

# CRISIS MANAGEMENT



No two crisis situations are ever the same. If a crisis is not managed effectively the impact could be severe, either financially or to the reputation of your organisation.

## IMPORTANCE OF CRISIS MANAGEMENT

By mitigating potential damage, organisations can reduce costs and create opportunities to enhance their reputations. Marsh Risk Consulting will work with you to assess your crisis management preparedness, develop robust response frameworks and finally, test your capabilities. Should a crisis occur you should have:

1. Complete understanding of the structure, roles, and responsibilities of your response.
2. Confidence that the crisis management team and procedures are tested and therefore robust and fit for purpose.
3. Senior management prepared to make decisions and act responsibly.
4. Reputational impact minimised.

## SOLUTIONS

### ASSESS

- Conduct a review of the current level of preparedness across the organisation.
- Identify the level of crisis management maturity.
- Provide recommendations and guidance on how to develop and embed the crisis management capability.

### DEVELOP

- Provide support and guidance to develop an appropriate framework that is fit for purpose and aligned with best practice.
- Identify the Crisis Management Team and implement an escalation process.
- Identify critical stakeholders and crisis communication channels.

### TEST

- Conduct training sessions for those identified on the Crisis Management Team.
- Facilitate scenario-based exercises to test the response of the plan and team to a crisis.
- Develop and manage multi-agency exercises to test the capability with internal and external stakeholders.

# CRISIS MANAGEMENT EXERCISES

INCREASING COMPLEXITY				
EXERCISE TYPE:	PLAN WALKTHROUGH	DESKTOP EXERCISE	SIMULATION EXERCISE	LIVE EXERCISE
	Facilitated training through scenarios.		Test teams ability to respond to scenarios.	
SCENARIOS TYPES:				
DISRUPTION TO:	Premises – denial of access, loss of site, people, technology, supply chain, and reputational.			
INTERNAL PLAYERS:				
BUSINESS CONTINUITY MANAGEMENT LEAD	✓	✓	✓	✓
SENIOR MANAGEMENT	Optional	✓	✓	✓
ALL INTERNAL STAFF	✗	✗	Optional	Optional
EXTERNAL PLAYERS:				
ALL	✗	Optional	Optional	✓

## CASE STUDY 1

### GLOBAL ENGINEERING GROUP

#### CONTEXT

A FTSE100 UK-based global engineering group recognised the need to enhance its existing crisis management framework and documentation. A combination of the restructuring of the business and previous incidents led the group to conclude that the existing arrangements were outdated.

#### WHAT MARSH DID

Conducted a series of meetings with senior management in order to develop an updated, enhanced crisis management framework and plan, designed to assist a group-level team manage serious incidents.

#### BENEFITS

Ensured that the group was well placed to manage crises at an appropriate level, within the business. We updated their framework which was integrated with other policies and procedures such as business continuity management, environment, and health and safety.

## CASE STUDY 2

### A LARGE HOTEL AND RESTAURANT OPERATOR

#### CONTEXT

Growing importance for its businesses to rehearse how they would respond to a disruptive incident. Increase experience of senior management in dealing with a challenging crisis management (“CM”) exercise.

#### WHAT MARSH DID

Developed and delivered a series of stimulating and realistic scenarios to the Crisis Management Team. Tested the team’s familiarity with the crisis management plan through a series of simulation and desktop exercises.

#### BENEFITS

Identified opportunities for improvement in the current arrangements. CM representatives gained experience of developing and running exercises. Provided a clear outline of responsibilities in relation to dealing with a disruptive incident.

For more information, visit [uk.marsh.com](http://uk.marsh.com) or please contact our team at Marsh Risk Consulting at [mrc-uk@marsh.com](mailto:mrc-uk@marsh.com)



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