

Changing your perspective

The world is getting riskier. Organisations are increasingly vulnerable as business becomes more complex, virtual and interdependent. Building and sustaining a resilient business is a commercial imperative.

Your corporate immune system is what protects your business from illness – if it’s in good shape and something strikes, you can shrug it off.

Organisations that enhance their immune system are able to tackle challenges, fend off illness and bounce back more quickly.



Delivering value

We have been at the forefront of developing new structures and approaches that enable banks to look at their key activities across organisational silos. We have developed strategic approaches to resilience based on principles that underpin policy and decision making.

These are needed both for regulatory requirements and to meet aspirations for growth and long term security.

We are in close contact with key bodies such as the Cabinet Office, the Bank of England, London First, and the BSI, to share thinking and to support a joined-up view of resilience as understanding in the market develops.



We helped this petrochemicals client implement an approach that integrated business continuity and risk management, drawing on insurance engineering reports and linking them with health & safety and incident management procedures. We also helped design an integrated risk function and business processes to support this.

This integrated approach provided much higher quality plans with less overall investment.

A large government department with a role in responding to national crises asked us to review the effectiveness of their emergency response and how aligned they were with activities to build resilience into the critical infrastructure the department was responsible for.

Our recommendations supported the closer alignment of short term risk management with longer term resilience.

The executive summary series – paper No.1

Enterprise resilience

Boosting your corporate immune system

“Resilience is defined as the ability of an organisation to protect against, or adapt to, short or long term change. In today’s business environment any organisation lacking this ability is only likely to survive as a result of luck.”

Marco Amitrano
Global Assurance Markets Leader



What's on your mind?

Businesses are under constant pressure. Leaders need to get a grip on managing resilience-related activities instead of blindly focusing on cutting costs and aggressively streamlining operations.

Resilience equals success

The last decade has seen countless examples of businesses brought to their knees by a lack of foresight or poor management of crises. 'Black swan' events have exposed the shortcomings of traditional risk management, putting resilience at the top of board agendas. Yet many are still not making the connection between resilience and success. Don't be one of them. While it's possible to survive in the short term, it's a fundamental pre-requisite for success over the longer term.

Expertise is missing

Many organisations are making lazy investments as a result of ill thought-through decisions. They lack the capabilities, tools and approaches needed to make their investment in resilience effective, and too few understand or measure the factors that contribute to their resilience long term. Are these gaps you need to fill?

Our point of view

Resilience requires your business to evolve continuously, protected from shocks, while at the same time being able to adapt and maintain competitive edge. Tension can exist between being resilient and being agile and sometimes protection comes at the price of agility. Balancing these two needs can be challenging. The challenge for leaders is to step back, step up, be savvy and take action.

Everyone needs to be pointing in the same direction

You need to understand what really matters, getting the different organisational functions to work together better and creating a shared understanding of what resilience means.

Resilience is a wise investment

Many organisations spend more on insurance than they do on resilience but this balance is all wrong. You are unlikely to get a full payout from your insurers and no amount of money can salvage a damaged reputation or regain customer trust. Investing in resilience offers a better rate of return and enables you to enjoy a payout, irrespective of whether something bad happens.

Press to test

Some believe you never really know if you're resilient until you test it. We have a different point of view based on our own experience of successfully helping organisations stress test their resilience in a safe environment. The means now exist to give your corporate immune system regular and thorough health checks.






Resilience can be measured

It makes good commercial sense to be resilient. The factors that define what makes an organisation resilient can be identified and measured. Yet few monitor or measure it on an ongoing basis by building robust metrics into their KPIs.

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What good looks like

These are the fundamentals that need to be in place:

-  Resilience is built into your operating models and change management systems.
-  Integration is part of your organisation's DNA.
-  You see beyond the bounds of your organisation to the extended enterprise, that is, third parties and all those who contribute to your resilience.
-  Your organisation has visionary leadership that has invested wisely in resilience.
-  You continuously measure and monitor resilience against metrics built into your KPIs.

When to act

There are logical triggers in your business activities that prompt action. These will almost always be times when you should talk to us. Here are some examples.

-  A major change – this might be a transformation project of some kind that's driving significant change inside your organisation, changes in your external environment such as an acquisition, movement in lending rates or competitor failures.
-  When you have evidence of a weakness in your immune system.
-  Setting or reviewing strategic objectives.

How we can help

Businesses are not all the same. We understand that the right answers for each start and end in different places.

Creating a resilience dashboard – helping you develop a joined-up approach to resilience by providing the strategic indicators and metrics that will underpin your resilience strategy and help your management measure and manage resilience.

Introducing effective measurement – there is no end state with resilience, so continuous measurement and improvement are critical.

Helping you stay focused – knowing where you're strong, where you're vulnerable and helping you stay aligned with your strategic objectives.

Supporting you to embed resilience into your operating models.

Benchmarking your performance – using our operational resilience benchmark service, supported by our resilience maturity model, we can diagnose strengths and weaknesses in reporting aimed at the board.

Providing deep, practical expertise across the functions that support resilience including enterprise risk management, crisis management, behavioural risk, business continuity, security, risk quantification, IT resilience and information security.

Stress testing in a safe environment – we have developed techniques that enable us to help organisations assess their resilience without any of the unwanted consequences of them being tested for real.

What you gain

Harnessing the power of pulling in the same direction, with a shared agenda and understanding of resilience.

Being better prepared

Able to effectively measure, benchmark and stress test your performance so that you know where you are strong and where, potentially, you are vulnerable and can take action to mitigate. Resilience is embedded in your operating model.

Long term resilience

Able to withstand damaging events, ride out change, protect what matters to your organisation and make it more sustainable, through continuous measurement and improvement.

Embedding capability within your organisation

Able to gain competitive advantage because you are equipped to think beyond business as usual, manage crises, anticipate changing circumstances and exploit new opportunities as they arise.

Reputational protection

Able to manage through change, minimising the impact on customers and your people and putting things right quickly and effectively inside and outside the organisation, enhancing your social capital.

Return on investment

Rightsizing your investment, improving the effectiveness of the large sums already invested in risk management and helping you turn change to your advantage.

