

Review of: "ABC Group's Business Continuity Based on Uncertainty Analysis"

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Potential competing interests: No potential competing interests to declare.

This is an interesting paper that deals with a topic which has become extremely relevant in today's day and age due to the exponential nature of technological and social change and increased competitive forces. Some comments (in addition to those provided by other reviewers) which the authors should consider include the following:

- Some reviewers criticized the lack of a Methodology section – this could have been overcome if the authors mentioned their adoption of conceptual analysis as they do not appear to have collected any empirical data. They should, moreover, clarify whether they only used publicly available data, which seems to have been the case after having read the paper (although one cannot make any assumptions).
- The distinction between the results presented in the paper related to the FMCG industry and other industries (service or marketing enterprises, for example) does not emerge. The 'points of concern', including natural disasters, cyber-attacks, climate change, and other 'business disruptions', do not only apply to the FMCG industry, they could easily apply across the board (with the exception of geographical disruptions, such as volcanos or earthquakes, which would apply to all enterprises in a particular geographical region).
- Stronger justification should be provided in the discussion on uncertainties, the impact of uncertainties, the changes proposed, the execution plan for changes and the testing plan (sections III to VII), as it is not entirely clear how these were formulated and what the issues / claims / solutions that emerge are based on. These sections only include two in-text citations (in Section III).
- The presentation of the business model canvas is interesting, however, it does not provide a sufficiently inclusive overview of the enterprise being researched. Additional relevant details should have been provided (such as number of employees, years of operation, number of establishments, etc.).
- The paper does not provide sufficient justification for the claim in the conclusion related to the 'high risks from uncertainties' that the ABC Group faces (this is mainly due to the lack of justification for the claims made in sections III to VII mentioned previously in this review).
- Besides providing a summary of the research, the conclusion should also include the limitations of the research presented and recommendations for future research.