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Most of us share a responsibility for Enterprise Resilience, a fact that is underscored by lessons learned through COVID-19. Churchill & Harriman's Enterprise Resilience work is broad and deep. We are privileged to *live with* much after 25 years of experience; from developing original business continuity management (BCM) plans for global corporations across industries to updating existing BCM plans to make them current, all based on our experience in analyzing the business needs of our client and the state of technology. Our frame of reference is further informed through our global consulting practices in supply chain/third-party vendor risk optimization, compliance, and cybersecurity policy development.

As you consider developing new BCM plans or updating existing BCM plans, we want to offer what we believe are some important considerations.

1) Ensure formally strong and active executive management leadership and sponsorship for the upcoming BC project. This means that C-Level executives message formally throughout the business that the BCM initiative is a serious business priority and that timely cooperation is therefore required. Ensure that proper individuals within the business are measured formally on BCM.

2) Roll up the incidents and the lessons from the pandemic period and account for them as you proceed with your BCM project. Each business function within the enterprise should be polled for those incidents and lessons since the most recent BCM plan update. Pay particular attention to the points of intersect where hand-offs occur at the process level and ensure that proper ownership is assigned. Assume nothing.

3) Strongly consider enjoying the benefits of recognized global best practices such as ISO 22301 for BCM. There is a misperception with some that one must become certified to an ISO standard in order to enjoy its benefits. Respectfully, this is not the case. In fact, one can structure a new BCM plan or restructure an existing BCM plan in alignment with ISO 22301 with or without seeking formal certification to an ISO standard. You can freely pick and choose from the elements of ISO 22301 and employ them as you believe they are of value to your business.

4) Certainly, a lesson learned for most of us during the pandemic is the importance of technology to the business. Moving forward, technologies, such as video conferencing technology, may need to be included in every critical applications portfolio. We recommend that a thorough update be performed on the organization's critical applications portfolio based on the changes to technology that organizations made to adopt to the business condition they found themselves experiencing, beginning in 2020 through to now.

5) Supply Chain Optimization sits at the very epicenter of Enterprise Resilience. As soon as possible, we recommend that a review of the organization's supply chain be performed against carefully established criteria, leveraging the lessons the organization has learned during the pandemic, and formally considering the organizations updated business objectives. Across the board, organizations should carefully consider applying the benefits of Artificial Intelligence (AI) and Machine Language (ML) as benefits the business.

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6) C&H advocates a thorough Table Top Exercise (TTE) to test new or updated BCM Plans. In fact, a well-run TTE is also one of the most effective and enjoyable team building exercises we have witnessed in our work. In planning for the TTE, strong, formal executive sponsorship is required to ensure the established objectives for the TTE are achieved. We advocate an evolving disaster scenario for TTE's that may be further enhanced by including a significant process improvement that the organization would benefit from implementing. Proper up-front training of the Crisis Management Team and coordination with outside entities including law enforcement are mandatory. Additionally, we recommend that representatives from the Information Security and Risk Management organizations be included as integral members of the Crisis Management Team. This cements the aspects of information security and disruption recovery as both functions are critical to business resiliency.

While these considerations are not comprehensive, we trust you find this resource valuable.

Sincerely yours,

Kenneth J. Peterson
CEO