OPERATIONAL RESILIENCE THROUGH BCP

Prince Kofi Nchira

Operational resilience

Operational resilience is a set of techniques that allow people, processes and informational systems to adapt to changing patterns

It is an organizational trait that allows it to carry out its mission or business despite the presence of operational stress and disruption.

Crises that threaten the reputation and operations of organizations are becoming an everyday occurrence.
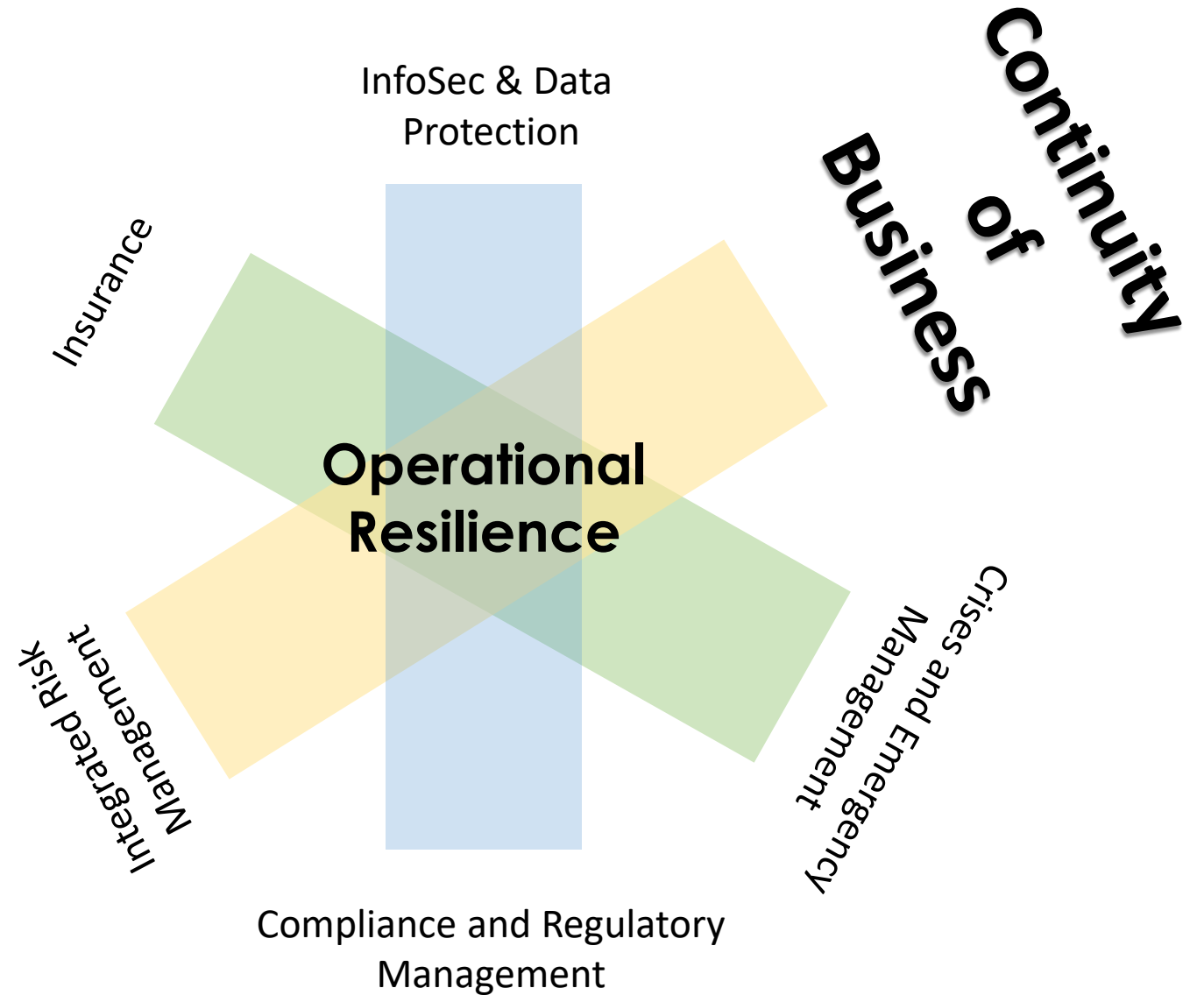
The focus of every organization should be on how to sustain its growth in an age of uncertainty.

Operational resilience:

management includes all the practices of planning, integrating, executing, and governing activities to ensure that an entity can rapidly

identify and mitigate

prepare for and respond

recover and restore

Building blocks for enterprise-wide operational resilience

Board-down	Measured	Front-to-back	Failure-centric
Operational Resilience must be driven from the Board and aligned with the broader strategic agenda.	Boards should set clear tolerances and ensure systematic management, measurement and reporting against appetite	Resilience should be understood and built across front-to-back key business services, within and beyond your perimeter	Organisations should adopt a failure-centric resilience mind-set, assuming that incidents will, rather might, occur

Crisis Events

❖ **Can this be avoided?**

If yes, then no worries

If no, then there is the need to rethink how your business will function effectively and efficiently in this situation
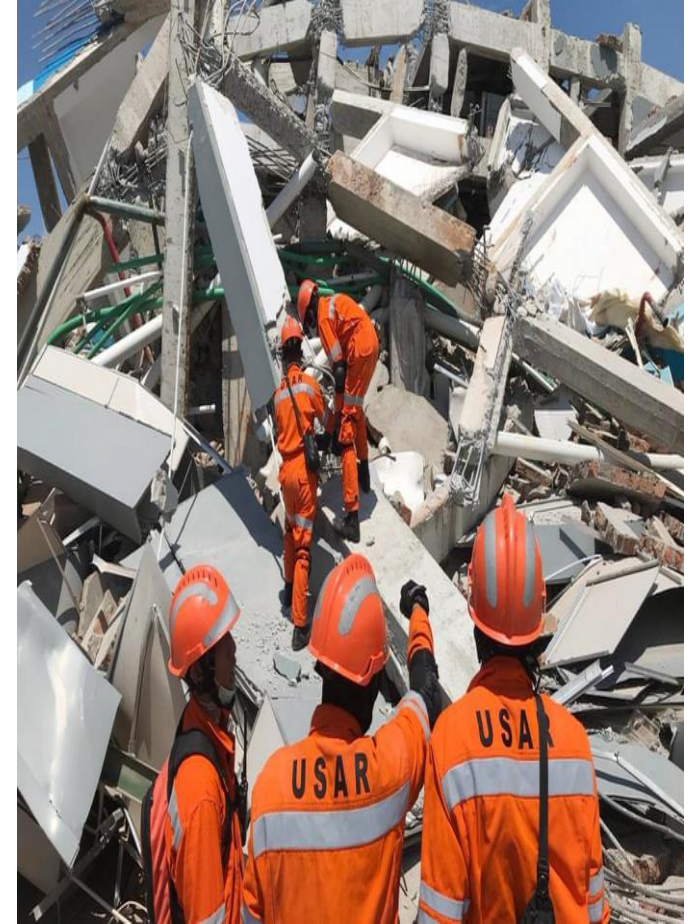
Crisis Events Cont…

✓ **Customers petition Asantehene over locked-up funds**

Crisis Events Cont….

✓ **What happens if this is your corporate office?**

Business continuity:

is the ability of an organization to maintain essential functions during, as well as after, a disaster has occurred

Why do we need Continuity of Business (CoB)

1. **To protect the Staff**
   Provision of evacuation plans for employees when adverse event occurs during business hours.

2. **To minimize potential operational loss and ensure the firm continues in business**
   GHS1.2 million loss per day, Revenue at risk

3. **To protect the firm's reputation**
   Customers perception & public image

4. **Regulatory requirements**
   IT Standardization Program

5. **To protect customers' data to ensure confidentiality, integrity & availability.**
   Infrastructures & customers' database

Enhancing Operational Resilience through BPC

Resilient crisis management focuses on **raising awareness**, **developing a set of strategies**, and **educating team members** about roles and responsibilities in a crisis. Businesses must have plans in place for everything from a hurricane or flood to a bomb threat, active shooter, and employee strike.

No matter the crisis unfolding, the enterprise needs clear communication channels and chains of command to allow for the best possible response to the situation as it unfolds.

Enhancing Operational Resilience through BPC

The **pressing demands** of the global economy have changed things for businesses. Now, companies need to get back online as **quickly** after a disaster as possible or they risk suffering business or reputation losses. Thus, crisis management and business continuity are critical after a disaster.

Continuity of Business implementation steps

1. Development of Business Impact Analysis

2. Development of Continuity of Business Plan

3. Testing

4. Maintenance

5. Monitoring & Reporting

6. Training & Awareness

Enhancing Operational Resilience through BPC

Once the crisis is stabilized, **resilient continuity** principles help the business return to normal operation while minimizing stress and losses.

Business continuity doesn't only build on the principles of operational resilience but extends much further to help enhance your organisation's immune system so you are able to tackle challenges, fend off illness and bounce back more quickly

Crisis Communication

Communication is critical and essential to manage employees and resources during crisis.

1 → **Internal communication**

2 → **External communication**

1. Internal Communication :

This should be managed by Corporate Communication/ Head Resource under strict guidance of the MD/CEO

Internal Communication Plan

- Media Strategy
  - ✓ People remember what they hear first and last
  - ✓ Designate an official spokesperson
  - ✓ Technical experts → engineer, financial expert
  - ✓ Press releases
  - ✓ Practice media questions, interview scenarios

External Crisis Communication Team Members

2. External communication :

This is communication with external stakeholders during crisis example include Regulators, shareholders, Press, Police, Fire Service, or any other local authority

This should be managed:

- MD/CEO
- Deputy MD/CEO
- Chief Risk Officer
- Head, Security

- Head, Corporate Communication
- Head, Legal/Company Lawyer
- Other Key Managers

Crisis Communication Management

During a Communication Crisis

- Ensure safety of all involved
- Internal statements to all employees
- Determine when to go public → "Tell it all; tell it fast"
- Send out press release covering who, what, when, where of the crisis

Crisis Communications 101

MissionMode

Crisis Communication Management

Press Conference

- Media's job to report latest info available

- Hand out fact sheets and previous press releases

- From the victim's perspective…respond in a way that is sensitive to their needs

- Never comment or speculate when facts aren't yet clear

Post Crisis Communication

After a Communication Crisis

- Compensate victims. Act quickly to provide restitution.

- Make a bold commitment to ensure errors will never happen again.

- Go public with self-assessment.

Crisis Communications 101

MissionMode

| the way forward

Don't cut corners

Business continuity is a process, not a checklist. There are no shortcuts to properly assessing risk and impacts, developing proper mitigation strategies, implementing your program organization-wide and testing it for efficacy

Business continuity is a continuous program, **not a one-off project**. You must continually exercise and evaluate your plan to keep it current, viable and focused on the right priorities

Perform a thorough risk analysis and BIA. Do your homework, perform thorough data gathering and analysis, and consider as many potential risks and scenarios as possible.

| the way forward

Keep it simple

Make BC part of your everyday culture. If BC is something your staff has top-of-mind every day, they'll be ahead of the game when an actual event occurs. Daily or weekly email reminders, signage around the facility, and an internal BC Web portal are all good ways to achieve this

Don't try to do it all at once. Implementing a BC plan is a culture shift for any company, so be prepared for a lengthy process. Breaking down your rollout plan into smaller projects will help you better manage all the details and prioritize elements of the deployment.

Don't create the perfect plan. Invariably, it will be obsolete by the time you publish it. Circumstances and personnel are constantly changing

Don't produce a 100-page document. Nobody will read it, especially in a time of crisis. Make it short and easy to refer to in a hurry

Avoid BC jargon. Most people won't understand buzzwords.