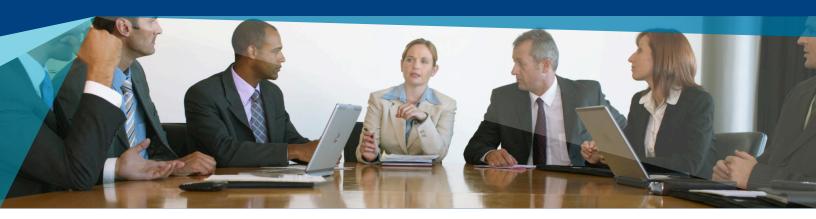
### MARSH RISK CONSULTING

Reputational Risk & Crisis Management, Resiliency, and Response Practice

# BUSINESS CONTINUITY RISK MANAGEMENT SOLUTIONS



'Traditional' and emerging risks can damage an organization's business operations, financial health, and stakeholders' confidence, and can even drive a company out of business. Insurance programs, though they may be able to reduce financial impact, are not always enough to protect a company. However, by focusing on business interruption risks and strategies designed to reduce and mitigate the impact of such potentially highly disruptive risks, Marsh Risk Consulting (MRC) can help organizations improve their business resiliency.

#### **SERVICE HIGHLIGHTS**

MRC's Business Continuity Risk
Management consultants have the unique
ability to develop and integrate customized
business continuity and resiliency
solutions into your company's overall risk
management and preparedness strategy.
When implemented, a well-designed and
practical business continuity plan can
put you in a better position to reduce and
mitigate the impact of, and recover quicker
from, disruptive events. Additional benefits
may include:

- Better tactical and strategic operational decisions through enhanced risk awareness.
- Greater understanding of the total cost of risk and potential business impacts of disruptive events.
- Protection of customer relationships, market share, and brand.

## ENTERPRISE CONTINUITY STRATEGY AND VISION

We work with you to understand your organization's current state of business continuity planning, identify a vision or end-state, perform a gap analysis, and then develop a strategy that will help lead your organization to achieve its readiness vision. Typically, this includes:

- Defining key business objectives and stakeholders.
- Determining critical business processes or functions and resources.
- Reviewing your current risk management, continuity, and overall preparedness approach to assess the extent to which it addresses your key business processes and continuity needs.
- Identifying gaps between the current situation and the end-state vision.

#### Who it's for

- Has critical operations or functions which must continue despite a disruptive event.
- Has single points of failure, critical supply chain dependencies, limited or no excess production capacity, and/or 'just in time' delivery systems.
- Has a lack of preparedness for a range of disruptive risks, including pandemic and cyber.
- Has continuity, regulatory, or customer requirements, such as Sarbanes-Oxley, HIPAA, Joint Commission, SEC, FINRA, or FDA.

#### What you get

- Customized solutions designed to enhance operational continuity, resilience, and recovery.
- A well-designed business continuity plan and/or program to help increase resilience around the organization's critical business functions.
- The expertise of MRC's leading experts who have global experience across the public and private sectors, industries, and the fields of risk management, business continuity, emergency management, crisis management, disaster recovery, supply chain, communications, and human resources.



#### INTEGRATED RISK AND IMPACT ANALYSIS

Understanding your business risks is an integral component of a business impact analysis. In addition to more traditional disruptive risks, for example natural weather events, explosions, or fires, it is important to consider emerging risks and other non-traditional concerns, such as pandemic and cyber, that can disrupt your business operations.

MRC can help you to identify these critical issues and the functions essential to the ongoing survival of your business. We help you assess the potential impact of various scenarios so that you can understand the degree of potential loss that may occur and develop strategic continuity and resiliency plans based on business-relevant data.

## BUSINESS CONTINUITY PLAN, CAPABILITIES, AND PROGRAM CREATION AND INTEGRATION

MRC works with your organization to determine the best continuity and recovery strategies and solutions and to develop viable business continuity plans tailored to the unique specifications of your organization.

While plans are an essential documentation of your intended process to respond to disruptive events and continue critical business operations through to a return to normal, it is an organization's response and implementation capabilities that matter most. MRC can evaluate your organization's state of readiness – your current business continuity or other response plans and processes – for real world viability.

Our team will assess existing plans against realistic disruptive events and focus on how the continuity process aligns and integrates with your other response plans such as emergency response and crisis management, to name a few. We also can assist you with testing and exercising the viability of your existing plans and capabilities.

Vital to this effort is building a culture of resiliency across the organization. Our consultants can help you develop business continuity training and awareness programs designed to promote this culture. They can also help you integrate business continuity program management into your organization's overall preparedness and/or risk management program to enable ongoing program viability and readiness.

## ENHANCING PREPAREDNESS STRATEGIES AND CAPABILITIES

MRC's business continuity risk management solutions are part of our range of preparedness offerings, which includes crisis management, emergency response, reputational risk management, supply chain risk management, and more.

MRC can support efforts to develop, manage, and maintain an overall preparedness program that addresses your organization's specific needs and circumstances. The plans and processes we help you build enable you to address an array of events or issues – human, environmental, political, physical, financial, legal, or regulatory – that can threaten the safety of your employees, your continued operations, and the reputation of your organization. Some of the key components of this offering include:

- Defining an overall structure and process to guide rapid and coordinated decision making at appropriate levels of the organization.
- Orchestrating and aligning all related incident response plans, including crisis management, business continuity, emergency response, supply chain, crisis communications, and human impact, among others. Where such plans do not exist, MRC experts can help you to develop them.
- Designing a multi-year program that achieves a preparedness capability and culture of prevention.

#### **BUSINESS CONTINUITY DISRUPTION RESPONSE**

Because a business continuity disruption can affect your operations anytime, anywhere in the world, and an immediate response is often required, our consultants are available 24/7/365 to provide counsel and personalized support to your senior leaders or the Board. We can help you manage any type of crisis, minimizing impacts, protecting your reputation, and, ultimately, safeguarding your business. We can help you assess the issue, organize your response, develop a strategy to manage the surrounding issues, and deploy the right resources. We can also provide support for crisis communications and humanitarian assistance efforts with your employees. Furthermore, we can leverage the vast human resources, brand management, and other capabilities of the larger Marsh & McLennan companies to help with your recovery.

1-877-24-MARSH

Crisis Response Support

From Marsh when clients need it most

For more information about business continuity risk management, preparedness, and other solutions from Marsh Risk Consulting, contact your local MRC or Marsh representative.

You can also learn more about these services by visiting marshriskconsulting.com.

Marsh is one of the Marsh & McLennan Companies, together with Guy Carpenter, Mercer, and Oliver Wyman.

This document is not intended to be taken as advice regarding any individual situation and should not be relied upon as such. The information contained herein is based on sources we believe reliable, but we make no representation or warranty as to its accuracy. Marsh shall have no obligation to update this publication and shall have no liability to you or any other party arising out of this publication or any matter contained herein.

Any statements concerning actuarial, tax, accounting, or legal matters are based solely on our experience as insurance brokers and risk consultants and are not to be relied upon as actuarial, accounting, tax, or legal advice, for which you should consult your own professional advisors.

Any modeling, analytics, or projections are subject to inherent uncertainty, and the Marsh Analysis could be materially affected if any underlying assumptions, conditions, information, or factors are inaccurate or incomplete or should change.

Marsh makes no representation or warranty concerning the application of policy wordings or the financial condition or solvency of insurers or re-insurers. Marsh makes no assurances regarding the availability, cost, or terms of insurance coverage.

Copyright © 2013 Marsh Inc. All rights reserved. Compliance MA13-12612 5670