



## Business resilience in the wake of COVID-19

### A pragmatic, action-oriented approach

Let's face it. The worst that can happen sometimes does, whether it's a pandemic, natural or man-made disaster, or other unexpected and disruptive event. That's why your organization should have a sound business resilience program in place to withstand and move past crises. But that's often easier said than done, particularly when organizations can be stymied by four common hurdles:

1

#### Limited board and executive insight

Brand and reputation can take a significant hit from an extended business disruption. Without resilience measurements, the board and executives may have a false sense of confidence in the company's business resilience program.

2

#### Not implementing the actual recovery strategy

Business processes are inextricably linked by technologies—and often with third parties. To recover an end-to-end process, a company's resilience program should be practical and actionable—not just a strategy document that collects dust on a shelf.

3

#### Your old business continuity plans don't work

Many organizations cut and paste from templates to create their business continuity plans. But this can result in plans that are generic, repetitive, and cumbersome. A better alternative? Concise, action-oriented, mobile-enabled playbooks.

4

#### Minimal exercises and validation

Too many companies fail to test their recovery strategies and plans. And when they do, it's frequently a "check-the-box" approach that doesn't address critical areas—or that doesn't drill deeply into those areas.

## Why business resilience is different

Business resilience is the term we use collectively for IT disaster recovery and business continuity. Our resilience solutions include methodologies, frameworks, and guiding principles that align with many global and national standards and regulations, such as ISO22301, British Standard BS65000, the US Federal Financial Institutions Examination Council (FFIEC), US Department of Agriculture's Farm Service Agency, New York Department of Financial Services, Bank of England Operational Resilience Paper, and US National Fire Protection Agency 1600.

Our approach is different, because we:

-  **Keep it practical and actionable**  
by understanding an organization's operating environment and business needs, and designing solutions that can drive value.
-  **Building a culture of resilience**  
by avoiding "check-the-box" activities and devising ways to make resilience an organizational priority all the time, not just during a disruption or crisis.
-  **Measuring confidence in recoverability**  
not just through effective recovery strategies, but also through effective testing and exercises.
-  **Implementing communications**  
that translate technical concepts into simple business language and clearly define and convey important insights and action items.

## Prepare for the worst. Expect the best.

Want to get started building a stronger business resilience and continuity plan? Here are three steps to consider right now:

- 1. Determine how confident you are about your existing program**  
Don't wait for regulators or auditors to analyze the health of your recovery.
- 2. Identify your "heartbeat" business processes**  
Develop end-to-end resilience strategies for the things that make your company run.
- 3. Conduct an exercise or simulation**  
And challenge yourself in the process. Creating some tension can help you see if your company is prepared for significant business disruption.

## Contact

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