

Risk Consulting Practice

Business continuity management

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Business continuity management

What would happen to your organisation if it were struck by a crisis? What if it had to shut down unexpectedly for a period of time? Would your people know what to do? Would your most critical processes and procedures be quickly restored? Would your senior management provide a credible response in the face of public scrutiny?

In 24-hour, global economies, the impact of business interruptions must be kept to a minimum if profits and reputation are to stay intact.

Marsh is a global leader in business continuity management advice. We assist our clients in developing, implementing and enhancing plans that ensure they continue to operate, even when the unthinkable happens.

Our business continuity management solutions include:

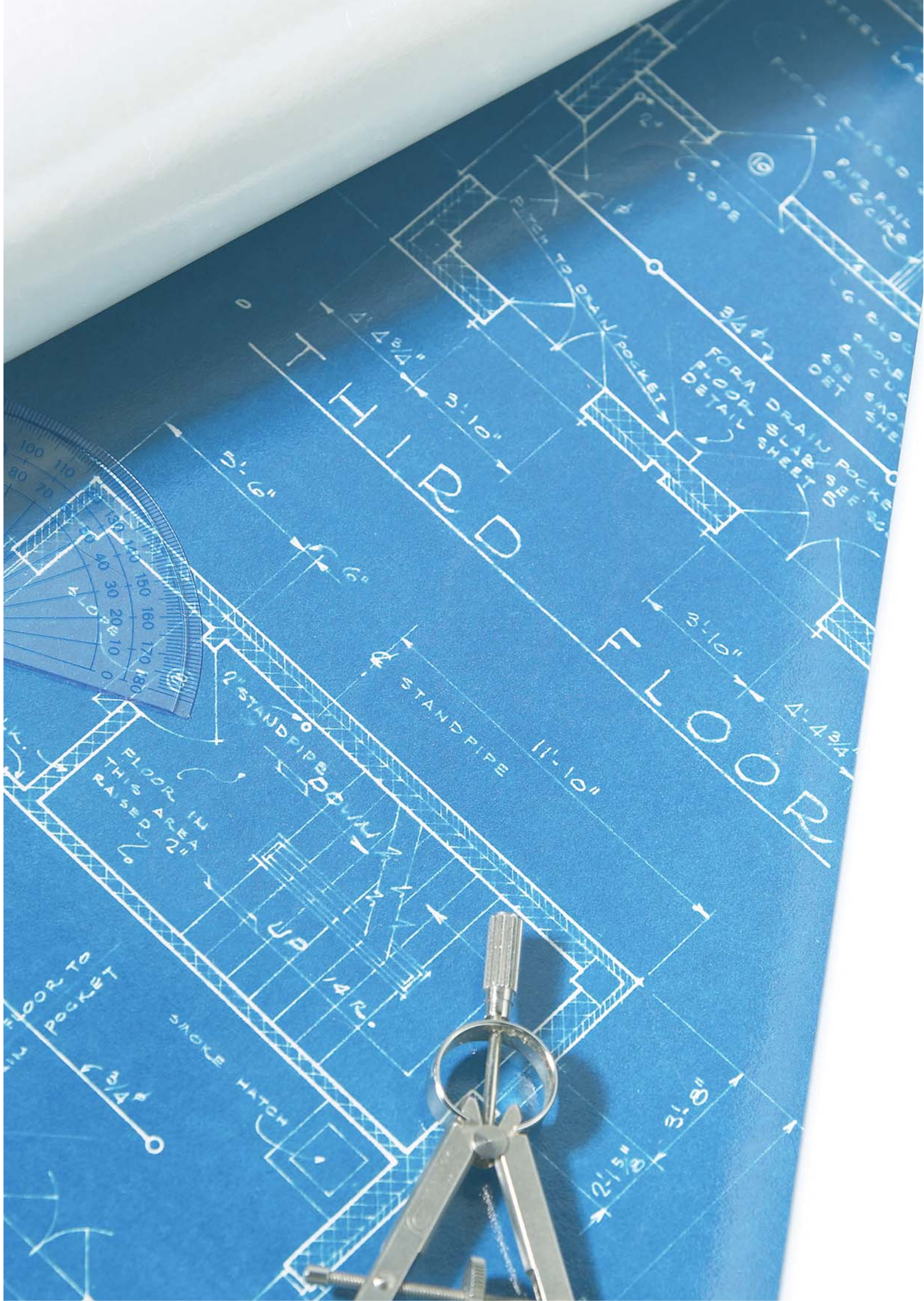
- business impact analysis
- business continuity strategy and plan design and creation
- business continuity programme management
- supply chain risk assessment
- crisis management
- training, exercising and auditing
- business interruption insurance reviews.

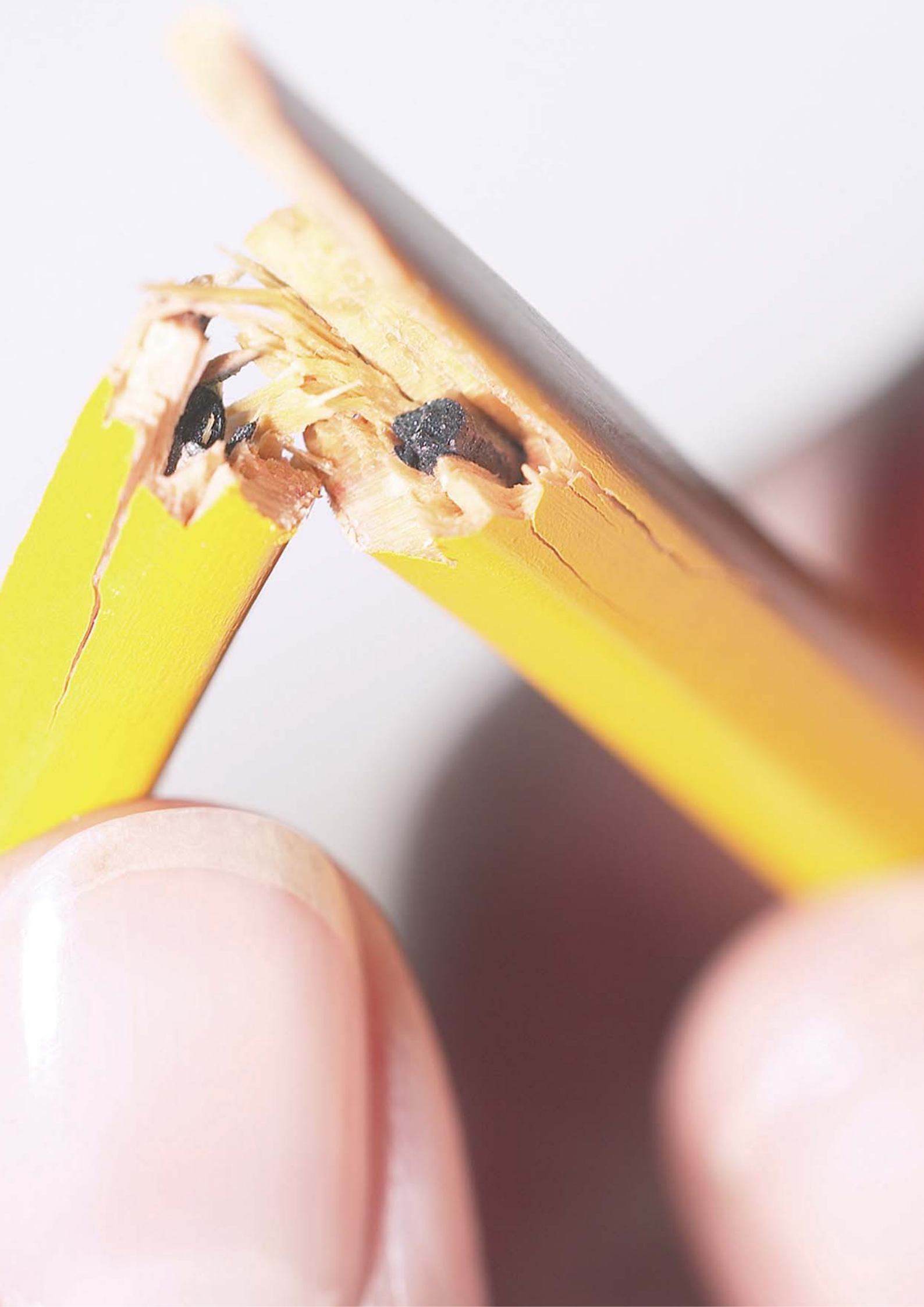
How effective are your business continuity plans?

Today, most organisations will have some form of business continuity plan. But many of these have been developed in response to specific threats and needs. The effectiveness of these plans can quickly diminish not only as the business environment changes, but also with the dynamics of the organisation itself and its changing business processes.

Marsh has been helping our clients to develop, implement and enhance their business continuity plans for many years. Our methodology is deliberately flexible so that we can create plans that are fit for purpose for our clients' businesses.

Our clients range from small, single site organisations, keen to build resilience into one key product line, through to multinational corporations seeking to implement consistent, industry-leading business continuity. As the regulatory landscape changes and our clients look to satisfy corporate governance requirements and conform to industry standards, our consultants can help to refine and enhance existing business continuity arrangements, ensuring that plans remain as up to date as our clients' own organisations.





Are your senior managers prepared to manage a crisis?

A Chief Executive Officer or Managing Director can expect to manage at least one major crisis during his or her tenure (Marsh, 2003). Whatever the cause, a crisis will take up significant senior management time and demand a rapid and coordinated response. But how effective would your organisation's response be when faced with an event threatening to impact your profits, reputation or relationship with employees, customers and suppliers? The skills required to successfully manage a crisis are distinctly different from those needed to run a business. Without formal planning, training and testing it is all too simple for the CEO to jeopardise the organisation's recovery.

Marsh is frequently appointed to work with our clients' Boards of Directors to determine their crisis management strategies and plans. The plans can be built during consultation with key staff or in a live scenario through exercising and rehearsing. With our help, clients build a strong crisis management capability that will significantly reduce the severity of the impact of a crisis or potential crisis.

Are your suppliers putting your organisation at risk?

Supply chains are becoming increasingly complex with a growing dependence between trading partners. As organisations become leaner, their supply chain vulnerability increases dramatically. Few organisations fully understand the risks associated with the acquisition, movement and conversion of goods, services and information. Marsh has a global team of supply chain specialists that assist clients in assessing and quantifying their supply chain exposures.

With our help they are able to model and measure the financial impact of disruptions to their supply chain, ensure the continuous supply of critical components and service, and monitor and refine business continuity plans in light of changes in the supply chains.





How does your organisation set appropriate levels of business interruption insurance?

Many organisations struggle to obtain appropriate levels of business interruption insurance at a competitive price. A business interruption risk evaluation is a prerequisite to effective risk financing for exposure to physical loss or damage to corporate assets.

Marsh is a leader in evaluating the cost of business interruption risk. We help clients to develop a clear picture of their business interruption exposures, quantifying all relevant factors. We set appropriate levels of insurance and help clients to make decisions on future levels of investment in business continuity management (BCM).

Our solution combines our consulting expertise with our knowledge of the business interruption insurance market, and often results in clients realising direct financial payback from their investment in BCM.

Case Study

Marsh saves electronics manufacturer £40m in business interruption costs

Our client is a manufacturer of electronics equipment. Its business was heavily dependent on a complex supply chain, which it would take six months to restore fully in the event of a business interruption.

Marsh was appointed to undertake a supply chain risk assessment, from which a business continuity plan was produced. Subsequent analysis demonstrated that the client's recovery time had reduced to five weeks, equating to a £40m saving in the event of an interruption or incident.

Case Study

Strategy review highlights gaps in business continuity capability

Our client is manufacturer of multiple products serving multiple markets, with some of its business units operational 24 hours a day. It was concerned about protecting reputation and revenue, and wanted to remedy any failings in its existing business continuity plans and reduce the cost of insurance cover over the long term.

Marsh was appointed to develop a management programme for business continuity, which would build on existing plans. We focused on three sites, running a series of rehearsals and testing plans against various scenarios. The exercise uncovered a number of shortfalls. The client has now been able to fix these issues, and has positioned itself favourably to negotiate improved insurance terms at the next renewal.

Why Marsh?

By working with Marsh to develop, implement and enhance your business continuity management programme, your organisation has access to a large global team of consultants, with experience across all industries. Our breadth of services enables us to work with clients to solve their specific business continuity issues, from initiating a plan through to developing and honing senior management skills to deal with a crisis.

Our unique continuity planning methodology delivers plans that are practical, scalable and easy to understand and follow, even in the most testing disaster. Our significant understanding of, and access to, all main business interruption insurance markets often enables us to negotiate enhanced terms for clients that can demonstrate effective business continuity.

