

**BUSINESS CONTINUITY PLANNING AND RESILIENCE OF
DODHIA PACKAGING KENYA LTD IN THE COVID 19 ERA**


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DECLARATION

This research project is my original work and has not been submitted for examination in any other university.


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This research has been submitted for examination with my approval as the University Supervisor.


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DEDICATION

I dedicate this project to my Wife Feline, My son Matthan and my daughter Nomi for their invaluable support, encouragement, and love.

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I am sincerely grateful to God for graciously granting me good health and the opportunity to complete this course and undertake this research paper. Special thanks to Dr. Caren Angima, who closely guided me throughout my project and made this project a success.

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ABSTRACT

This study was undertaken to assess the effect of business continuity planning (BCP) on the resilience of Dodhia packaging Kenya Ltd (DPK). Resilience theory, stakeholder theory of crisis management, open systems theory and contingency theory were used in the study. Case study research design was used in the study. The study targeted five heads of departments at DPK: Finance, Operation, Information Communication and Technology (ICT), Procurement, and Human Resource Managers. The primary data was collected using an interview guide. Content analysis was used to analyze the data. On the business status before and during the Covid-19 pandemic, the study found that even though Dodhia packaging Kenya Ltd faced competition from other industry players, the business was fairly progressive before the pandemic. The operations which were most affected by Covid-19 at DPK included functions such as procurement, sales, finance, production and human resource. Regarding the availability of the BCP on Critical Operations at DPK before Covid-19, the findings showed that a business continuity plan had been in place that covered so much on preparedness such as fire and flood. The findings further revealed that production had reduced to 80%. As such, having the BCP in place helped DPK to survive the impacts of Covid-19 even though its operations were interrupted thus affecting their performance. On the role of stakeholders in restoring business operations post Covid-19 pandemic, the study found that DPK could respond to the pandemic requirements by developing new products such as sanitizers and hand wash materials. Proactivity by DPK in terms of responding to the Covid-19 pandemic helped the organization to re-strategize to survive the impacts. The study concluded that the DPK's BCP played a role in its resilience during the Covid-19 pandemic. It was further concluded that the availability of business continuity plans for the critical operations helped during these unforeseen events as it enabled the organization to come up with strategies which helped the business to remain afloat. It was recommended that DPK should ensure that their core production activities can exploit their key raw materials locally and not depend on importation and that the company should adopt the comprehensive use of modern technology to ensure lean management in production.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Business Continuity Planning is an organization process-wide approach to crisis management (Herbane, 2010). Business continuity planning emerged as a response to ensuring the continuity and protection of key business activities such as revenue generation, employee confidence, restoring the critical value-generating activities of an organization's essential customer services, shareholders, and the public image (Herbane, 2010). Studies have suggested that the adoption of business continuity planning by organizations helps them protect and enhance their value. Its focus should be centered on protecting and restoring an organization's key functions and processes, and it is operational. The Covid-19 pandemic has disrupted companies worldwide, affecting their operations and performance. Companies should develop Business Continuity Plans (BCP) that will adapt to the changes that have been witnessed within the Covid -19 Era. Therefore, the BCP's framework becomes essential to enable the firms to know how to respond to both the internal operations of the organization and the external environmental effects. The BCP's will enable the manufacturing firms to understand how the Covid-19 Pandemic affects the business revenue and how this ultimately affects the business operations.

This study is based on the Stakeholder Theory of Crisis Management by (Mitroff et al., 2004), Contingency theory (Scott, 1992), Open systems theory (Galbraith & Lawler, 1993), and theory of Resilience (Garmezy, 19S91). Stakeholder Theory of Crisis Management argues that stakeholders' power or influence on the financial value is not because they are included in the response and crisis preparation but because of the potential and possibility for injury. The basic principle of the theory of contingency is that the organizational environment in which the firm operates determines the best way in which it can organize. Whereas the theory of Open Systems argues that essential resources responsible for sustaining the organization are provided by the environment, which can lead to its survival and change. Resilience theory outlines the strategies that organizations can adopt to strengthen their ability to bounce back in cases of a disaster.

China became the first country to report Covid-19/SARS-CoV-2, the coronavirus, in December 2019 in Hubei province, Wuhan City (WHO, 2020). This marked the beginning of a pandemic that affected most people's lives and most organizations' operations worldwide in the early 2020s. In respect to Kenya, there have been disasters such as drought, floods, fires, acts of terrorism, unarrest of 2008 post-election violence, among others that often result in the disorganization of the livelihoods, human and economic hardships, closure of business operations, and sometimes relocation of businesses and even loss of properties and lives. Therefore, it is crucial to have policies to curb these disruptions, which have significantly impacted the fragile Kenyan economy and businesses and their operations in the country. To reconnect to the pandemic experience of Covid-19, most manufacturing companies have experienced business disruptions related to, among other things, the supply chain, labor, cash flow, consumer demand, marketing, and communication (Donthu & Gustafsson, 2020); thus, the research interest in the area of the resilience of such firms.

1.1.1 Business Continuity Planning (BCP)

The process of Business Continuity planning offers a framework to build the resilience of an organization and helps as a tool towards an effective response that ensures the protection of the brand of the organization, its value, the stakeholder's interest, and their reputation holistically (Woodman & Hutchings, 2010). BCP plays a critical role as an interactive process by ensuring the continuation of the policies, plans, strategies, procedures which were designed and identified as mission-critical business functions in the occurrence of unforeseen events. Irrespective of the similarities which can be witnessed within firms and industry to industry, each organization is special and unique in its nature and hence should have a BCP that is unique to its operations (Nickolette & Schmidt, 2001). The application of BCP contains all the phases that lead to the resilience of the organization by ensuring that the required information is provided and compiled, the collection of the necessary procedures which are maintained in place to be used in the event of a disaster or emergency, and the process would include the preparedness in the situations of unforeseen circumstances (Rozek & Groth, 2008). Rozek and Groth (2008) observed further that business continuity planning could only be complete once created and tested. It has an organizational plan that helps it recover from any form or situation of a disaster.

Business continuity planning should be clear on what the organization wants to achieve, its delivery plan, timeline outlining the frequencies or when to act on the framework, persons responsible, tracking and reporting mechanisms, Resources to implement the plan, and possible risks, if any. Manufacturing firms must embrace new ideas to survive under the new normal. The BCP should involve all stakeholders in the field for effective implementation and acceptance within the organization. Continuous review of the BCP is of great importance so that in case of any issue arising, appropriate adjustments can be made.

The BCP is necessary to all firms irrespective of their sizes, and once adopted, they should be able to help in the continuity of the operation of the business amidst calamities. The BCP framework always ensures the resilience of the business. Effective BCP should be clear, concise, and tailor-made to the need of that firm. The top management should be included in the BCP process since they are the team that comes with the policies and frameworks to respond to these uncertainties and is ultimately responsible for the recoveries in case of any eventuality. The team responsible for implementing the BCP should ensure that this process encompasses the entire organization and not business recovery only.

Comprehensive preparations and planning in business continuity planning help the organization identify the potential of business losses. Organizations should come up with and formulate practical recovery strategies that will help come up with the business recovery plans, which ensure that in the event and times of crisis, the organization services continue their operations. The BCP program should be detailed and maintained (BCI,2008). This will therefore provide a road map towards enterprise resilience.

1.1.2 Concept of Pandemics

Every now and then, the world has experienced various pandemics that impacted the entire business world. Generation after generation has experienced pandemics in the history of human lives (Ferguson et al., 2020). The pandemics, including Pandemic Influenza (Flu)-1968, Asian Flu 1956-1958, and Flu pandemic, shook the whole world and witnessed the loss of human life and business. As such, they were recorded in human history to have had a negative impact on human life, and hence the primary concern should be on how the

organizations can continue operating during such times of business disruptions. Many businesses were shattered, World economies collapsed, and great hunger was witnessed in the entire universe. The only nations that were able to stand were the ones who quickly revised their strategies and adopted the relevant techniques to proceed as per the prevailing conditions. The current pandemic being witnessed in the world is Covid -19, which has shattered the world economy. International Monetary Fund projected that there would be slow growth in the global economy by about three percent in 2020 (International Monetary Fund, 2020).

Ideally, with such projections, there is a greater chance that the Covid -19 pandemic can cause a global economic recession. Various institutions such as Organization for Economic Cooperation and Development's annual global GDP growth was also projected to have the potential to drop by 2.4% in the year 2020. Countries such as China had to revise their market growth projection from their initial percentage of 5.7% in November 2019 to a lower figure of 4.9% in March 2020. This was because of the negative growth in the first quarter of 2020. These global Impacts in the businesses will have an impact on the manufacturing sector in Kenya.

1.1.3 Organizational Resilience

Ideally, the manufacturing industry has experienced tremendous growth over the past years and is currently embracing the fourth industrial revolution. However, the emergence and outbreak of the Covid-19 virus pandemic has abruptly broken the speed and progress of the previously rapid development, with effects spreading across to global supply chain (Kamarthi & Li, 2020). Resilience is an essential aspect that ensures the existence of harmony within relationship contexts as well as within systems, while equally establishing a potential state in the measure of such systems and their capabilities in absorbing various reorganizations, including state variables, parameters, as well as driving such variables towards a continued operational perspective.

Therefore, an organization's resilience will determine the enterprises' ability to withstand these mistakes of unplanned disruptions and adapt its procedures and parameters to survive. These can only be achieved if the firms have a clear recovery policy that is tailor-made as per the situation being experienced. The firms should revise their strategies to keep up with

the Covid -19 pandemic effects, impacting ordinary business operations. The business disruptions sometimes become disastrous and, if not well contained, lead to the entire organization's collapse.

Organizational resilience should encompass every aspect that plays a role in the running of the business operation. The organization management should be able to bring on board the practical policies and adapt to the changes in the business scenario. Since the emergence of the Covid-19 pandemic, various teams within organizations have been researching the pandemic's impact on manufacturing businesses and the possible mechanisms that such enterprises need to put in place to remain afloat (Kamarthi & Li, 2020). Leaders within such organizations should demonstrate their commitment by involving everyone in this process of recovery from various disruptions. The organization's resilience highlights the procedures to be taken in business disruptions and the implementation of strategic crisis plans to ensure the continuity of the organization's operations. The process should be clear and well defined to the organization's core strategies to meet the goal of the business continuity planning.

Establishing an understanding of what areas are most affected is vital to addressing the challenges experienced. As is common in most instances with the manufacturing industry, the production and logistics units are usually the most affected because such manufacturing stages have a high dependency on human operators (Kamarthi & Li, 2020). The organization should know the people they want to involve and demonstrate the qualities needed to operate. The goal should be for a clear relationship within these measures to ensure the organization's resilience amidst the uncertain business environment.

Therefore, to continue operating during uncertain business periods, the companies need to develop risk mitigation procedures to ensure they can bounce back to their regular operation within the shortest time possible no matter what kind of business disruption. It is only possible to achieve this if proper resources are placed and the top management gives the necessary support towards making the Companies as resilient as possible.

1.1.4 Dodhia Packaging Kenya Ltd

Dodhia Packaging Limited (DPK) is a key player in the packaging companies in East Africa. They are mainly focused on the manufacturing of corrugated boxes. They are

involved in the whole process of designing and developing their products and ultimately ensuring volume production. DPK has a variety of unique products and services for its base customers. The company has invested heavily in the professionals to do manufacturing and prides itself on having an experienced packaging industry team and state-of-the-art manufacturing facilities. They strive to offer their customers excellent services and quality products at competitive prices (Dodhia Packaging Ltd, 2021).

Dodhia Packaging Kenya Ltd (DPK) was founded in 1974. DPK is in Nairobi on Kampala Road within Industrial Area. It is part of the Pulp paper and Paperboard Mills Industry and is estimated to have around 229 employees. Over the years, Dodhia Packaging Ltd has been progressive in its volume production and its capability to develop a variety of quality products. They initially used to produce 350 Tons per month but have progressed and now producing 1200MT per month over the years. This was made possible because of their investment in the latest technology in machines which comes with a high speed. Due to the increasing demand for packaging in the food industry, Dodhia Packaging Ltd developed a Die-cutting machine to meet the demand in this sector. The company has also invested in 3D printing machines that use the latest technology to mix colors.

Dodhia packaging's primary customers are mainly from East Africa. They have managed to survive in this packaging field because they believe that their customers are their priority and ensure that they give them quality services and products. They also ensure that products are delivered as per the agreed time limits and competitive prices. The company has developed various courses to ensure that they maintain a better relationship with their suppliers, customers, and society. They have become a broad supplier to various companies such as; Menengai Oil Refineries; Eveready Batteries; UDV (K) Ltd.; EPZ Companies; BAT (K) Ltd.; Bata Shoe Co. (K) Ltd.; PZ Cussons East Africa; Bidco Oil Refineries Ltd.; Sameer Africa Ltd.; Caltex (K) Ltd.; Nestle Foods (K)Ltd.; Glaxo Smithkline; Magana Flowers; Gatoka Ltd.; Primarosa Ltd.; Lake Flowers; Ketepa Ltd.; Everest Enterprises; Vegpro (K) Ltd.; Delmonte (K) Ltd.; Sunripe (K) Ltd.; Exports; House of Eden - Kampala, Uganda; Picfare Industries Ltd. - Kampala, Uganda; Polyfoam Ltd. -Arusha, Tanzania; Bonite Bottlers Ltd. - Moshi, Tanzania; Bidco Uganda Ltd.

Dodhia Packaging Ltd has managed to also invest in the ISO certifications. They pride themselves on having implemented and maintained ISO 9002 Quality System since 1998. They have ensured that assessment of this Quality System is carried out at least twice every year by Bureau Veritas Kenya Limited (BVQI). DKL utilizes and keeps to various standards that ensure the production of quality products. These quality standards include: -Kenya Bureau of Standards specializing in the quality of paper and paper products KS03-948, International Standards on scanned paper: - SCAN STANDARDS and FEFCO STANDARDS.

DPK has had a vital role in the economy's growth by providing employment and locally procuring raw materials. To this aspect, the resilience of this firm is not only a matter of interest to the shareholders but also of significant importance to the whole nation at large. Dodhia Packaging Ltd has had to revise its strategies during the covid 19 era pandemic. Their focus involves establishing how their external environment affects their internal business operations, how these external environments affect their revenues, human resource, and further interest in what opportunities they could drive in this covid-19 Era through the SWOT analysis and scenario planning. It is for these business disruptions during the Covid 19-Era that it became of great interest to learn the effects of DPK's business continuity plan on their organization's resilience.

1.2 Research Problem

Business continuity is critical for all business organizations. Academia and companies have often studied this topic and upheld that Stakeholders play a vital role in any organization and hence are of keen interest to any business firm. Previously, lean manufacturing was one of the mechanisms used by businesses in ensuring continuity during pandemics, as is the case of the Covid-19. Such a mechanism focused on minimizing operational wastage has continuously been used to deliver favorable results, including increased profits, enhanced customer satisfaction, reduced operating costs, and decreased cycle time, among others (Abdallah & Abdallah, 2021). The Covid-19 pandemic has immensely affected business through various disruption aspects, leading to unexpected factors, which have significantly interrupted business continuity. The pandemic led to the restrictions of movements and prohibitions of various activities due to the rapid spread of the COVID-19 disease. This led to adverse effects in the production and service processes. The business

world was in a panic since people had to work remotely from home as the various responsible authorities advised.

Whereas most of the manufacturing industries stopped operations as attributed to the Covid-19 pandemic, Dodhia, despite having significantly been affected, established appropriate strategies and mechanisms in the shortest period to ensure business continuity, and a such, a critical case for this specific study. During this period that every company wants to show their potential, those without business continuity plans have had a setback since they do not have proper plans for the continuity in production, including specific lean tools that ensure their arrival at optimum performance at each project's completion through an established optimization framework, thus necessitating the importance of business continuity planning (Abdallah & Abdallah, 2021).

Different studies have been done on business continuity planning. Akinbola (2018) carried out a study on creating a Business Continuity Plan and the ability to explore Business Continuity Management in Finland. The study found that because of the integrations of the systems, most organizations understood that their business is more reliant on IT than the previous years and suggested that more attention should be given to the business continuity plans to reduce the chances of prolonged wastages during the disruptions. Haren (2020) did a study on the business continuity during the outbreak of the covid-19 pandemic. The study was based on SME's located in Twente, focusing on assessment of their survival during this period of pandemic disruptions. The findings suggested that the implementation of procedural response strategies and the flexible response had minimal effect on diminishing the operational damage caused by Covid 19.

İrkey & Tüfekci (2021), in their study on knowledge management and the importance of business continuity during the 2019 pandemic, established that companies improved their business performance as they initially projected, and they were not affected by the pandemic. Kavonga (2017), in a study on Business continuity plans on ICT and the service delivery of Insurance Companies in Kenya, used a descriptive research design by questionnaire to collect data in the study. The study found that many of the Insurance Companies' most significant challenges were ignoring the business continuity plans on

ICT. It was not considered an essential strategic requirement for the Companies. To fill the knowledge gap that exists, this study sought to answer the question, how did business continuity planning impact the resilience of Dodhia packaging Kenya Ltd?

1.3 Objective of the Study

The objective of this study was to assess the effect of business continuity planning on the resilience of Dodhia packaging Kenya Ltd.

1.4 Value of the study

This study sensitizes DPK on the best practices in their operations to be resilient during unforeseen business disruptions. Based on the findings of the study, DPK will be in a position to redesign and review its strategies to operate with the new normal during their Covid-19 Era.

To the manufacturing firms, the study will be beneficial in coming up with the policies for the survival of the various enterprises within this sector. The leadership in the manufacturing firms should be able to learn about the gaps in their various sectors and have procedures for mitigating these risks to enable them to recover as quickly as possible in any future operation disruptions.

This study will also benefit the policymakers both in the private and government entities. The discussion on business continuity planning could provide policymakers the knowledge in disaster preparedness areas and develop comprehensive disaster management policies that can be of good use to the whole nation. Those in the private sector can use the research finding to lobby various stakeholders to develop legislation to be used in manufacturing firms.

The study will also be of importance to the academicians. By contributing to the body of literature on the effect of BCP on firm resilience, the study will form the basis upon which future academicians will formulate their studies. The study will also contribute to the existing literature on business continuity planning.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the theories on which the study is based are discussed and analyzed. The chapter is systematically organized to bring out the background of the study, the empirical review, and the knowledge gap in the study.

2.2 Theoretical Foundations

The concept of Business continuity planning has attracted the interest of researchers, practitioners, and scholars over the years. In their contributions, scholars and researchers have developed theories supporting business continuity planning to make organizations resilient. The primary purpose of these theories is to help in the application and filling gap in the study. This study addresses four theories: Resilience Theory, Stakeholder Theory of Crisis Management, Open systems Theory and Contingency theory.

2.2.1 Resilience Theory

Norman Garmezy is one of the contributors to Resilience theory. According to Garmezy, incapacity or initial retreat by an organization upon initiating a stressful event resilience can be used to reflect the ability of the organizations to maintain adaptive behavior and recover from such events (Garmezy, 1991). There have been three types of phenomena used by the term resilience: The individuals who were able to recover well after receiving and experiencing traumatic events, the persons who had more favorable outcomes than the expectations even though they belonged to high-risk groups; and the persons who despite the life stressors were capable of having positive adaption (Masten et al., 1990)

Resilience theory has been used by organizations in building their business continuity planning which assists in coming with parameters to make the organizations resistant to failure. Buzzanell (2010) noted some five key elements that organizations can apply to enable them to bounce back, taking advantage of the opportunities while giving less effort to the negative ones, having alternative ways to work, maximum use of the communication networks available, the identity of the anchors in which the organization is based and crafting the normality during the unforeseen situations. Critics of this theory argue that

excessive resilience associated with high hopes can sometimes lead to undesirable outcomes. Therefore, resilience theory was used in this study to explain how Dodhia has applied / can apply different strategies to remain resilient during disruptions such as those brought about by Covid-19.

2.2.2 Stakeholder Theory of Crisis Management

This theory was developed by (Mitroff et al., 2004). Theory of Crisis Management argues that it is not because of the influence on financial value or power that the stakeholders are included in the responses and crisis preparations but because of potential injuries. This theory reflects and points to how managers operate hence viewed as managerial (Freeman, 1994). The managers, therefore, have to know the purpose of the firm and their responsibilities in making that the organization continuity operating as per the interest of the shareholders. Freeman and Reed revealed that an organization has two groups of stakeholders, each with unique needs and expectations (Freeman & Reed, 1983). The first group of stakeholders are those affected by a firm's operations and mainly consist of communities that share a neighborhood with a firm. The second group of stakeholders are those who provide resources to support a firm's operations.

The theory supports how managers understand the core interest of the shareholders and the creation of the business. The stakeholder's theory therefore, ensures that the organization operates and honors the agreements with interested parties. Critics of this theory argue that it is difficult to separate the shareholders from managers hence the conflict of interest. Inkpen and Sundaram observed the difficulty of solving the disputes within the stakeholders and emphasized treating people of different groups and interests (Sundaram & Inkpen, 2004). Therefore, the stakeholders' theories point out that the stakeholders have an impact on the organization depending on how the management relates with them. Many firms have used the stakeholder theory to develop and run their businesses. Companies that have consistently used this theory include Lincoln Electric, AES, Google, eBay, J&J, and various companies featured in *Built to Last* and *Good to Great* (Collins, 2001; Collins & Porras, 1994). The theory is applicable in this study because it will illustrate the interest the shareholders have in the company's resilience. In this study, the theory helped explain how the stakeholders used their influence and resources to ensure that their business

remained resilient during the pandemic. For example, the stakeholders of Dodhia used the reserve account to ensure that the company stays afloat during the covid-19 pandemic.

2.2.3 Open Systems Theory

Open systems theory argues that environments where the organization is situated significantly influence its operations (Galbraith & Lawler, 1993). Political, economic, and social factors are some of the forces exerted by other organizations that operate in the same environment. The various resources for the survival and existence of multiple organizations are provided in their environment. According to (Scott 2002), various communities and organizations would want to conduct their businesses and influence and change their external environment. These communities and organizations influence and change each other over time since they are open systems.

People involved in running these organizations are also considered to be open systems. They are capable of changing and influencing their external environment through their actions, and at the same time, the external changes also affect the way they operate. To the employees, the organization is their immediate external environment. For the change to be noticed, there should be an increase in the value of employees and the external environment. People are not stagnant and will always change their mind on their decisions, including what goods and services they purchase and how they will buy them (Salancik & Pfeffer, 1978). Socioecological change has had an impact and increases because of globalization, technological change, and deregulation. These factors, therefore, ensured stiff competition for communities and organizations, causing uncertainties unprecedented business turbulence. Critics of this theory argue that it is not practical since it does not explain the relationship between the social system and the organization and fails to offer the framework applicable to all organizations. Dodhia is centrally located at the heart of the nation's manufacturing hub, the Industrial area, and stands to lose significantly from the effects of the Covid-19 pandemic without establishing appropriate mechanisms, as is the case of other neighboring businesses. The theory is relevant to the study as it helped explain how stakeholders took advantage of the environment created by the Covid-19 pandemic to remain relevant and resilient. For examples Dodhia took advantage of the opportunities created by the Covid -19 pandemic by venturing into the making of the packages for the sanitizers hence a new source of income to keep the business operating.

2.2.4 Contingency Theory

The contingency theory is best applied at the structural level of analysis in an organization and is an open system model, rational, theoretical, and dominant (Scott, 1992). This theory argues that the best way in which the organization can organize itself will depend on its structure and operational mechanisms, which as is the case in most situations, applies specifically to the organization under study. The founders of this theory believe that the nature of the environment to which an organization relates will define the best way to organize it (Scott, 1992).

The theory of contingency makes two assumptions in its application: First, there is no equally effective way of organizing, Second there is no singular best way to organize (Galbraith, 1973). There have been contributions of research by the approach of the theory of contingency to establish in the organizations and management the distinction between the 'organic' and 'mechanic' forms of operations (Burns & Stalker, 1961). The standard technology and stable environment were associated with the mechanical form. On the other hand, the changes in technology and the turbulent or unstable environment were related to organic form. In other subsequent studies, it was also established that an organization had different demands due to technical systems and the different types of technology used in the organization. Theory of Contingency can therefore be applied by organizations to study how organizations operate in different environments. Critics of this theory argue that it lacks flexibility since it fails to explain what should be done in a mismatch in the workplace. This study used this theory to describe the importance of structures, especially in responding to situations like the pandemic. For example, Dodhia could use the theory to explain on the changes in work arrangements and structure such as work from home necessitated by Covid-19.

2.3 Business Continuity Planning Strategy

Croy & Geis (2005) defined business continuity planning as a means of identifying various risks and vulnerabilities and having measures in advance on how to mitigate these uncertainties, accepting, or assigning them in the event of business disruptions. BCP, in recent years, has played a vital role as a component of corporate risk management initiative

so has to have an environment where the businesses can operate under the adverse conditions by applying appropriate business continuity and management plans, the relevant recovery objectives and various appropriate resilience strategies (Garmezy, 1991). The phase of planning and prevention helps in understanding the types of risks a business face and ensuring employee safety, avoiding financial losses, and protecting profitability through the minimization of downtime, thus maintaining the company's reputation. An organization, therefore, develops various strategies to ensure the continuity of business operations.

ASIS International (2006) referred to Disaster preparedness as the measures that involve applying effective preventive actions to curb the adverse effects of hazardous situations, rehabilitation, and recovery to ensure the timely delivery of assistance and relief following a disaster to organizations. This phrase captures the initial response to the disruption caused in the organization by ensuring the protection of all the interests of the business from any further harm. Such an aspect works in the perspective that the leadership and the business continuity and disaster recovery team(s) meet to determine the most critical resources to the business. The two groups also work together to identify the assets that must be safeguarded and decide which business functions need to be restored first.

The Federal Emergency Management Agency of the United States (FEMA) defined disaster recovery as the "ability to put the organizations to a normal state as possible using non-emergency measures following a disaster by ensuring the return of all systems whether formal or informal to normal operations. Disaster response will provide detailed and comprehensive strategies that the organization needs to follow before, during, and after the disasters. The business continuity planning outlines how the business will continue operating after a disaster.

Haddow and Bullock (2006) observed several changes in business continuity planning and noted that terrorism had become a real threat to the survival of business entities; the decentralization of business operations, employees physical safety concerns, the disaster impacts in the regional areas where the businesses are located, the relationship of the

stakeholders on which the business depends for their survival and protection of critical data backup and the adoption of the disaster preparedness as an essential strategic business role. Researchers believe that for effective business continuity planning to make an organization resilient, there is a need for collaboration between the stakeholders.

Business continuity planning strategies will play a key role in financial decisions to make more organizations resilient. Such strategies include establishing disaster recovery command centers, each with a designated leader from the business continuity team, incorporating redundancies that will help the company continue operating, such as backup suppliers, transportation companies, or secondary production facilities. Other strategies are coordinating the overlapping business continuity efforts to ensure that expectations are known and aid in any relevant disaster recovery actions. Cultivating partnerships with local first responders and utility providers is equally important.

A survey done in 2011 of 1,054 top financial executives found a 41% increase in the responsibilities related to business developments and strategies in the previous one and a half years (Dana, 2011). Human resources, operations, customer services, risk analysis, information technology were other areas where a significant increase was noted. These top financial executives' noted expansion in responsibilities revealed the importance of building an organization's resilience. This paper therefore, outlines the systematic approaches of business continuity plan that can positively impact the strategic resilience of the organizations.

2.4 Empirical Review and Knowledge Gaps

Maina (2012) studied the Deposit-taking Microfinance institutions in Kenya to ascertain the effects of business continuity as a strategy for building resilience amongst themselves. The targeted populations were the Six Deposit-taking Microfinances licensed by the Central Bank of Kenya as of August 2012. The study's finding was that the licensed Deposit-taking micro finances in Kenya had adopted formal business continuity Planning in their operations. The study further noted that the adoption of the business continuity plan was positively correlated to the priority given to this strategic plan, the available technical capacity, executive attitudes, the regulatory environment, and knowledge towards the application of the business continuity plan in these organizations. The findings also

highlighted to the citizens the long-term security of their funds based on the managed proactive and the risk mitigation measures. The study concluded that for the deposit-taking micro finances to strengthen their long-term resilience, they had to adopt the business continuity planning by ensuring that all their goals were met despite the disruptions to normal operations.

Although the critical sections such as human resources, ICT, energy resources, supply chain and financial resources identified by (Maina, 2012) for business continuity planning are general to most organizations, the strategies adopted to limit business disruptions vary from one organization to another. The strategies pointed for each section in this study may mostly apply to financial institutions and not necessarily manufacturing companies with technical processes.

Peterson (2018) focused on small businesses to determine the strategies used in financial recovery during natural disasters. A qualitative and multiple case research design was used to investigate the financial strategy used by the three investors of small business restaurants that helped them in the business recovery of the natural disaster such as Hurricane Katrina in New Orleans, Louisiana. The theories used in this study were planned behavior theory, theory of reasoned action, and vested interest. The findings were that the owners of these restaurants were helped to prepare for the natural disasters because of the strategies they applied, such as having funds on hand, strategies on communication, disaster planning, and strategies on flood deterrents, thus had sufficient resources in capitalizing on the risks to mitigate any disruptions to their everyday operations.

The study by Peterson (2018) focused mainly on physically destructive disasters like Hurricane Katrina and centered mainly on the well-being of the employees. There are other aspects of the disaster that are as important as the employee's welfare. These include the supply chain, operational issues, government regulations e.g., restrictions and curfews, and critical infrastructures such as roads, sewerage systems and power lines that could be beyond the control of a single business enterprise. Moreover, its recommendations are only beneficial to small enterprises with little financial investments. These may not work for large enterprises with critical interlinked business aspects.

Sawe (2013), in her research work at Miale Education Center, focused on business continuity management as a critical strategic consideration for business operations. The study provided a framework to ensure customer service continuity, reputation, brand protection, and measures to ensure the resilience of the business in case of any eventuality. The researcher used a case study method, which allowed the use of both primary and secondary data. The study explored the various measures and policies the school has put in place to prevent or mitigate any impending disasters. The study found that the school's disaster preparedness policies were derived from the school's strategic plan. However, to ensure continued learning processes in the event of a disaster, the implementation of the strategic plan should be given priority. It would be necessary for comparison purposes, if the same research work could be carried out in an organization with similar business continuity strategic plans and which has gone through a disaster to monitor their applicability.

Murshid (2014) studied the survival strategies and Business Continuity plans applied by downstream Petroleum companies in Kenya. A cross-sectional census survey, with a target population of 71, was adopted in this research work to include all the oil companies' views on their business continuity strategies. The study found that customer demands, competition, corporate governance, and market regulators as the main factors affecting the business continuity approaches at the petroleum oil companies in Kenya. Loss of IT capacity, staff turnover, and loss of skills brought about challenges on business continuity driver adoption. In the emphasis of these findings, the study recommended that since most of the downstream oil companies in Kenya have had success in the application of business continuity strategies so far, there is a need to concentrate on how the downstream petroleum companies expansion strategies are affecting their performance, and to what extent competitive advantage are affected by the product substitutes. Given the dynamic nature of the energy sector in the country in which the petroleum oil companies are operating, the study recommends strict adherence to sound business continuity strategies, especially in applying the strategies to all the involved businesses, regardless of size.

Although the survival strategies researched on by (Murshid, 2014) are general, the research work was limited to the petroleum industry, thus the findings may not necessarily reflect

the resilience of other sectors e.g., manufacturing, to business disruptions. Moreover, the data collection method questionnaires, may not have been exhaustive. The use of questionnaires may limit the depth and richness of the findings. An interview provides opportunities for critical follow-up questions that could greatly enrich the findings. The study also fortunately focused on oil companies that had success with business continuity planning. A study on companies who have not had great success with their BCP would give perspectives on BCP approaches that don't work.

Husin et al. (2018) explored the factors that contribute to the success of business continuity planning in Malaysian universities. The study's findings indicated that the contingency approach and risk management are related to business continuity planning, and thus it is relevant to business continuity management. Therefore, these two approaches, risk management and contingency approach can explain business continuity planning. In so doing, it was found out that risks have to be identified in all parts of the system and should not be taken lightly, as that provides an organization with a proper hierarchical procedure on mitigating the risks based on their effects, starting with those with significant effects towards ending service provision to the least. Such an aspect ensures that an organization focuses on its essential needs for survival rather than all needs, some of which are not critical to immediate needs during a crisis. However, the study had a limitation in that different risks affect organizations differently and hence the contingency approaches should be tailor-made to the specific risks. For example, contingency approaches to cyber-crime may not apply to other threats such as the Covid-19 pandemic.

Mafabi et al. (2012) researched on the effect of innovation on the relationship between organizational resilience and knowledge management in Ugandan Parastatals. Mediation analysis was used in the study while collecting data by adopting the cross-sectional design procedure. The empirical evidence was generated from the less studied phenomena in the Ugandan parastatals. The evidence pointed out the powerful influence of organizational innovation in building the resilience of the organizations based on knowledge management. The findings indicated that the innovation influenced the business resilience, and organization resilience was not affected by knowledge management except through the

cases of innovation complete mediation. This suggests that for parastatals to improve their level of resilience, the organization's innovation should be included. From the findings, adapting to the new normal and ensuring success lies in an organization's ability to constantly innovate to develop more viable solutions depending on the circumstances in place. Innovation ensures that there is always a new way to perform tasks, regardless of the situation at hand. There should be a research on the organizational resilience of an organization that has built their innovation capacity to validate the findings of the research work by (Mafabi et al. 2012).

Furthermore, the study by Mafabi et al. (2012) is not specific to the nature of risk, threat, disruption, or shock that could test or affect the resilience of these parastatals and could have varied effects on the organization. Moreover, the operations of the parastatals vary from one sector to another, which should be taken into consideration. This research work could also be limited in design. It depended solely on questionnaires probably due to the sample size and data analysis tools. This may not have provided room for follow-up questions. The research work also employed a quantitative cross-sectional survey which needed a bigger sample size for the parastatals or even the private sector for comparison to investigate the effect of organizational innovation on organization resilience in both sectors.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology. Mugenda and Mugenda (2003) suggest research methodology as the systems, methods, and techniques applied by a study in gathering data to define the research problem. This chapter covers the research design, data collection methods, and data analysis,

3.2 Research Design

Kombo and Tromp (2006) defined a research design as a format applied to respond to research problems. Further, (Kothari 2004) also highlights it is a way of understanding the object of the study and ensuring that the data is organized in a manner that depicts the purpose of the study. This study adopted the case study method since the primary goal was to establish how business continuity planning is linked to the overall organizational Resilience of Dodhia Packaging Ltd. Yin (1984) has defined a case study as a tool that helps in an empirical inquiry on a contemporary phenomenon within the real-life context when the limits between phenomenon and contexts are not visible, and at the same time, multiple sources are used as evidence. This design was appropriate since it brought clarity in detail to the understanding of business continuity planning importance in the organization's resilience.

3.3 Data Collection Methods

The study was based on primary data collected using an interview guide. The targeted respondents were five heads of departments at DPK: Finance, Operation, ICT, Procurement, and Human Resource Managers. The selected heads of departments were most appropriate since they are the team involved in the company's policymaking. Face-to-face interviews were the most preferred method of data collection for the study as they allowed the collection of in-depth data that would otherwise not have been captured by other tools. Furthermore, it allowed for more interaction and was considered less costly. The interviews were open-ended to make follow-up questions easy and add to the richness and depth of findings.

3.4 Data Analysis

Content analysis was used to analyze the data. Content was preferred for qualitative data as it allows for detailed examination and analysis of human conversation, its objective, the systematic and quantitative analysis of the characteristics of the message (Neuendorf, 2002). Critical analysis is equally important in making inferences about the producers and audience of the texts under analysis. The process is important as it ensures unobtrusive data collection, transparency, replicability, and high flexibility.

Content analysis has the unique characteristic of dealing with various interviews, observations, documents, and evidence in one study. In content analysis, data are represented in words and themes, making it easy to interpret the result. The choice of content analysis method depends on the magnitude on which the researcher wants to reflect the statements in the informants about the subject matter. This will reflect how data are to be collected and equally the number of informants needed. (Burnard, 1991; Polit et al., 2006).

The responses obtained from the respondents were written down during the interview. These were therefore analyzed as per the research questions for the study which were categorized as themes. The findings were therefore presented as per the research questions which guided the interviews.

CHAPTER FOUR

DATA ANALYSIS INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter presents the analysis and interpretations of data collected from primary data on the business continuity planning and resilience of Dodhia Packaging Kenya Ltd in the Covid 19 Era. The primary data was collected using the interview guide as the main data collection instrument. The interview guide contained both closed and open-ended questions and the targeted people were the five heads of departments, Finance, ICT, Procurement, Human Resource and Operations.

4.2 General Information

Dodhia Packaging Kenya Ltd is a manufacturing company focusing on manufacturing corrugated boxes located in Nairobi on Kampala Road within the Industrial Area founded in 1974. Dodhia Packaging Kenya Ltd has customers within the East Africa and covers the 15% of the packaging sector in the Kenya Market. Its ability to have Up-to-date machinery has enabled them to increase its production from the 350 tons which they used to do per month to the current production of 1200 MT per month over the years.

4.3 Analysis of data and findings

The researcher interviewed the five heads of departments, Finance, ICT, Procurement, Human Resource and Operations. The study sought to assess the effect of business continuity planning on the resilience of Dodhia Packaging Kenya Ltd. The following subsections present the findings of the study as per the research questions:

4.3.1 The Business Status pre- and post-Covid -19 Pandemic

This sub-section presents the findings on the comparison between the current status of the business vis a vis the situation before the pandemic.

From the interviews, before the covid 19 pandemic the business was flourishing well compared to the current situation where the business operations have dropped. This was evidenced by the reduction of the number of their customers and the general interference in the manufacturing sector. One of the respondents mentioned that:

“Even though there was competition in the industry, the business was fairly progressive. With the emergence of Covid-19, we felt the effect as customers could not sustain their usual orders as before”

These sentiments were supported by the fact that British American Tobacco (BAT), which was their main customer, could not export their products thus affecting production at DPK which reduced to 80%.

4.3.2 Critical Operations most affected by the Covid -19 Pandemic

According to the respondents’, the most affected functions were procurements, sales, finance, production and human resource.

The covid -19 pandemic made it difficult to procure raw materials from overseas as it took long to acquire them, hence the difficulty in meeting the quality threshold. Dodhia packaging uses a specific quality of paper and the best one they had to import. Sales had also reduced due to few customers. The covid pandemic-19 hit majority of their customers and they could not sustain their normal orders before the outbreak. Statutory and regulatory requirements such as excise duty charged on every product also affected the customers purchase power due to the cash flow reduction. Production was reduced due to low demand for the products and most of the machines were rendered idle since they could not do their full production. The respondents also noted that they had to make a critical review on how to sustain their staff. They reorganized their workforce by ensuring that people worked in shifts and staff were allowed to exhaust their annual leave to make no one redundant. The management had to review the health insurance covers to cover the covid-19 pandemic, which was initially not covered for their staff. This, therefore, led to additional costs required for the health insurance policy and impacted the company's cash flow.

Therefore, this finding implies that organizations should always have in place strategies to ensure the continuous operation of different functions. This would ensure that the functions continue to operate besides the interruptions brought about by unforeseen pandemics such as the Covid-19.

4.3.3 Availability of Business Continuity Plan (BCP) on Critical Operations at DPK before Covid 19

The researcher sought to know whether there was a business continuity plan for critical operations and its responsibility to develop it. From the interviews with the respondents, it was found that a business continuity plan had been in place that covered so much on preparedness, such as fire and flood. Departmental heads led by the Quality and systems manager develop a plan discussed in the management review meeting before approval by the board.

4.3.4 The effectiveness of DPK's Business Continuity Plan

The researcher also sought to establish the effectiveness of the DPK's business continuity plan. The interviewees indicated that 80% of their plans were effective. The DPK recovery strategies covered the critical operations. The plan had included actions to be taken in case of unplanned business disruptions. They had two, four and six colour machines and in case of emergency they could stop all other machines and use the six colour machine which had all the components of all other machines. This would ensure they use a lean workforce and avoid overtime, which would be costly and, hence, retain all the employees. The study further observed that implementing the business continuity plan reduced the effects of the covid 19-pandemic on critical business operations. The use of six machines reduced the congestion of the workforce on the floor and most operations recovered due to the opportunities created as a result of introducing new packaging which helped in packing the sanitizers and hand wash detergents. Their business continuity plan provided creating a special committee to develop policies in case of unplanned business disruptions to manage the situation. This, therefore, enabled the management to develop a Covid 19 policy manual that gave general information on the operations during that period. The policy had the procedures for waste management consideration, General hygiene changing room procedures and how to handle people who had tested positive to avoid stigmatization. Through Covid-19 manual policy the staff were educated on Ministry of Health (MOH) Regulations, and mental awareness sensitization for the staff. The head of departments also revealed that during this pandemic, they were able to embrace technology called paradigm shift from the normal way of doing things, which initiated slightly increased cost in ICT. The covid 19 pandemic also prompted them to study the market requirements and the

demand of their customers during that period. The interview also revealed that their BCP is being reviewed annually during management review meetings where all discussions regarding emerging issues and other factors affecting the operations are documented.

4.3.5 Roles of stakeholders in restoring business operations post Covid-19 pandemic

The researcher sought to know the roles of stakeholders' post-covid-19 pandemic in restoring business operations. The results indicated that customers could respond to the pandemic requirements by developing new products such as sanitizers and hand wash materials. This became one of the areas where they got an additional cash flow to ensure the continuity of their business operations. Suppliers were also able to cope with the demand for raw materials used in the product manufacturing. The management had to review the contracts they had with their suppliers because of the changes in the business environment such as an increase in the cost of fuel during the pandemic, which impacted the general running of the company. The respondents also noted that the investors were able to provide resources and direction during this period by authorizing the use of funds from the reserve account and advising on the critical activities to be given priority during the pandemic period. There were board meetings to revise and review the situation.

4.3.6 The necessity of having a BCP as a company

According to the study findings, all the respondents agreed that having a BCP as a company is necessary. One of the respondents noted that:

“BCP is like a mirror for seeing the future. You foresee and become pro-active in such a way that when the emerging issues happen, it finds a system in place which shall take care of the problem.”

The respondents also noted that BCPs in many organizations fail because they leave it in the directors' hands who might not have the correct information on what is happening in the companies. From the findings, it was also noted that the making of BCP should be participatory and all the stakeholders always are involved in the process.

4.3.7 Lessons Learnt on BCP following the Covid-19 Pandemic at Dodhia

From the findings of the study, it can be noted that BCP played a significant role in Dodhia's resilience during the Covid-19 pandemic. They had two, four and six colour

machines and in case of emergency they could stop all other machines and use the six colour machine which had all the components of all other machines. From these findings, we learn that having machinery with the capacity to support the production in cases of failure by other machines is key in ensuring continuity in cases of disruptions.

Dodhia came up with the Covid-19 policy manual immediately after the eruption of the pandemic. This helped them manage the pandemic e.g, by the policy emphasizing adherence to MoH guidelines. Dodhia's ability to have a special reserve fund for the possible eventualities played a significant role during the time when funds were required to have the business afloat amidst the financial constraints because of the covid-19 pandemic. From these findings, we can learn that proactivity in disruptions such as those brought about by the Covid-19 pandemic is very important in ensuring resilience. Therefore, it is advisable that organizations be agile and ready to make any changes whenever the need arises to ensure sustainability and resilience during disruptions.

4.4 Discussion of Results

On the business status before and during the Covid-19 pandemic, the study found that even though Dodhia faced competition from other industry players, the business was fairly progressive before the pandemic. The pandemic's emergence shifted the business's operations where customers could not sustain their usual orders as before. This resulted in a drop in production at DPK 80% as their main customers such as British American Tobacco (BAT) and flower farmers could not export their products. These findings are in line with those of a study by Murshid (2014) who noted that customer demands, competition, corporate governance, and market regulators as the main factors affecting the business continuity approaches at the petroleum oil companies in Kenya and as such as an effect on their production capacity. Kamarthi & Li (2020) also noted that the emergence and outbreak of the Covid-19 virus pandemic has abruptly broken the speed and progress of the previously rapid development, with effects spreading across to the global supply chain. This was in agreement with the findings that the importation of raw materials were restricted due to the covid -19 pandemic which eventually impacted the Dodhia sales because their main customers could not maintain their usual orders.

On the most affected operations by Covid-19 at Dodhia, the findings revealed that functions such as procurements, sales, finance, production and human resource were adversely affected. These findings are implication that Covid-19 impacted negatively on businesses by disrupting the production and operation of businesses. The findings are in agreement with those of Donthu & Gustafsson (2020) who found that most manufacturing companies have experienced business disruptions related to, among other things, the supply chain, labor, cash flow, consumer demand, marketing, and communication.

On the availability of Business Continuity Plan (BCP) on Critical Operations at DPK before Covid 19, the findings of the study showed that a business continuity plan had been in place that covered so much on preparedness such as fire and flood. The availability of BCP at Dodhia is an indication that somehow, the organization had different strategies in place to ensure that they cushion themselves against any disruption brought about by calamities such as Covid-19. These findings are supported with the findings of a study carried out by Peterson (2018) who found that the owners of the small restaurants were helped to prepare for natural disasters such as Hurricane Katrina in New Orleans, Louisiana because of the strategies they applied, such as having funds on hand, strategies on communication, disaster planning, and strategies on flood deterrents, thus had sufficient resources in capitalizing on the risks to mitigate any disruptions to their everyday operations.

On the effectiveness of Dodhia's business continuity plan, the study found that 80% of their plans were effective. Some of the strategies included having two, four and six colour machines such that in cases of emergency where the two and four colours are not working, the six colour machine which has all the components of all other machines can be used. The business continuity plan provided the creation of a special committee to come up with policies in case of unplanned business disruptions to manage the situation. These findings are in line with that of Maina (2012) who noted that adoption of the business continuity plan by Deposit-taking Microfinance institutions in Kenya was positively correlated to the priority given to their strategic plan, the available technical capacity, executive attitudes, the regulatory environment, and knowledge towards the application of the business continuity plan in these organizations.

Regarding the role of stakeholders in restoring business operations post Covid-19 pandemic, the study found that Dodhia was able to respond to the pandemic requirements by developing new products such as developing sanitizers, and hand wash materials. It was also found that the management reviewed the contracts they had with their suppliers because of the changes in the business environment such as an increase in the cost of fuel during the pandemic, which impacted the general running of the company. It was further noted that the investors were able to provide resources and direction during the Covid-19 period by authorizing the use of funds from the reserve account and advising on the critical activities. These findings were in agreement with those of a study by Kamarthi & Li (2020) which revealed that during business disruptions, the organization management should be able to bring on board the practical policies and adapt to the changes in the business scenario by having in place various teams within organizations to research towards establishing the pandemic's impact on manufacturing businesses and the possible mechanisms that such businesses need to put in place to remain afloat.

Finally, on the necessity of BCP at Dodhia, the findings revealed that all the respondents agreed that there is a necessity of having a BCP as a company. This was echoed by the fact that BCP was perceived as a mirror for seeing the future. It enables foreseeing and pro-activeness in that when the emerging issues happen, it finds a system in place which shall take care of the problem and are in agreement with the findings of Husin et al. (2018) that contingency approach and risk management are related to business continuity planning, and thus it is relevant to business continuity management.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study, the conclusions as a result of the findings and the recommendations made to the study. The conclusions and recommendations made are based on the purpose of this study which was to assess the effect of business continuity planning on the resilience of Dodhia packaging Kenya Ltd.

5.2 Summary

On the business status before and during the Covid-19 pandemic, the study found that even though Dodhia faced competition from other industry players, the business was fairly progressive before the pandemic. The operations which were most affected by Covid-19 at Dodhia included functions such as procurements, sales, finance, production and human resource were adversely affected.

Regarding the availability of the Business Continuity Plan (BCP) on Critical Operations at DPK before Covid 19, the findings showed that a business continuity plan had been in place that covered so much on preparedness such as fire and flood. The findings further revealed that production has reduced to 80%. As such, having the BCP in place helped Dodhia survive the impacts of Covid-19 even though its operations were interrupted thus affecting their performance.

On the role of stakeholders in restoring business operations post Covid-19 pandemic, the study found that Dodhia could respond to the pandemic requirements by developing new products such as developing sanitizers and hand wash materials. Proactivity by Dodhia in terms of responding to the Covid-19 pandemic helped the organization to re-strategize to survive the impacts. This shows that organizations should be agile and ready to make any changes whenever the need arises to ensure sustainability and resilience during disruptions.

5.3 Conclusions

The study concludes that the Dodhia packaging Kenya Ltd Business Continuity Plans played a role in its resilience during the Covid-19 pandemics. Further, it concludes that the availability of business continuity plans for the critical operations helped during these unforeseen events since it was able to come up with strategies to make the business remain afloat. The reserve account by the management ensured the availability of funds to ensure the operations' cash flow during the pandemic. The study further concludes that the firm was able to embrace technology, which played a role in minimizing the loss on the activities that had to be done physically like management meetings.

The study further concludes that the adoption of the Covid-19 pandemic policy manual gave immediate general information on the operations during the covid -19 pandemic. Further, the management agreed to review the business continuity plan to cover the sectors most affected by the outbreak of the covid -19 pandemic, which ensured continuity in business operations. Based on the lessons learned during the outbreak of the Covid -19 pandemic, the study concludes that all organizations should adopt business continuity plans to cover the areas beyond the management's control.

5.4 Recommendations

To further strengthen the importance of business continuity plans the researcher recommends that more resources should be put in the critical operations of the business organizations. Specifically, DPK should ensure that their core production activities can exploit their key raw materials locally and not depend on importation. In addition, Dodhia Packaging Kenya Ltd should adopt the Comprehensive use of modern technology to ensure lean management in production.

The study recommends that Dodhia target customers from all sectors of the economy to cover the gaps in sales in cases where their big customers are unable to buy from them. The study finally recommends that the Dodhia staff should be trained on company business continuity plans. This will build their capacity in handling matters around planning and handling business despite the disruptions.

5.5 Limitations of the study

The study was carried out at Dodhia packaging Kenya Ltd. The study sought to assess the effect of business continuity planning on the resilience where heads of different departments were targeted including finance, operations, ICT, procurement, and human resource. The findings of the study were therefore limited to Dodhia as one of the players in the manufacturing industry thus limiting the generalization of the findings of the study.

5.6 Implications for Policy and Practice

The findings of this study will be relevant to both policy makers and practitioners. To the policymakers, the findings emphasize the importance of disaster management policies. Therefore, it highlights the importance of having disaster management policies in place, which becomes crucial during disasters and the emergence of pandemics. Therefore, policymakers will be able to craft and put in place policies aimed at ensuring business continuity even in times of pandemics.

Regarding practice, the findings of the study inform the stakeholders and investors on the importance of BCP in businesses. Therefore, business owners and managers are advised to be proactive in response to disasters by ensuring that they enforce strategies that will ensure that their businesses survive disruptions caused by the pandemic. Dodhia can use the findings of the study to improve its business continuity plans. This will help them prepare for any unforeseen disasters and pandemics.

5.7 Suggestions for Further Research

The study found that the business continuity plan could make Dodhia Packaging Kenya Ltd resilient during the Covid-19 pandemic. This therefore raises the question of the resilience of the companies which did not have business continuity plans. The researcher recommends that further studies be done to compare how the firms without the BCP's operated during this pandemic. Finally, the researcher recommends studying specific strategies used by the firms during the pandemic to remain resilient.

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APPENDIX

Appendix 1: Interview Guide

To assess the effect of business continuity planning on the resilience of Dodhia Packaging Kenya Ltd.

Department: Human Resources/Finance/Operations/ICT/Procurement

1. How was the business environment before the Covid -19 pandemic and how does it compare to the current time?
2. Which of the critical operations of DPK were most affected by the Covid -19 Pandemic? Explain.
3. Did DPK have a Business Continuity Plan (BCP) for the critical operations prior to Covid 19 and whose responsibility is it to develop a BCP for DPK?
4. How effective was the DPK's BCP?
 - a. Did the BCP structure/recovery strategies effectively cover the critical operations?
 - b. Did the implementation of the DPK's BCP reduce the effects of the Covid-19 pandemic on critical business operations?
 - c. Were there any adjustments made to the BCP during the Covid-19 pandemic to ensure its effectiveness? Explain.
 - d. As the departmental head, share an experience in which your ability to consider the costs or benefits of a potential action helped you choose the most appropriate action to supplement the BCP.
 - e. How often do you innovatively revise the BCP to counter emerging issues in the business environment? Explain.
5. What would you say are the key roles of stakeholders (investors/Customers/Suppliers) in restoring business operations post Covid-19 pandemic? How are they involved in the development of BCP?
6. What's your opinion on the necessity of having a BCP as a company? Explain.
7. What are the lessons learned with regard to BCP following the Covid-19 Pandemic and any possible calamities? Explain.