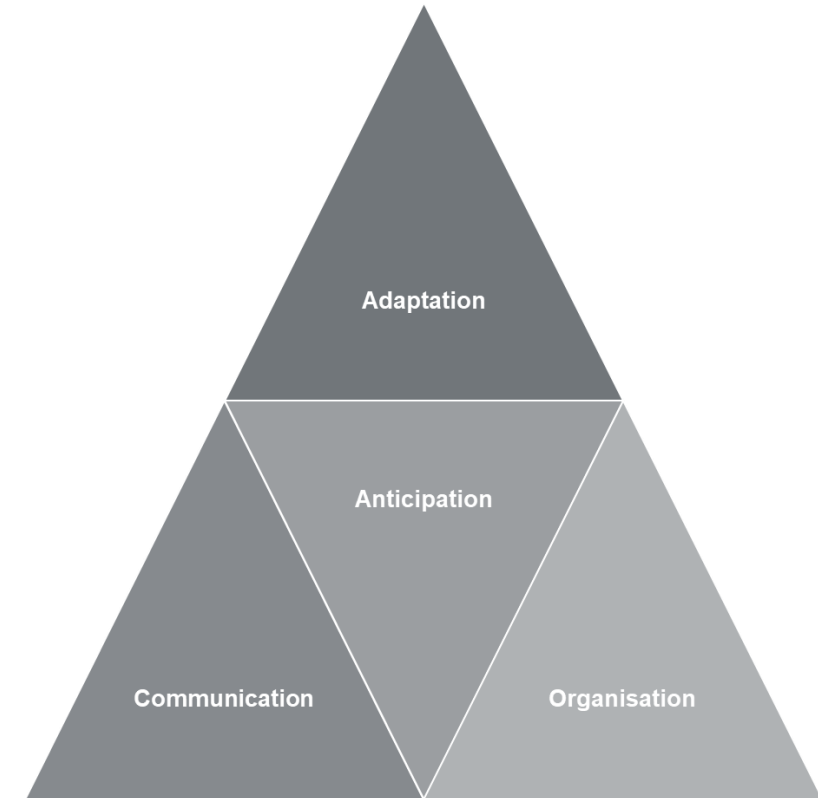
- ✓ Early Warning System
- ✓ Crisis management drills worldwide

2. Crisis management

- ✓ Pyramidal management to establish strategy
- ✓ Agile and flexible organization to assess the situation and react
- ✓ Early and strong coordination with business lines and regions

3. Business continuity

- ✓ Simple and flexible BCP methodology
- ✓ Communicating efficiently
- ✓ Smooth switch to work from home and IT systems remained operational



A POWERFUL NETWORK WITH THE BUSINESS CONTINUITY LEADERS

■ ANTICIPATION : EARLY WARNING SYSTEM & ALERT

- Contributing to the monitoring and warning system
- Update the list of vital activities and the crisis teams mapping

■ NETWORK ANIMATION

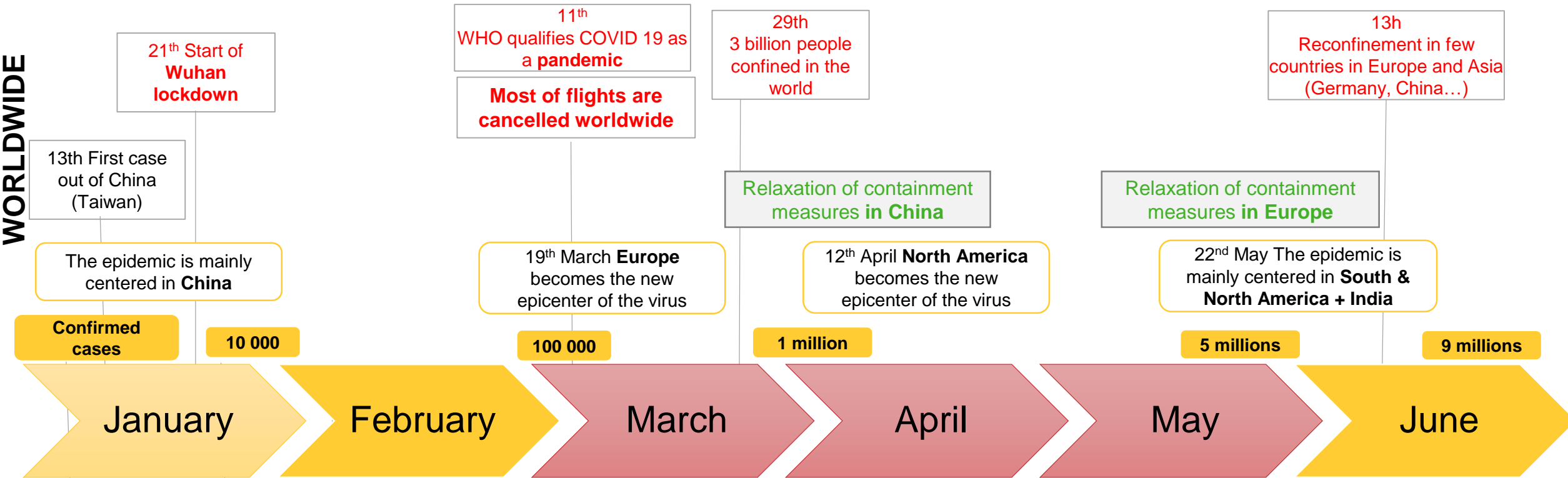
- Share good practices
- Contact or support others BCP Leader if needed

■ CRISIS & BUSINESS CONTINUITY MANAGEMENT

- Promote animation and training on its perimeter
- Represent your Region / Business line in case of crisis (Situation reports & coordination meetings)
- Facilitating the Region's / business line's contribution to resolving crisis situations

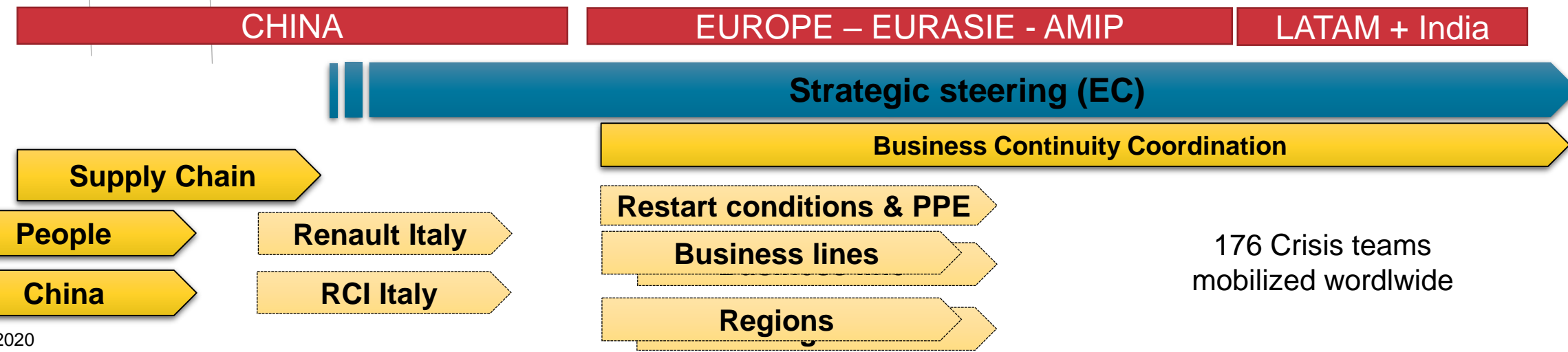
COVID-19 – MAIN STEPS

WORLDWIDE



RENAULT

Crisis & Business Continuity management



Main lessons learnt

Main activities	Positive/Good Points with Current scheme	Negative Points / New Issues
Early warning system & Alert	<ol style="list-style-type: none"> 1) Specific monitoring for China 2) First signals detected at the end of 2019 3) Newsletters 	<ol style="list-style-type: none"> 1) New virus – No information about it 2) Worldwide scope – Large volume of information
Crisis Management	<ol style="list-style-type: none"> 1) Crisis organization - Crisis drills 2) Established worldwide crisis network 3) Quick mobilization of crisis teams 	<ol style="list-style-type: none"> 1) Difficulty to understand the scope covered by all crisis teams due to cross organization
Business Continuity	<ol style="list-style-type: none"> 1) Weekly EC Steering 2) BCP Leaders network at the top level 3) Positive contribution of all 	<ol style="list-style-type: none"> 1) Some time the list of vital activities was established in emergency mode
Business travelers & Expatriates	<ol style="list-style-type: none"> 1) Good anticipation allowed safe returns when required 2) Good coordination with Medical, HR, travel team & Nissan 3) Efficient tools and organization 4) Strong links with countries' Authorities 	<ol style="list-style-type: none"> 1) Difficulties maintaining updated information (Country restrictions) 2) Difficulties updating travel risk map

TOPICS WE COULD WORK ON TOGETHER

- How to maintain a high level of mobilization for the coming months?
- How to progress in managing crises and business continuity from home ?
- What if we add an internet failure?
- How to capitalize on this experience for the next crisis?

THANK YOU