

*Presentation on Crisis
Management and Business
Continuity*

ISCA Breakfast Talk
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See Hong Pek, Partner, PwC

What do you want to learn today?

....

Some definitions.....

Business Continuity is the:

Capacity of the organization to continue delivery of products or services at acceptable predefined levels following disruptive incident. (ISO 22301)

Business Continuity Management is a:

Holistic management process that identifies potential threats to an organization and the impacts to business operations those threats, if realized, might cause, and which provides a framework for building organizational resilience with the capability of an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities. (ISO 22301)

Some definitions.....

Business Continuity Programme is an:

Ongoing management and governance process supported by top management and appropriately resourced to implement and maintain business continuity management (ISO 22301)

Bottom line.....

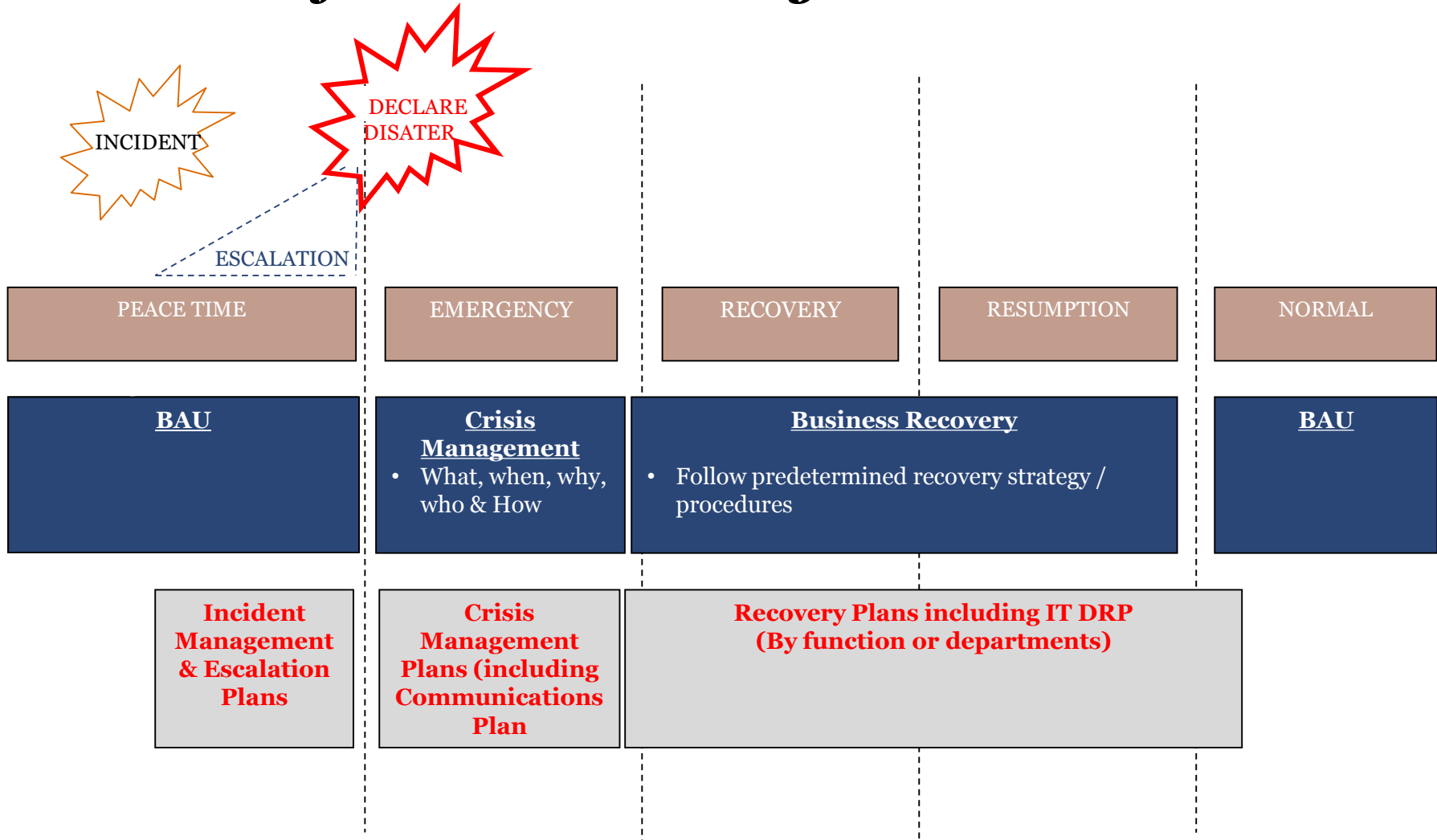
Either

*the Situation Controls
you*

or...

*YOU control the
situation.*

Overview of disaster recovery timeline



Objectives of Crisis Management

- End the crisis quickly
- Limit the damage
- Restore credibility
- Ensure quick return to normalcy

Crisis Communications -Objectives

- To provide accurate and timely information to all targeted internal and external audiences
- To maintain a positive image of the organisation as a good corporate or community citizen
- To show that the organisation takes its responsibilities seriously
- To demonstrate concern for people

Key Principles of Crisis Communications

- Containment
- Openness
- Responsibility
- Compassion (or Empathy)
- Action

Getting the message right

- Work on two or three key messages
- Focus on the key messages ALL the time
- Convey your key messages through your actions (or inaction), your words and your body language
- Think of your position and instructional messages

Organisation's resilience and readiness life cycle

- Review compliance to organisations' BCM policy [IA]
- Review compliance to regulations [IA]



- Assist in risk analysis (e.g. risk at outsourced vendor)



- Lead in remediation of gaps in own business unit
- Review design and operating effectiveness of remediation [IA]

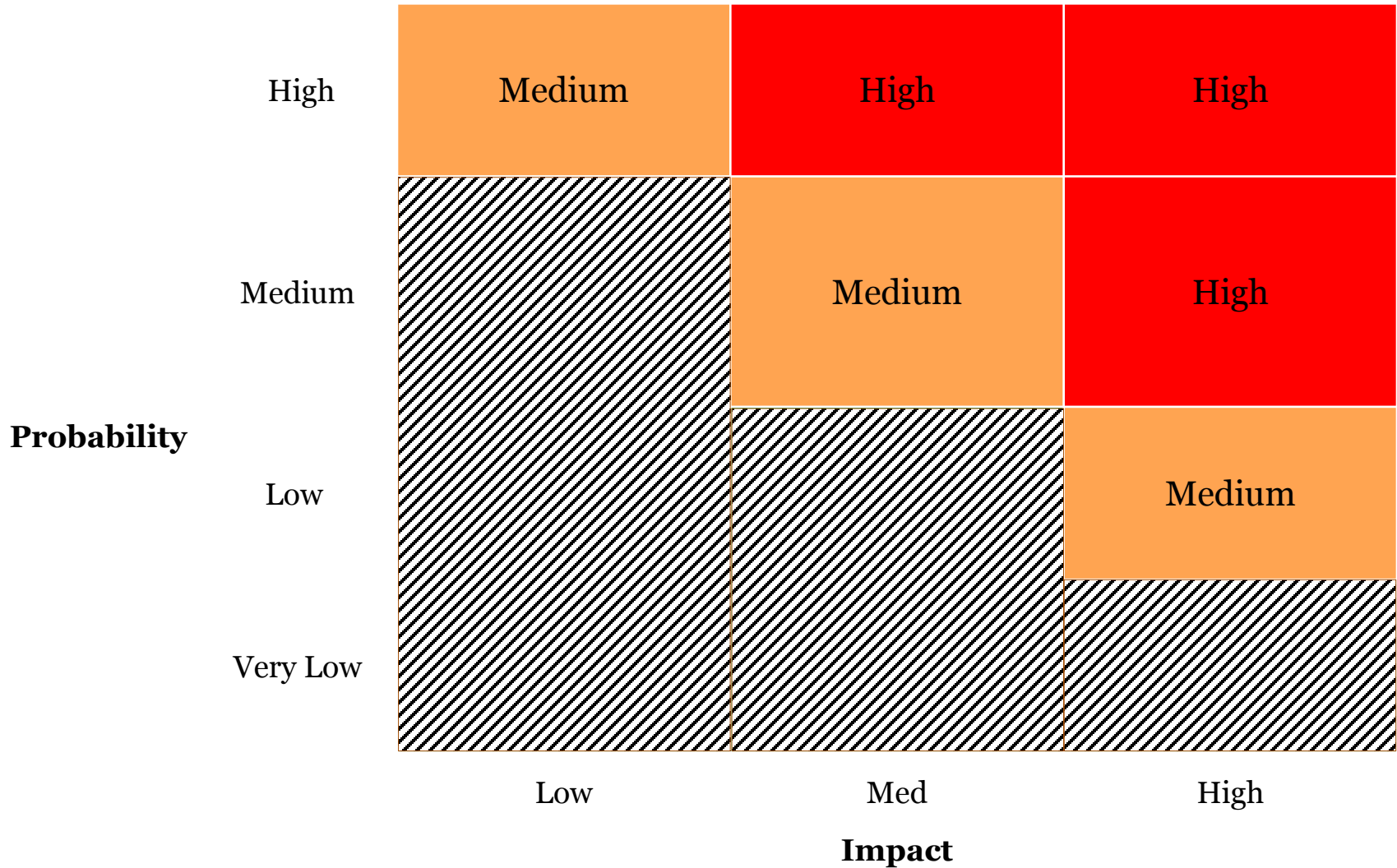


- Threat Analysis, BIA, determine recovery strategy
- Establish ops guidelines / procedures for use during crisis
- Review plans against organisation / regulatory / best practice standards [IA]



- Active participation

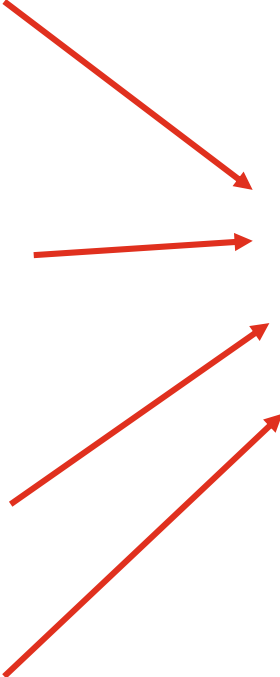
What functions should be included in the BCP?



Typical roles of Finance/IA during crisis recovery?

- Lead in recovery of own department's critical functions
- Supervisory role over management of funds
- Lead in liaison with finance-related regulators
- Act in secondary role in implementing organisations' policy and controls (e.g. line 2 role)
- Monitor effectiveness of organisation's controls (now operating in a crisis mode) and provide real-time recommendations to remediate deficiency [IA]
- May be deployed into other parts of the organisation to augment staff resources

Challenges for organisations to be DR-ready

- Inadequate experience in business continuity planning, crisis management
 - Incomplete knowledge of business operations, especially interdependencies between functions
 - SOP out of date (e.g. no inventory of reports/data from system)
 - Lack of discipline in updating plans (e.g. vendor contacts)
 - Wrong assumptions
- 
- Incomplete recovery procedures
 - Inappropriate strategy
 - BCPs not useful



In conclusion....

“The Chinese use two brush strokes to write the word 'crisis.' One brush stroke stands for danger; the other for opportunity.

In a crisis, be aware of the danger - but recognize the opportunity.”

[John F. Kennedy](#), *Speech in Indianapolis, April 12, 1959*
35th president of US 1961-1963 (1917 - 1963)

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Thank you