

# Crisis, Disaster, Catastrophe & the effects of Pandemic

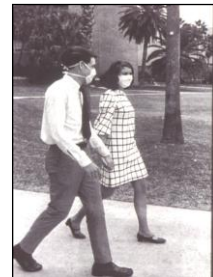
Marc Vael  
Executive Director

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## Pandemic Influenza

- WHO:
  - Pandemic Influenza = recurring event
  - All countries will be affected
  - Medical supplies will be inadequate
  - Large numbers of deaths can occur
  - Economic & social disruption can be large
- How would an escalation to level 4, or even a scare, affect your business and your people?



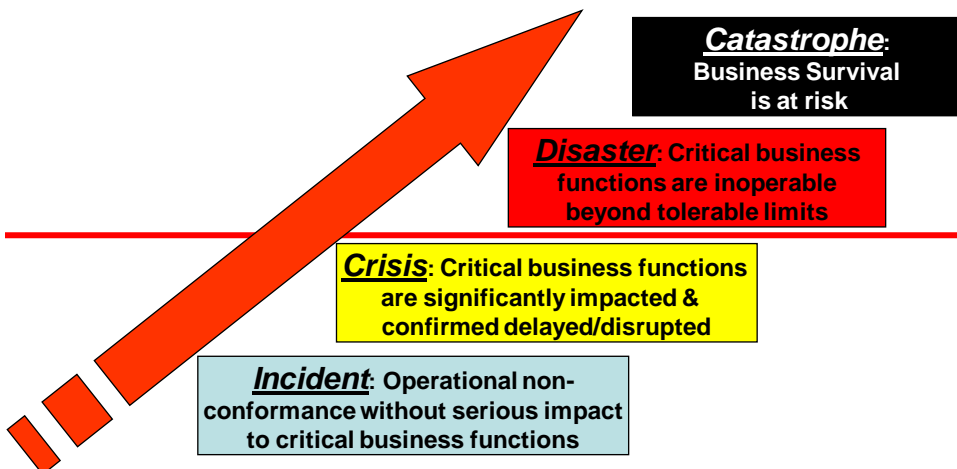
## A possible definition set

**Incident** = any event not part of SoP causing, or may cause, interruption to, or reduction in, quality of that service provided by / to your company. Incidents are situated within department(s) & can have impact on other departments.

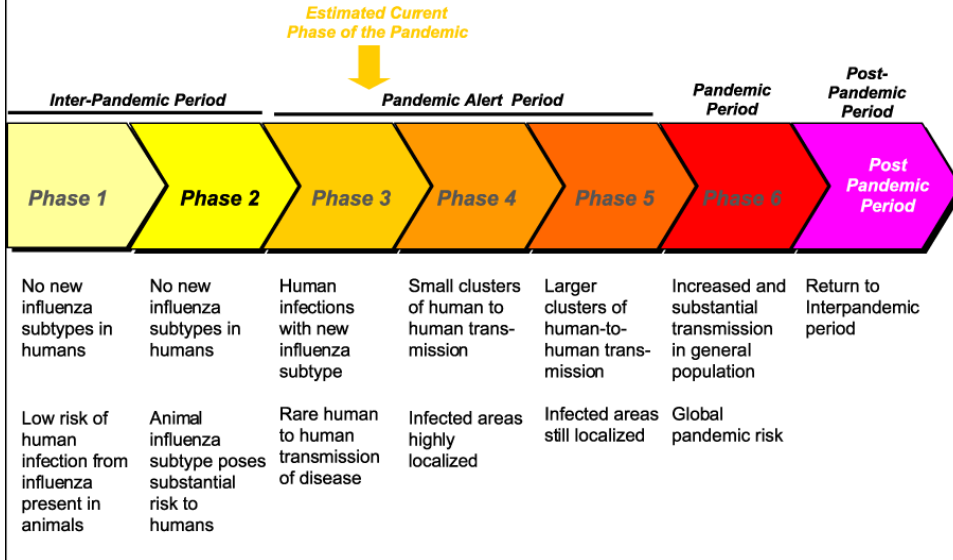
**Crisis** = significant disruption in critical business functions attracting internal attention & potential external media coverage. Crisis can cause harm to people/assets/reputation + could have legal, financial, governmental impact on your business (brand / products / services)

**Disaster** = any serious disruption in critical business functions causing (widespread) human, material, economic and/or environmental loss exceeding ability of your company to cope using its own resources.

## A possible escalation path



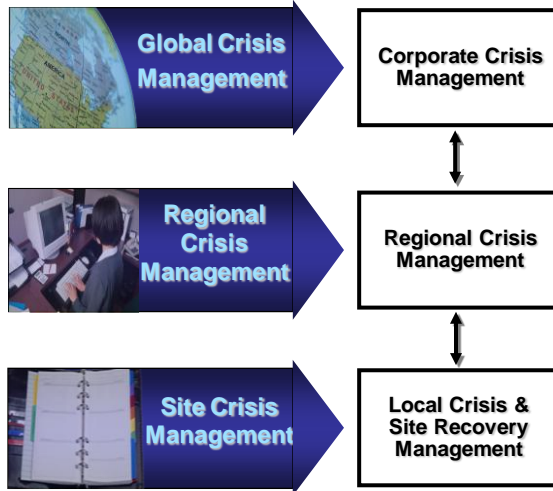
The Avian Flu is in phase 3 of the WHO's monitoring system and shows signs of progression towards what has the potential of becoming a pandemic.



## Pandemic Influenza – A More Pragmatic Approach

EVOLUTION	Phase 3 TODAY!	Phase 4	Phase 5	Phase 6
No cases in the European Union	Vigilance	Vigilance	Pre-alert	Phase of national coordination
Cases in the European Union but not in Belgium or bordering territories	Vigilance	Pre-alert	Phase of national coordination	Phase of national coordination
Probable human cases in Belgium or bordering territories	Vigilance	Pre-alert	Phase of national coordination	Phase of national coordination
Confirmed human case in Belgium or bordering territories	Pre-alert	Phase of national coordination	Phase of national coordination	Phase of national coordination

## Crisis Management Approach



## Potential Crisis Scenario's

- **Corporate-Level Crisis**
  - Attack on brands (aimed at undermining your company)
  - Attack on management (claims of immoral or uncaring behaviour)
  - Competitor allegations
  - Political interference
- **Site-Related Crisis**
  - Fire / Industrial accident (fires, explosions, floods)
  - Production / distribution problems (theft on a site or in distribution)
  - Labour dispute (demonstration / barricade)
  - Major accidents
  - Plant closure

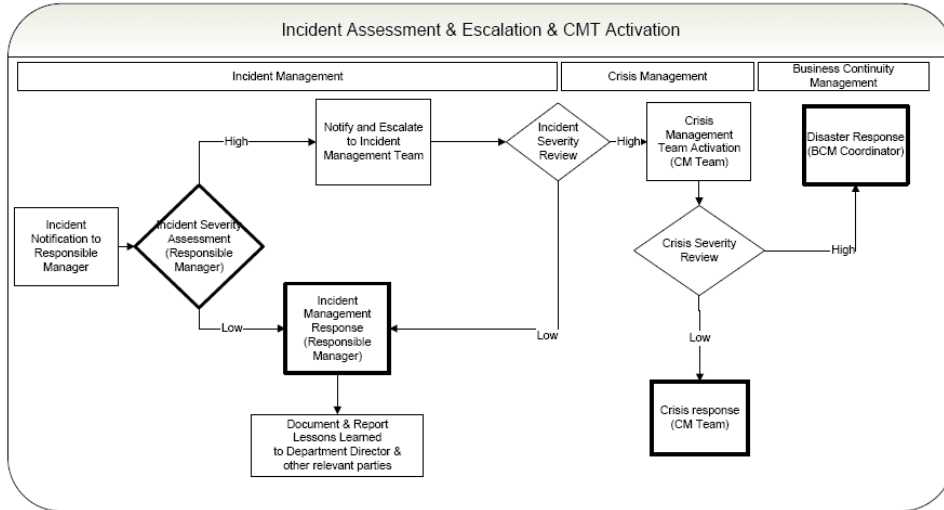
## Potential Crisis Scenario's

- **Product-Related Crisis**
  - Death / severe adverse event associated with a product
  - Accidental contamination
  - Challenge to safety / efficacy (failure of product quality arising from a production failure or a raw material fault, whether deliberate or accidental, occurring anywhere within the total supply chain)
  - Investigation by regulatory authority or government department
  - Stolen goods
  - Public recall
  - Widespread litigation involving a product
- **People-Related Crisis**
  - Formal complaint or lawsuit by an employee against your company (discrimination, harassment, unfair dismissal)
  - Threat to an employee (violence, extortion, blackmail)
  - Non-compliance with ethical code of industry or mother company
  - Accidents (suicide attempt)
  - Corruption / criminal activities.

## Crisis Management Principles

All decisions for how your company responds to a crisis (regardless of cause) should be driven by the following basic principles:

- Always put the health & safety of all people **first**.
- Always seek to provide factual, rapid and transparent communications.



- **Initially, CMT will:**
  - Analyse problem
  - Inform appropriate crisis co-ordinator & agree on level at which crisis is to be managed
  - Determine who will be part of the enlarged crisis team
- **If crisis is to be managed at country level, CMT will:**
  - Define strategy
  - Select most appropriate course of action
  - Issue instructions within market
  - Agree on Communications strategy & plan
- **CMT will decide whether they will:**
  - Be responsible for all implementation
  - Delegate responsibility & take monitoring/communication function

## Crisis Management Team

- **CMT Leader**
  - Ultimately responsible for all decisions & content of all communications
  - Chair all meetings, if and when possible
  - Agree on & approve key messages
  - Inform & brief industry associations
  - Has final responsibility for all decisions & communications
  - Empowers & supports CMT Co-ordinator
  - Decides when CMT & other teams will be disbanded
  - Evaluates management of crisis & provides recommendations for possible adjustments to crisis management manual

## Crisis Management Team

- **CMT Co-ordinator**
  - Will be first point of contact.
  - Manages all info & ensures coherence of CMT's actions
  - Alert CMT team & ensure they are quickly available
  - Communicate with other European/Global co-ordinators, if appropriate
  - Collate, analyse, display all incoming info, showing separately info that is/is not in public domain
  - Identify info gaps & inconsistencies + make sure these are filled/resolved
  - Co-ordinate dissemination of all info
  - Nominate spokespersons according to magnitude/type of crisis
  - Log (writing & reporting) key events & decisions

## Crisis Management Team

- **Communications Manager**
  - Responsible for the timeliness, accuracy and consistency of all communications
  - Draft key messages and clear them with the CMT Co-ordinator and CMT leader
  - Arrange for key messages to be passed on to all those who need them
  - Draft a communications strategy and plan
  - Update key messages when new decisions are made or new information becomes available
  - Liaise with communicators in other countries and at other levels, where appropriate
  - Co-ordinate media management within the country
  - Co-ordinate internal communications

## Crisis Management Team Specialist & Adviser

- Function of specialists & advisers = support CMT by providing expertise in areas potentially affected or involved in managing specific crisis. Support will vary depending on situation.
- Advise on possible implications & will be responsible to get updated data in order to decide on actions & messages
- Will be available for communicating directly to authorities, press, community and other stakeholders on issues with direct impact
- Advise CMT of :
  - Issues that will impact corporate image & business in an adverse manner
  - Issues being dealt with that may escalate & impact upon one or more companies
  - Assist CMT in a crisis that has a specialist aspect, and in particular contact :
    - responsible specialist staff in HQ & product categories
    - external specialist consultants & experts as necessary
    - stand before a committee or publicly to put the company viewpoint

## Pandemic Influenza – Approach

- Pandemic Continuity Management Approach
  - Scope & Objectives
  - Support & Oversight
  - Integration in existing BCM Approach
- Pandemic Continuity Business Impact Analysis & Risk Assessment
- Pandemic Continuity Plan (practical)
  - Critical business process(es) protection
  - Facilities safety
  - Absenteeism tracking
  - Home working
  - Communications
- Pandemic Continuity Awareness
- Pandemic Continuity Testing



## Pandemic Influenza – Organisational Approach



## Some final remarks

- Perception of crisis often does not match reality
  - Expectations from stakeholders?
  - Business as usual?
- Everyone has to take up his/her responsibility during a pandemic crisis.
  - Get medical experts involved
  - Get all employees involved
- **1st possible human-to-human transmission :  
6 December 2007**
  - WHO is monitoring very closely
- Enough AV supplies for Wave 1...



## Contact Details

**Mr. Marc Vael, CISSP, CISM, CISA, ITIL**  
**Executive Director**  
**Protiviti Belgium**

**Riverside Business Campus - Building F**  
**Taminiau Business Center - 1st floor**  
**Internationalelaan 55**  
**1070 Brussels**  
**Belgium**

**Tel: +32 (0) 2 609 69 23**  
**Fax: +32 (0) 2 609 69 65**  
**marc.vael@protiviti.com**

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