

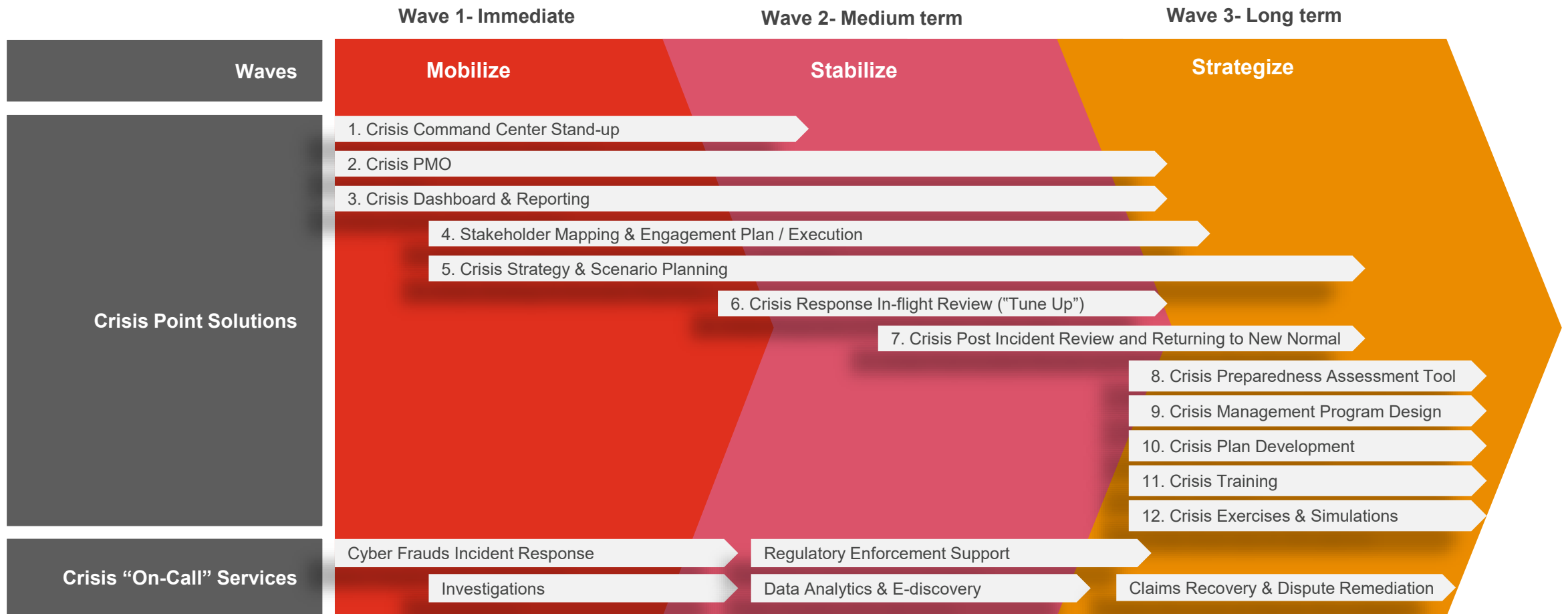
# How to build a crisis resilient organization: End to End Crisis Solutions

**Prepare, respond, emerge stronger from crisis**

PwC Turkey Crisis Consulting  
January 2023



# Solutions across the 3 waves of the crisis



# 1 Crisis Command Center Stand-up

Take the control from day one

## Mobilize

Establishing or forming an integrated command center is critical for companies to ensure they're able to efficiently and effectively understand, prioritize, and address the impacts of adverse events on their organization.



Day 1  
Establish

- Establish or re-create crisis governance framework
- Construct or form small x-functional core team of leaders
- Define core team cadence and logistics
- Mobilize crisis command support team
- Formulate core crisis response principle and values

Week 1  
Assemble

- Inventory and assess ongoing crisis response initiatives/activities
- Define core functional work streams within governance framework
- Consolidate ongoing activities into core workstreams
- Assign workstream accountability/ownership (RACI)
- Develop workstream reporting tools and templates

Week 2  
Operate

- Develop & define workstream specific project plans, milestones, timelines,
- Integrate project plans and milestone into command center program view
- Stand up centralized intelligence & information center
- Establish crisis command center executive/operational health reporting
- Continuously monitor and reassess program
- Enable stakeholder engagement strategies aligned to core values
- Formulate strategic outlook team for short/mid/long term scenario planning and identification of potential risks and opportunities

# 2 Crisis PMO

Stay coordinated and monitor actions in time

## Mobilize / Stabilize

Effective crisis programs implement a robust program structure integrated with program management processes.

### Program Structure

#### Governance

Identify the appropriate people and associated roles that will manage the crisis program

### Program Management

#### Milestones

- Key events and activities will be identified, tagged and tracked to ensure program progress

#### Key Documents

- Collect, maintain and reference key documents that impact the crisis

#### Tasks

- Specific activities within workstreams required to address roadblocks and meet critical milestones

### Insights

#### Reporting

- Dashboards reflecting key upcoming items and areas of interest drive action

#### Media Monitoring

- Key media and other intel of interest to gauge sentiment and drive action

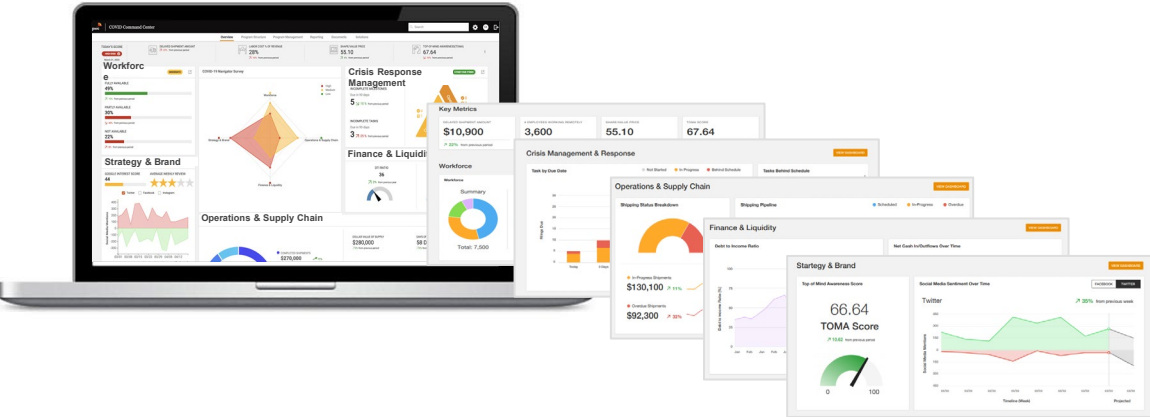
# 3 Crisis Dashboard and Reporting

Create fact-driven response plan

## Mobilize / Stabilize

The capability to view and derive insights from your key response data allows you to respond with speed, clarity, and confidence that you are driving an integrated and fact-driven response.

**A single pane of glass** Key metrics needed by leadership to manage crisis. These data elements can be configured to the needs of your organization over time.



- Program Executive Reporting** Understanding the current state of a crisis program through the lens of various program hierarchies is important for pinpointing certain issues and/or bottlenecks.
- Program Media Monitoring** Media publications and the sentiment of the affected parties and stakeholders is critical for managing perception.

# 4 Stakeholders Mapping and Engagement Plan / Execution

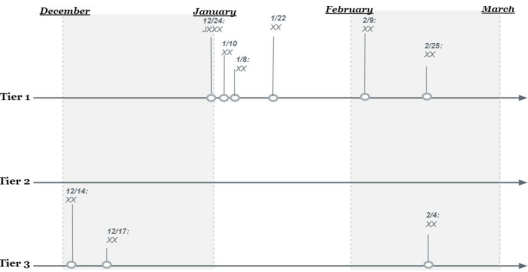
Clear and timely communications with stakeholders

## Mobilize / Stabilize

Effectively engaging with stakeholders requires a clear understanding of how their needs and expectations will shift throughout a disruptive event. Clearly defining an engagement strategy and linking the strategy to an action plan helps an organization stay in command of quickly evolving situations like disasters.

- Activities**
  - Establish baseline and define objectives
  - Identify all stakeholder groups
  - Categorize stakeholders
  - Define each stakeholder group's specific issues and expectations
  - Define the action/operations plan
  - Implement the action/operations plan
- Deliverables**
  - Stakeholder mapping grid/infographics by category
  - Stakeholder engagement strategy
  - Stakeholder action plan: Individualized plan to implement engagement strategy
  - Operational support for engagement strategy execution

### Stakeholder Engagement Summary



### Stakeholder #1

<b>Stakeholder Priorities:</b>	+ XXX + XXXX	<b>Owner:</b>	+ Accountable: XXXXXXX + Supporting team: XXXXXX, XXXXX
<b>Desired Action:</b>	+ XXXX	<b>Approvals Required:</b>	+ Overall Plan: XXXXX, XXXXX, XXXXX + Engagement Specific Comms: Legal, Comms, XXXXX, XXXXX
<b>Tailored messaging:</b>	+ XXX + XXX		

Planned/Proactive Engagement:			
Date	Event/Action	Objective	Comms Needs
12/11	Meeting #1	150	Training
12/22	Meeting #2	150	Training
12/28	Meeting #3	150	Training

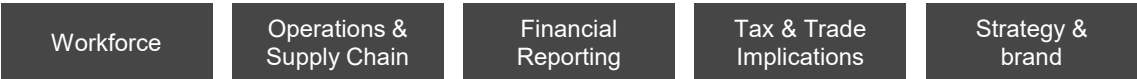
Unplanned/Reactive Engagement:			
Date	Event/Action	Objective	Comms Needs
-	-	150	Press release, Training
-	-	150	Training, Press release

# 5 Crisis Strategy & Scenario Planning

Find the right path through the disruption

## Mobilize / Stabilize

Crisis Strategy and Scenario Planning increases confidence in an organization's ability to navigate disruption by evaluating multiple scenarios and developing contingency strategies to **identify opportunities and mitigate risks in 5 key areas:**

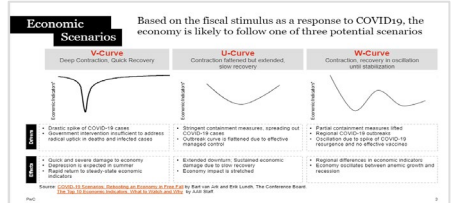
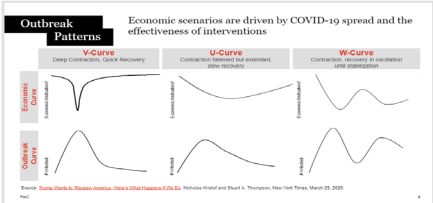


### Activities

- Establishing a cross functional Strategy & Outlook team to conduct the following:
- Establish strategic priorities/objectives for the response
  - Perform scenario planning and liaising with workstreams to understand and mitigate enterprise-wide risks and impacts
  - Identifying immediate actions to mitigate risks or take advantage of new opportunities
  - Identifying preparedness activities where risks cannot be mitigated and aligning them with existing crisis and business continuity plans
  - Identify strategic opportunities (deals, areas of transformation, etc.)
  - Align workstream accomplishments/pursuits into strategic priorities/objectives to create a simple, relatable "narrative" for employees and stakeholders to understand the approach and impact of the company's response efforts

### Deliverables

Executive document and communications detailing organizational priorities, response strategies, scenario considerations, and critical mitigation/preparedness activities



# 6 Crisis Response In-Flight Review

Tune-up response activities to global standards

## Mobilize / Stabilize

Prolonged response efforts create opportunities for companies to assess their performance and make course corrections in real-time. A rapid response diagnostic (completed within a short time) can identify adjustments needed to improve the response strategy, including structure, reporting, and technology.

### Activities

- Gather insight on existing response approach and capabilities through a rapid diagnostic that can include:
  - Response leader and response team workshops and interviews
  - Technology review
  - Document review
- Identify gaps, improvements, and follow-up actions to aid the organization in structuring and executing an optimized response
- Develop rapid enhancement roadmap assigning priority and owners for recommended changes

### Response Assessment Components

- Governance, Leadership, & Strategy
- PMO
- Response Plan
- Response Team
- Brand & Stakeholder Management
- Technology
- Recovery Strategy

### Deliverables

- Summary assessment of response functions
- Prioritized recommendations and roadmap to strengthen

# 7 Crisis Post Incident Review and Returning to New Normal

Assess how you did and adapt to new work environment

## Stabilize / Strategize

Organizations that have experienced a major incident or crisis recognize that - no matter how they performed in the response - they can always improve. Companies that invest in reviewing how their capabilities and processes served them are able to bolster their confidence for future responses.



### Activities

- Agree upon assessment criteria/methodology
- Review response timeline, key documentation, and the use of technology in the response
- Conduct interviews with key responders
- Identify and document maturity scores for each assessment area, including supporting examples
- Develop recommendation roadmap, review with project sponsor, and update as needed
- Plan what to do before returning to office from home officing



### Deliverables

- Comprehensive after action report with maturity scores and assessment summaries for each criteria element
- Tailored recommendation roadmap to improve effectiveness in future responses
- Executive summary presentation of key findings and recommendations to promote continuous learning and accountability

# 8 Crisis Preparedness and Maturity Assessment

Benchmark your resilience and have it strengthened

## Strategize

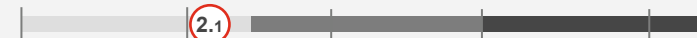
The Crisis Preparedness Assessment Tool is a web-based platform derived from leading practices and international incident management standards. It helps clients understand their existing crisis response capabilities and enables them to allocate resources based on program strengths and weaknesses.

Potential deliverables include:

- Detailed snapshot of current crisis management capabilities
- Clear, measurable maturity scores across each of the assessment categories
- Prioritized recommendations and roadmap to target maturity levels
- Industry and peer benchmarking reports

### Maturity scoring of current and target states

#### Overall maturity score



#### Target maturity score



#### Average industry score



### Recommendation implementation roadmap

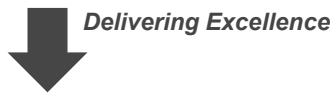


# 9 Crisis Management Program Design

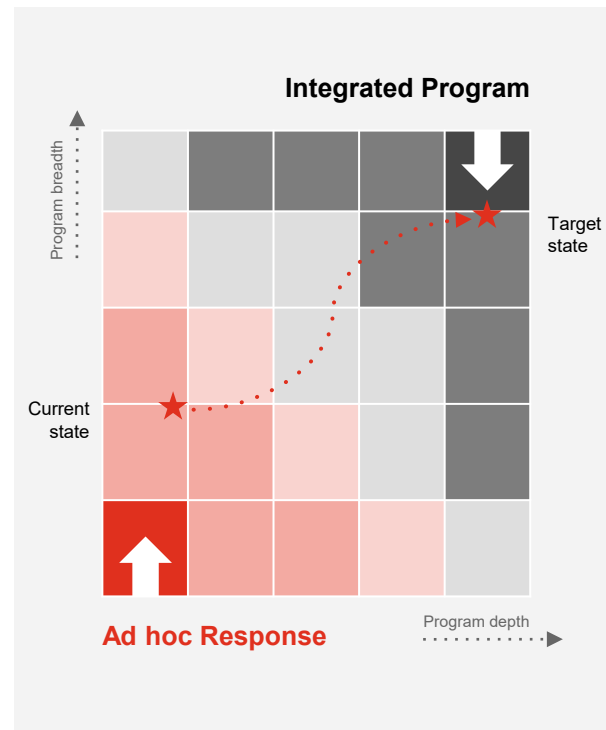
Take the crisis resilience to a next level

## Strategize

Leading crisis management programs are comprised of guiding principles, purpose, and scope, program governance structure, executive sponsorship, oversight, and accountability as well as training, awareness, and feedback plan.



- Program strategy and governance model
- Severity matrix and escalation triggers
- Crisis Management Team structure
- Road map and implementation schedule
- Program maintenance plan



# 10 Crisis Plan Development

Implement a world-class crisis master plan

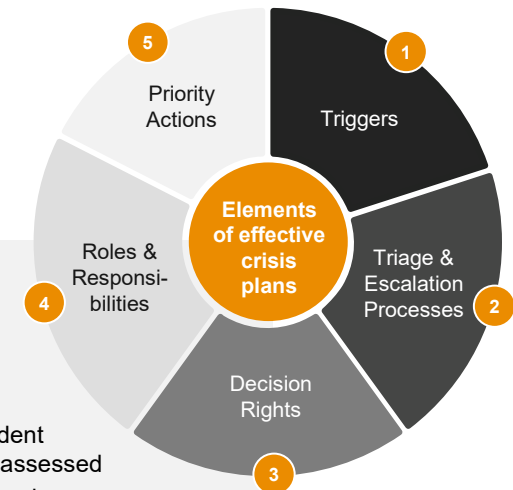
## Strategize

Enterprise-wide disruptions provide an opportunity for organizations to review and refine their existing plans to incorporate learnings and feedback from key stakeholders.

*Effective and well-understood communication protocols*

### Elements of an Effective Crisis Plan

1. Articulate the scenarios that rise to the level of an incident requiring response and how related impact should be assessed
2. Define how incidents are escalated, from where and to whom, and through what channels
3. Describe which key decisions require approvals and who has the authority to make them, under what circumstances
4. Provide clear delineation of who is involved in a response, the expectations for that involvement, and how roles are expected to work together in a crisis
5. Identify key actions to consider regardless of the nature of the incident, as well as who is responsible for those actions



# 11 Crisis Training

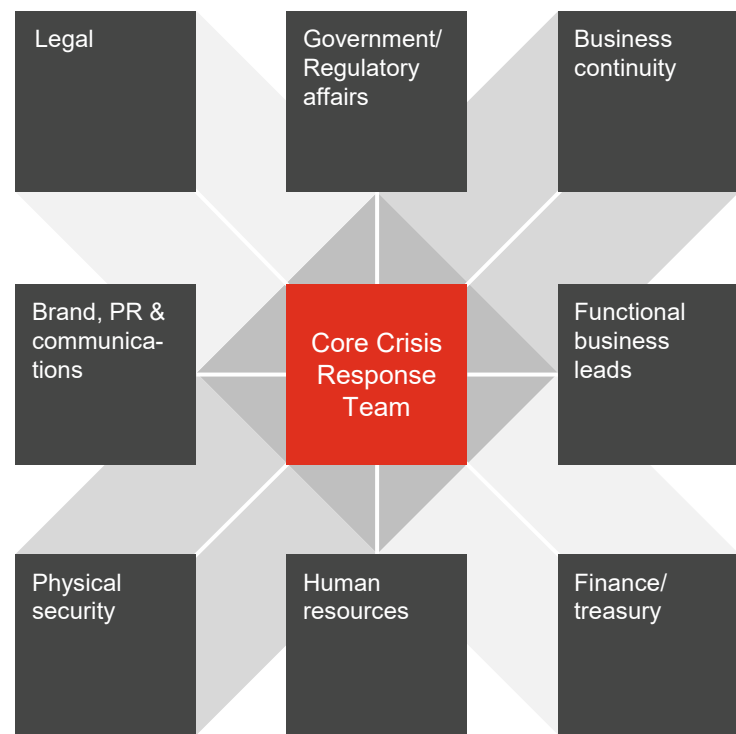
Upskill your crisis team and increase awareness

## Strategize

Crisis plans can prove ineffective in an incident if critical response personnel aren't aware of and comfortable with their roles and responsibilities. A regular cadence of trainings, coupled with an ongoing awareness program, helps ensure an organization is prepared for a disruptive event.

### Sample cross-functional core team membership

CEO



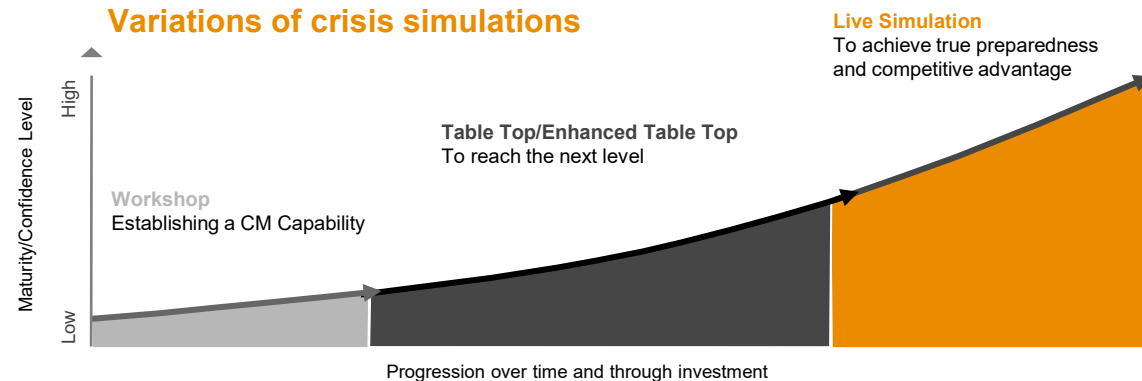
# 12 Crisis Exercises and Simulations





Test your abilities and build confidence

## Strategize

Crisis exercises are powerful tools that help organizations better understand and build confidence in their response capabilities. However, it's critical that these simulations are calibrated appropriately to ensure they stress an organization's capabilities without breaking them.

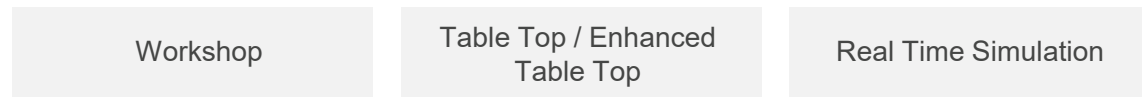
### Variations of crisis simulations



- 
Assess requirements and establish learning objectives
- 
Scenario design and exercise development
- 
Execute exercise and assessment
- 
Analyze and report findings, observations and recommendations

### Realtime Learning

Identifying potential outcomes and thinking through how to emerge stronger in each scenario provides teams with an actionable and strategic roadmap that will drive decision making in times of crisis. Additionally, both individuals and teams begin to build critical muscle memory that will carry them through a response to any crisis.





# Crisis “On-Call” Services

## Strategize

“On-Call” agreements provide peace of mind for our clients, guaranteeing priority access to subject matter experts, experienced crisis response personnel, and surge capacity in the event of an incident.



### Crisis Management

- Program strategy and governance model
- Severity matrix and escalation triggers
- Crisis Management Team structure
- Road map and implementation schedule
- Program maintenance plan
- PwC Turkey Crisis Response Framework & Analytical Tools



### Fraud Investigations

- Deploying effective fraud-fighting measures and reacting quickly is essential during crisis.
- With our professionals focusing on fraud risk assessments, risk analysis and advanced analytics, we provide you the confidence to manage fraud risks, opening a path for your business to operate with confidence.



### Regulatory Compliance Support (AML & ABAC)

- Assessing the current status and understanding your compliance needs of the crisis era is very important.
- We help you with designing the right compliance strategy and scope to stay compliant during the crisis,
- Determining compliance targets and roadmap, and
- Creating and updating the compliance program.



### Cyber Fraud & Incident Response

- During times of crisis, technology related fraud cases increase.
- Technology-related fraud cases reported in manufacturing, pharmaceutical, travel, healthcare and insurance industries are on the rise.
- We support you during your fight against cyber-fraud during the crisis era.



### Claims Recovery & Dispute Resolutions

- Following the crisis, cash inflow deficiency may create problems between lenders and borrowers.
- After devastating effects of the crisis, disputes may occur as a result of failed commitments between parties.
- Our experts help companies to establish the facts, analyze the issues and develop their dispute resolution and claims strategy.



### Data Analytics & E-Discovery

- Understanding the data is always important but during a crisis it is even more significant.
- Experts of D&A implementation and visualization can help you to understand, analyze and report your data accurately when stakes are high during a crisis.
- Computer forensics and electronic discovery services allow you to tackle potential fraud and misconduct.



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You are not alone. We are here to help.

### Prepare

- Planning and capabilities review
- Current state assessment and remediation roadmap
- Crisis scenario planning
- Exercises and simulations

### Respond

- Response team mobilization
- Strategy and governance model
- Stakeholder engagement strategy
- Operational response and factfinding support

### Emerge stronger

- Recovery strategy and “looking around the corner”
- Crisis program build and enhancements
- Employee training and plan socialization