

## Real-time Response

Rapid-reaction crisis support that is always just a phone call away



### Readiness

### Response

### Recovery

Firefighters often remark that the first five minutes of an incident dictate the five hours that follow. Most organizations have detailed crisis plans in place. But some incidents don't respect plans.

What's at stake? In extreme cases, the future existence of the organization. Perhaps even lives and property. But every crisis puts hard-earned value at risk. A review of 15 recent high-profile organizational crises found that within a year, there was more than a 20 percent difference in shareholder value between effective responders and ineffective ones.<sup>1</sup>

Whatever the initial challenge—from cyberattack to natural disaster—a crisis tends to gather speed exponentially. And whatever the initial problem may be, it can quickly generate auxiliary challenges such as lack of clarity, inadequate decision-making time, disruptions in the chain of command, and overtaxing of internal resources.

It may not be the fire department you need when crisis erupts. But this is the time when prepared, dedicated assistance can make a lasting impact in your response, recovery, and long-term resilience.

### Are you ready?

In the long-term lifecycle of crisis management, Deloitte's Real-time Response can help guide organizations through the most harrowing times. We move quickly to integrate a joint working team that delivers experience and "surge resources" in disciplines like project management, technology, forensics, risk, finance, and operations.

Deloitte's Real-time Response teams help organizations exercise decisive leadership, distinguish discrete events from the real crisis at hand, communicate actively, anticipate the unexpected, and drive continuously toward actionable intelligence so you can find advantage in the unexpected and emerge stronger than before. No matter what kind of challenge your organization is facing, there are basic principles that can help:

- **This has happened before.** Perhaps not in your organization—but with our global reach, we've accumulated years of experience in situations just like yours, and have built the tools and capabilities it will take to help you get through this.

<sup>1</sup> "Reputation Review" (Oxford Metrica and Aon, 2012).

- **Transparent communication from an objective view.** They call it the “fog of war” for a reason, and it’s just as thick in civilian crises. Support from a dedicated adviser can add much-needed clarity.
- **Defense in depth.** When crisis pushes your resources toward the breaking point, the “surge” capacity embodied in Deloitte’s global resources means you’ll have the power to push back.
- **Operational and organizational prowess.** In the thick of crisis, it’s critical to make quick evaluations and even quicker decisions. Our teams are built to help you make the tough calls with confidence.

### How Deloitte member firms can help

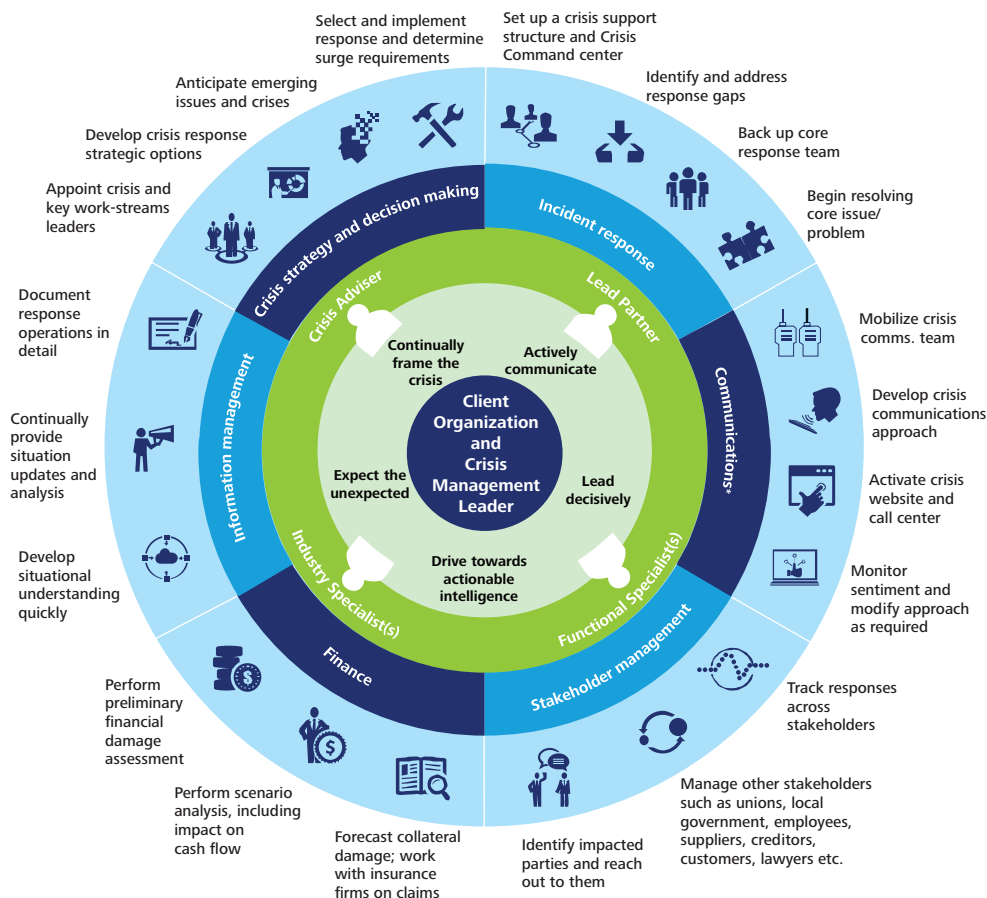
The Deloitte Center for Crisis Management offers a global team that works across Centers of Excellence for quick mobilization to help companies contain risk at the earliest point possible.

- Experienced crisis leaders who have worked in the areas of natural disasters, cybercrimes, finance, forensics, restructuring, and communications
- “Surge resources” in project management, technology, forensics, risk, finance, operations, and other areas where minutes count
- Informed evaluation and prioritization of current and imminent resource needs
- Integration with Deloitte’s full-lifecycle crisis management operation for help coming back stronger from the current incident—and preventing the next one
- A sounding board for rapid-fire decision making
- Crisis intelligence capabilities in social and traditional media

### Bottom-line benefits

Whether or not your organization is already engaged with Deloitte on the longer-term aspects of crisis management, the Real-time Response team is always ready to answer a call. For foreseeable crises, such as ones that arise from regulatory action or litigation outcomes, our people can pre-position and meet the need as the crisis unfolds. When the truly unexpected strikes, we can go from zero to operational in a matter of hours. There are multiple benefits of handling responses on that basis:

- Move decisively to address emergent threats
- Plug in necessary capabilities without delay
- Preserve operational stability, reputation, and stakeholder value
- Retain control over the process
- Free your personnel to remain engaged with other critical tasks
- Retain lessons that you can apply next time



### A configured team on the ground within hours

When organizations need help weathering moments of crisis, experienced Deloitte crisis leaders coupled with specialists in operations, technology, finance, and regulatory can be deployed as part of the host organization’s crisis command center within hours of a crisis—or even beforehand.

Deloitte’s response team is structured ahead of time to integrate quickly with yours and is scalable depending on the nature of the crisis. A crisis adviser works closely with a relationship leader who has deep knowledge of your industry and organization, accompanied by functional specialists, deputies, and a crisis project management office (PMO) leader.

Upon activation, this team “slots in” to bridge the space between your organization’s leadership and Deloitte’s network of crisis management and industry professionals. The result is a display of coordinated action that rivals the structures companies might take weeks to build under other circumstances.

When your organization faces its most harrowing times, every decision you make will resonate. With experienced Real-time Response support from Deloitte, you can move more quickly and confidently from crisis to recovery.

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