# Building
# organisational
# resilience

## a guide for business

# Introduction

Crises that threaten the reputation and operations of a business are becoming an everyday occurrence. Your focus as a business owner, manager or director is to help your business prepare, respond and remediate the impact of such an event and to return to business as usual.

As the business environment becomes more complex, resilience continues to climb the agenda of the C-suite. There are countless examples of businesses brought to their knees by a lack of foresight or poor crisis management. Such events highlight the shortcomings of traditional risk management and the lack of capabilities and supporting tools that businesses need to survive and prosper in an age of uncertainty.

Business resilience builds on the principles of business continuity (or BC) but extends much further to help enhance your business function or organisation's immune system, so you can tackle challenges, fend off threats and bounce back more quickly, having learnt something from the event.

Crises Control can help your business build reliable and robust communication solutions that work in practice, using all our modules including our critical communications capability (PING), incident manager, business continuity plan builder and our online training academy.

Crises Control can help you achieve confidence in your ability to communicate when a crisis hits.

Each business disruption, major incident or crisis is different. Some you can forecast, predict and prepare for; some you may be aware of and may happen one day; while others are just impossible to predict. But whatever the cause, you can prepare. After all, the only thing harder than preparing for That Day is explaining why you didn't when That Day comes.

*Operational Resilience is an organisation's ability to protect and sustain its critical business processes, despite operational stress or disruption. It is the outcome of what is done to mitigate risk to critical processes through disruption prevention as well as response capabilities.*

*Business continuity management is the ability to recover critical business activities when something goes wrong and learn from it. It is a vital skill for every organisation. In the event of significant disruptions to business-as-usual, usually caused by a serious event, incident or outage, the ability to recover the delivery of what matters most protects companies from unacceptable financial and reputational damage.*

# Triggers to action

There are a range of triggers that can prompt a business to review their business continuity arrangements and seek help in enhancing their business resilience capability. The most common of these triggers are:
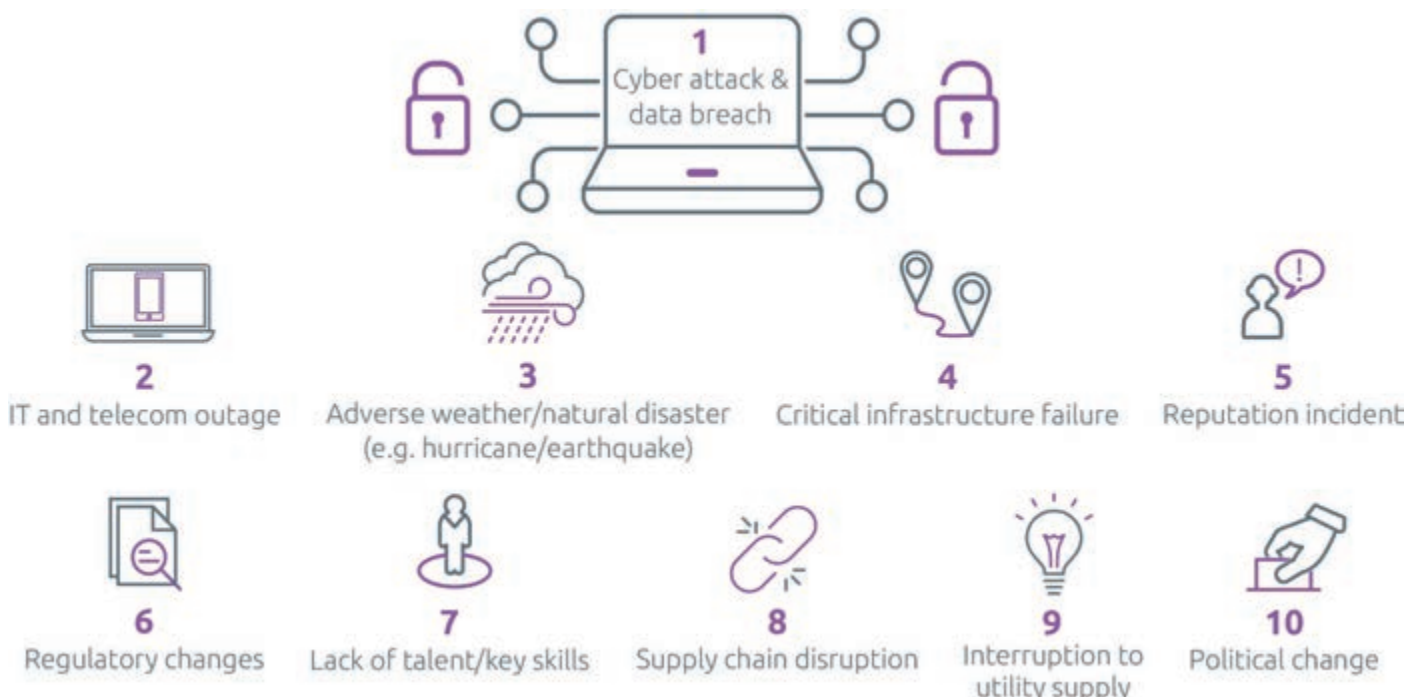


| | | | |
|---|---|---|---|
| A potential customer seeks assurance about your business continuity capability | Your business has scaled up or acquired another company, so you need to address new risk issues | A major incident affecting a competitor has highlighted potential issues with your own business | You are facing a requirement by regulators to improve your risk readiness |

**A 2018 CEO survey for consultants PWC revealed that:**

☞ *65% of CEOs have experienced an organisational crisis in the last three years*

☞ *40% expect to have to deal with one in the near future*

☞ *57% consider their business as vulnerable in its ability to respond due to out of date planning*

# Most common causes of disruption

There are many different causes of business disruption, but some of these are more common than others. According to the Business Continuity Institute's Horizon Scan 2019, the top ten disruptions over the past twelve months are:



1 Cyber attack & data breach

2 IT and telecom outage

3 Adverse weather/natural disaster (e.g. hurricane/earthquake)

4 Critical infrastructure failure

5 Reputation incident

6 Regulatory changes

7 Lack of talent/key skills

8 Supply chain disruption

9 Interruption to utility supply

10 Political change

# Costs of disruption

A 2013 study, by the Chartered Management Institute (CMI), found that **organisations without a business continuity plan in place had lost more revenue, more new business opportunities and more customers due to business disruption events than those with a plan**.

The CMI study found that of organisations without a BC plan:

☞ 55% suffered reduced revenue

☞ 29% lost new business opportunities

☞ 25% lost customers, as a result of a business disruption incident

In all cases those organisations with a BC plan in place suffered fewer losses.

### WannaCry

*The WannaCry ransomware attack cost the NHS £92m in direct costs and lost output. This includes £19m worth of lost output as a result of disruption to services – such as cancelled appointments and operations - as well as £73m in expenditure on IT support needed to recover data and restore systems affected by the attack.*

### Loss in share value

*15 case studies on the impact of corporate catastrophe on shareholder value divided companies where management had effectively managed the crisis (recoverers) and where they had not (non-recoverers). This study showed that the initial loss of shareholder value was 5% for recoverers with company share value actually increased by 5% soon afterwards. The initial loss of shareholder value was 11% for non-recoverers with share value still down by almost 15% up to a year after the event.*

*"Organisations can no longer rely on manual communications methods - the proverbial "call tree" - and are turning to purpose-built Emergency Mass Notification System (EMNS) solutions for help with getting the right message out to the right people at the right time."*

2019 Gartner Market Guide for EMNS

# Benefits of EMNS

According to Gartner, the business benefits of automating the manual call tree by using an EMNS tool are:

☞ Key personnel and large numbers of affected personnel can receive critical information about the event in minutes.

☞ Personnel can be tracked for life safety and security purposes.

☞ Management can focus on critical decision making and exception handling.

☞ Human error, misinformation, rumours, emotions and distractions can be better managed and corrected.

☞ Messages can be tailored to different audiences so that the right information is delivered, and it is not broadcast to those that have no need to know.

☞ A notification activity dashboarding and associated reporting can be used for event management.

When implementing a new EMNS solution, Gartner recommends that Senior Risk Management leaders with business continuity management responsibilities should:

☞ Establish strong crisis communication procedures before implementing EMNS - bad processes will only be exacerbated by automating them.

☞ Document all messaging use cases, channels, contacts, systems of record, integration points and privacy requirements needed by their organisations, and then select the EMNS solution that meets their requirements.

☞ Consolidate as many currently implemented EMNS solutions as possible to make their investments more cost-effective and efficient during a crisis.

☞ Conduct quarterly exercises to improve contact response rates, aiming for 95% over 18 months.

EU GDPR COMPLIANT

CERTIFIED LR
ISO 9001 · ISO/IEC 27001

Cloud DR and Continuity Product of the Year — WINNER

Unified Communications Product of the Year — WINNER

Cloud DR and Continuity Product of the Year — WINNER

# Actions to mitigate the risk

### Identify risk

**Good business continuity planning is above all about identifying and mitigating risks to your corporate objectives** and, if that fails, then having an excellent response plan in place that can manage the business disruption event and get your operations up and running again as quickly as possible.

**The BC planning process starts with a solid corporate risk assessment process**. A good corporate governance structure will have a robust risk assessment process in place that produces a corporate risk register. This will identify the top half-dozen or more risks to the business, based on a combination of their impact on operations and their likelihood of happening. A risk that scores highly on both impact and likelihood will be marked as top priority for attention.

### Create incident response plans

Once you have scoped out your risks and looked at the different scenarios that could develop, you are in a great position to plan your response. But you must now beware, **because this is the stage at which most BC plans leave the real world and enter the fantasy world of policy and procedure**. Once you enter this fantasy world, then the result is likely to be an amazing plan that keeps the policy wonks happy, ticks every possible compliance box, reassures the anxious bosses in the C-suite but is completely useless when a real crisis takes place.

**This real time utility is the philosophy on which Crises Control is based. That is why we have built a library of over 200 potential incidents for our customers to populate** and why we have launched two additional modules for the platform. The first of these is the Incident Manager Module with the ability to create a series of incident related task lists and manage the execution of these during a risk event. The second is a unique BC Plan Builder that will allow customers to create their own bespoke BC plans, drawing on best practice and high-quality content that is hosted on our platform.

### Communication when you need it most

When a crisis hits then you need to move quickly to respond to it. **The quicker you respond the more impact you will have in terms of mitigating the event and reducing the short, medium and long-term impact of it**. If you can get your incident response up and running within what the emergency services call the golden hour, then your chances of significantly reducing the damage that is caused to your business and your reputation are greatly increased.

**You must have a robust and multi-channel communications system in place with your employees, suppliers and even customers**. Having multiple channels of communications available multiplies your chances of getting through to those people that you need to contact. Crises Control offers SMS, phone calls, e-mails and push notifications on our mobile app. This reduces your dependence on either a mobile signal or on internet availability.

The most common business disruption incident is a power outage. This

is very likely to take out your internet communications at the same time. So just when you need it most, your e-mail system may well be unavailable. At that point you need alternatives. **Choose a cloud-hosted communications solution, to ensure that you are not dependant on either your servers or your power source**.

## Building supply chain resilience

**In our increasingly interconnected and contracted out world, where corporate supply chains are becoming ever longer, the risk and impact of business disruption at any point along the supply chain is a growing threat**. Even the smallest of businesses are now dependent upon cloud hosted providers of data storage, CRM systems and website hosting. Others rely on telecoms, consultancy or utilities suppliers.

The BCI 2016 Supply Chain Resilience Report indicates the top sources of supply chain disruption as unplanned telecommunications and IT outages, loss of talent or skills and cyber-attack or data breach. **It reports that in the previous 12 months 66% of businesses did not have full supply chain visibility and 70% experienced at least one supply chain disruption**. Of the 70% of businesses who suffered a disruption, 53% incurred increased costs, 40% received customer complaints, 38% suffered damage to their reputation and 37% lost revenue.

## Practice makes perfect

**The best laid plans can come to nothing if they have not been tested**. The purpose of this is twofold. First, testing will help to ensure that the plan will work in practice. Secondly, testing will greatly increase the chances that the response team will know what they are doing when they are called into action.

Here at Crises Control we not only encourage you to develop incident specific response plans for all your identified risks, but we also help you to test these plans virtually with minimum cost and effort. You can use our platform to create a virtual/desktop exercise, and then run a test incident involving multiple locations and teams. You can even schedule a test to start at some future time, say every Friday for a fire alarm test, or every six months for a full-scale incident desktop exercise.

**Our objective is not only to help get you up and running with your business continuity planning, but also to help you test your plans with regular desktop scenarios to see what you can learn before an incident is upon you**.
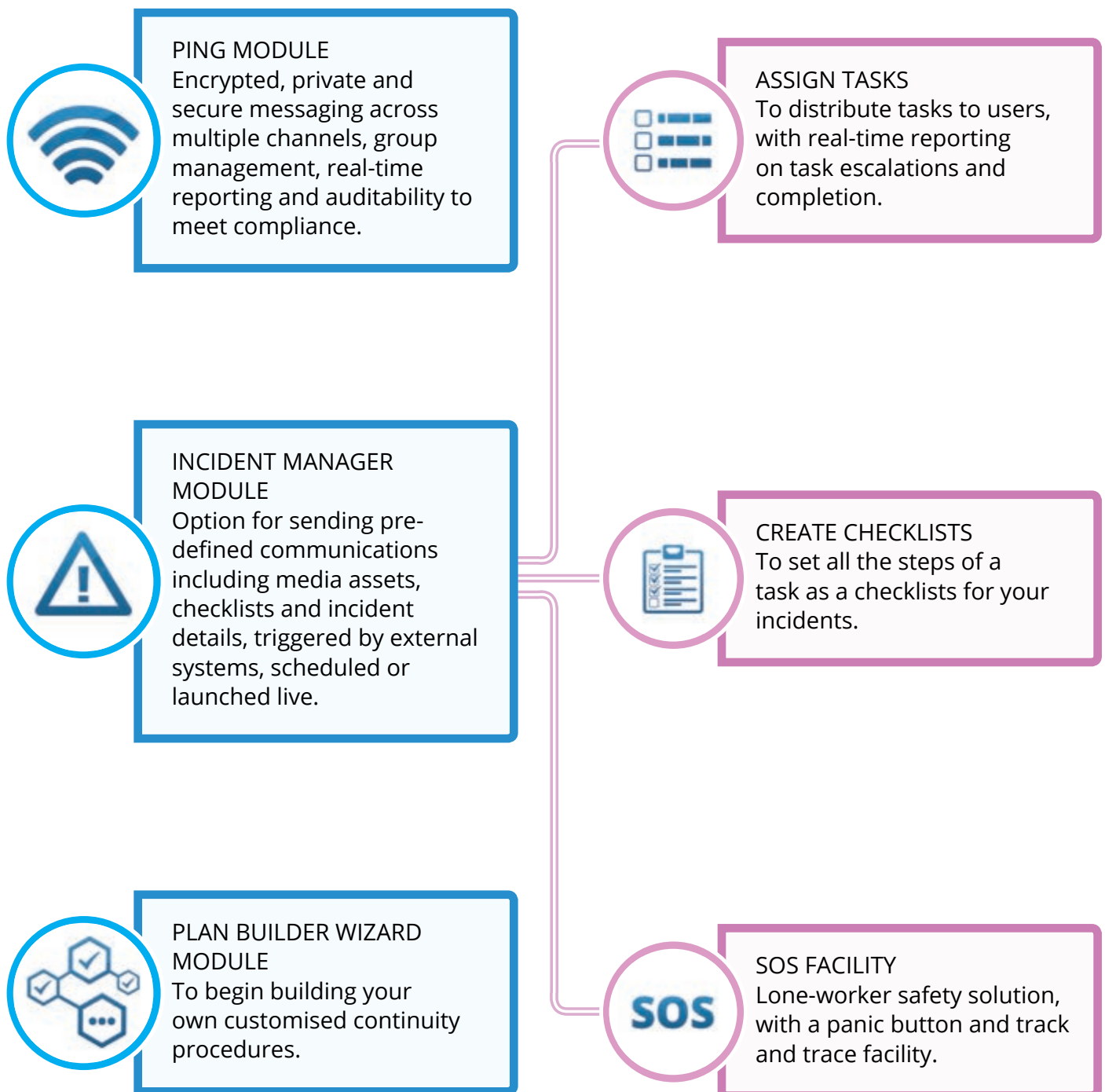
# The Crises Control platform

The Crises Control's platform provides customers with a incident management mass communications capability to automate and manage the distribution and management of messages (and tasks) to multiple, discrete, populations of stakeholders through multiple communication channels (voice, email, SMS, desktop, etc.). Crises Control shows you dynamic and real-time dashboards throughout the lifecycle of an incident to obtain a common operational picture and offers audit reports for post event analysis.

The platform also provides a series of optional add-ons and modules providing incident management, response plan building capabilities, checklist distribution, and SOS Panic button/user tracking.

Crises Control's core suite of modules includes the following tools:

**PING MODULE**
Encrypted, private and secure messaging across multiple channels, group management, real-time reporting and auditability to meet compliance.

**ASSIGN TASKS**
To distribute tasks to users, with real-time reporting on task escalations and completion.

**INCIDENT MANAGER MODULE**
Option for sending pre-defined communications including media assets, checklists and incident details, triggered by external systems, scheduled or launched live.

**CREATE CHECKLISTS**
To set all the steps of a task as a checklists for your incidents.

**PLAN BUILDER WIZARD MODULE**
To begin building your own customised continuity procedures.

**SOS FACILITY**
Lone-worker safety solution, with a panic button and track and trace facility.

In addition to our modules, the following functions are also available to all Crises Control customers:

| Key Functions | |
|---|---|
| Incident standard operating process control | ⊘ |
| Document storage - proprietary | ⊘ |
| Document plan management - proprietary | ⊘ |
| Location-based threat data | ⊘ |
| Location-based weather data | ⊘ |
| Location-based transport data | ⊘ |
| Customisable user filters | ⊘ |
| Customisable mapping | ⊘ |
| Customisable per user dashboard views with widget options | ⊘ |

| IVR | |
|---|---|
| Crisis lines | ⊘ |
| Two-way crisis lines | ⊘ |
| Conference call | ⊘ |

| Communications | |
|---|---|
| SMS | ⊘ |
| Text to speech | ⊘ |
| Plain text email | ⊘ |
| HTML email | ⊘ |
| Email with attachments | ⊘ |
| Desktop alerts | ⊘ |
| Push notification | ⊘ |
| Sequencing | ⊘ |
| Escalation | ⊘ |
| Social media | ⊘ |
| Medium-dependent template customisation | ⊘ |
| Scenario-dependent template customisation | ⊘ |
| Email ingestion to trigger notifications | ⊘ |

| Audit & Reporting | |
|---|---|
| Real time message audi | ⊘ |
| Field validation | ⊘ |
| Exportable reports | ⊘ |
| Graphical statistics | ⊘ |
| Customisable reporting and views | ⊘ |

| Responses | |
|---|---|
| One-way | ⊘ |
| Two-way | ⊘ |
| Free text content response | ⊘ |
| Unlimited customisable responses | ⊘ |
| Reply via hyperlink on email | ⊘ |

| System & Support | |
|---|---|
| 24/7 technical support | ⊘ |
| Multilingual capabilities | ⊘ |
| Shared communication capacity | ⊘ |
| Customer dedicated capacity | ⊘ |
| Interface with third party products | ⊘ |
| Integrate message sending through third party | ⊘ |
| Administration access rights limited by user profile | ⊘ |
| Delivery by SaaS | ⊘ |
| Delivery by software installation | ⊘ |
| Integration for data load | ⊘ |

| Smartphone App Functionality | |
|---|---|
| Send messages | ⊘ |
| Review delivery reports | ⊘ |
| Access respondee list | ⊘ |
| Access templates | ⊘ |
| Create ad hoc groups | ⊘ |
| Access contact details and user list | ⊘ |
| Store and use plans | ⊘ |
| Real-time team mapping capability | ⊘ |
| Task allocation and management | ⊘ |
| Mobile app check-in | ⊘ |
| Panic button | ⊘ |
| Push messaging | ⊘ |
| Initiate conference bridging | ⊘ |
| Reply with attachment | ⊘ |
| Mobile SAML for SSO | ⊘ |

**500,000+**
critical messages
sent

**200+**
countries &
territories
covered

**40,000+**
users

PREPARE COMMUNICATE PROTECT

# Crises Control

We democratise emergency communications
and simplify managing crises

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