# Operational Resiliency: Tools for the Pandemic and Beyond

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# Today's Speakers

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Founder
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# Operational Resiliency: Tools for the Pandemic and Beyond

**How are you addressing your company's current needs AND long-term operational resilience?**

This ELFA web seminar will help you address the needs of the current crisis including post-pandemic planning and preparing for the "new normal“.

Take a more holistic approach to building long-term organizational resilience.  Record actionable “lessons learned” from your organization’s pandemic response.  Use this crisis to map more accurately the interdependencies between your assets, critical processes, and suppliers.

These templates will be FREE for all attendees:

- Post-Pandemic Report Template
- “Return to Work” Plan Template

# An Introduction to Frost

- Founded in 1868
- $34.1 Billion in assets, over 4K employees statewide
- Headquartered in San Antonio, Texas with over 165 locations throughout Texas
- Markets include San Antonio, Austin, Dallas, Ft. Worth, Houston, Corpus Christi, Rio Grande Valley, Midland and Odessa.

Frost BANKING INVESTMENTS INSURANCE

# Operational Resiliency

- Maintaining business with minimum to no downtime
- Being flexible based on the situation at hand
- Having the right resources in place
- Most important of all TESTING

# COVID Preparedness and Readiness

Corporate Emergency Health Plan

Business Continuity Plans (BCPs)

Pandemic Task Force

# Accomplishments

- CEO/C-Suite Support
- Employee flexibility
- Over 3,000 employees working from home
- Lobbies open by appointment
- Motor banks services expanded
- Success Story: Frost’s Leasing Clients

# Strategies for Returning to Work

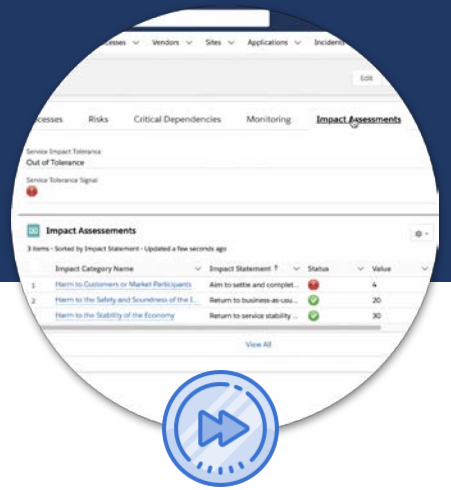
We are planning to return to work using a 3-phase approach:

1. Employee Safety
2. Identifying employees who have a need to return to the office, then developing rotating schedules
3. Execute the strategy

# The right tools and resources helped us organize data to make quick and informed decisions

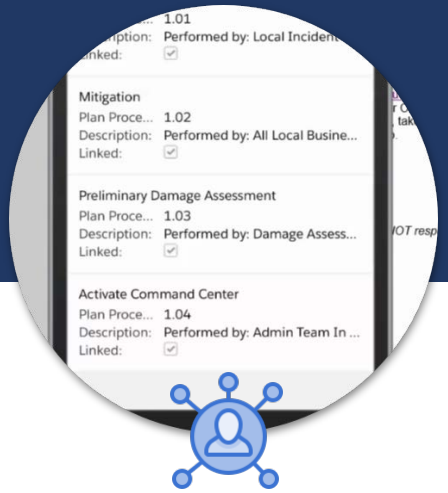
## Accuracy

Leverage the data you already have in hand to gather a real-time view of critical business services.




## Efficiency

Spend less on cost of compliance while doing more.




## Speed

Respond instantly to an always-changing risk landscape.

## Focus

Elevate what is important when it is important. Understand real impact.

# Being prepared starts with being informed.

How does our business work?

How might it break?

How can we prepare, protect & respond?

FUSION RISK MANAGEMENT

# Think in silos, act in silos.

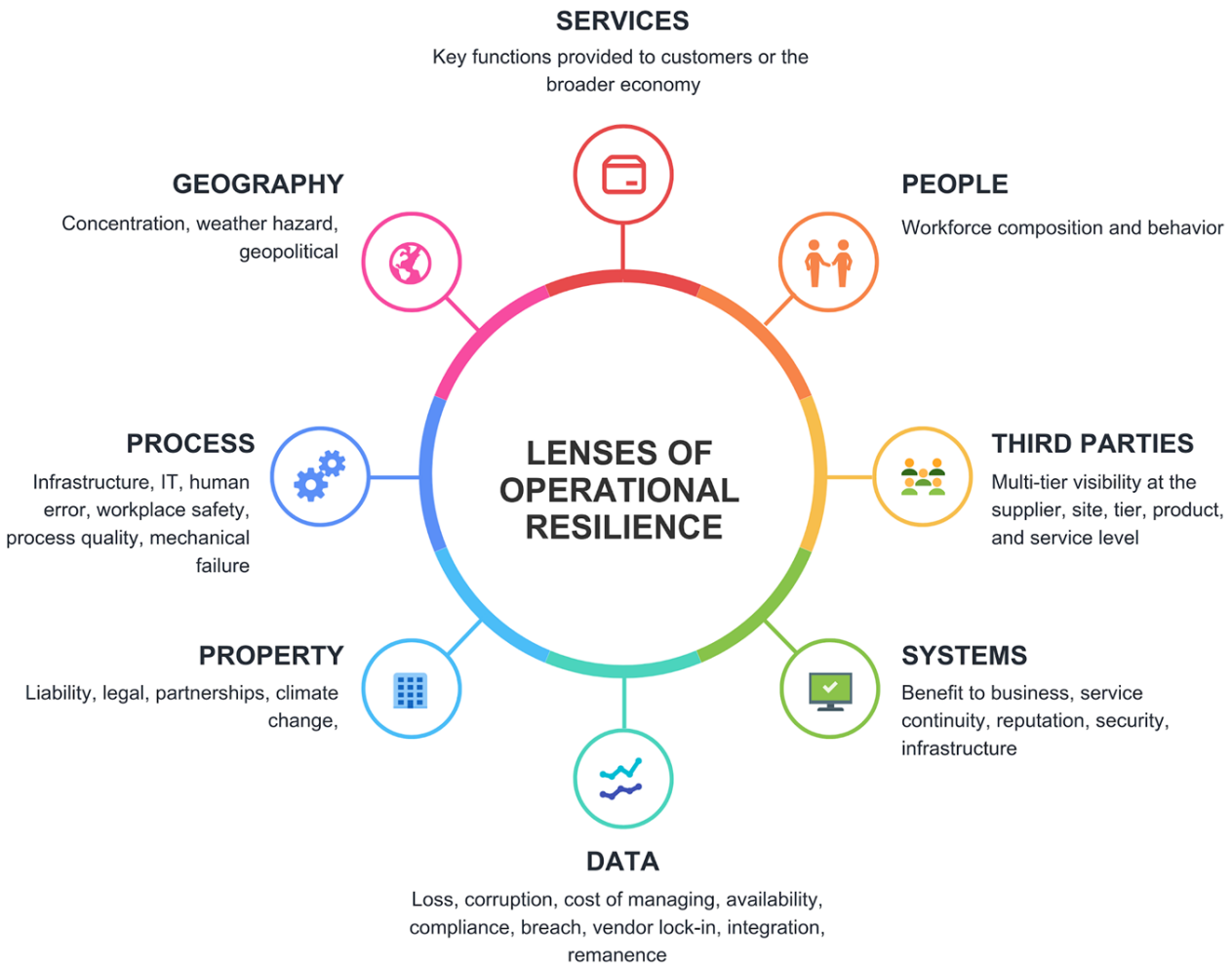
| | | | | |
|---|---|---|---|---|
| Risk Management | Third Party Risk | Crisis Management | Disaster Recovery | Business Continuity |

# Think collectively, act collaboratively.

**Operational Resilience means protecting against anything that could impact your ability to continue to deliver your products and services.**

FUSION RISK MANAGEMENT

# Operational Resilience in Practice = Visibility




"The punch you don't see coming causes the most damage."
*Anonymous*

"Everyone has a plan 'til they get punched in the mouth!
*Mike Tyson*

"**Plans** are worthless, but **planning is everything**,"
*Dwight D. Eisenhower*

# Prepare for Anything, Prepare for Everything

### MARKET & REGULATORY DRIVERS

Determine how continuously changing market conditions & guidance impact your firm.

### GOVERNANCE & COMMUNICATION REQUIREMENTS

Communicate with customers, employees, third parties, and local stakeholders.

### ANTICIPATORY & PREDICTIVE INSIGHTS

Identify early signals of changes in your risk landscape. Establish situational intelligence.

### RISK CONCENTRATION ANALYSIS

Cross-training and succession planning, concentration risk, single-source vendors.

### VIGILANT PROGRAM MAINTENANCE

Commit to continuous evaluation and improvement.

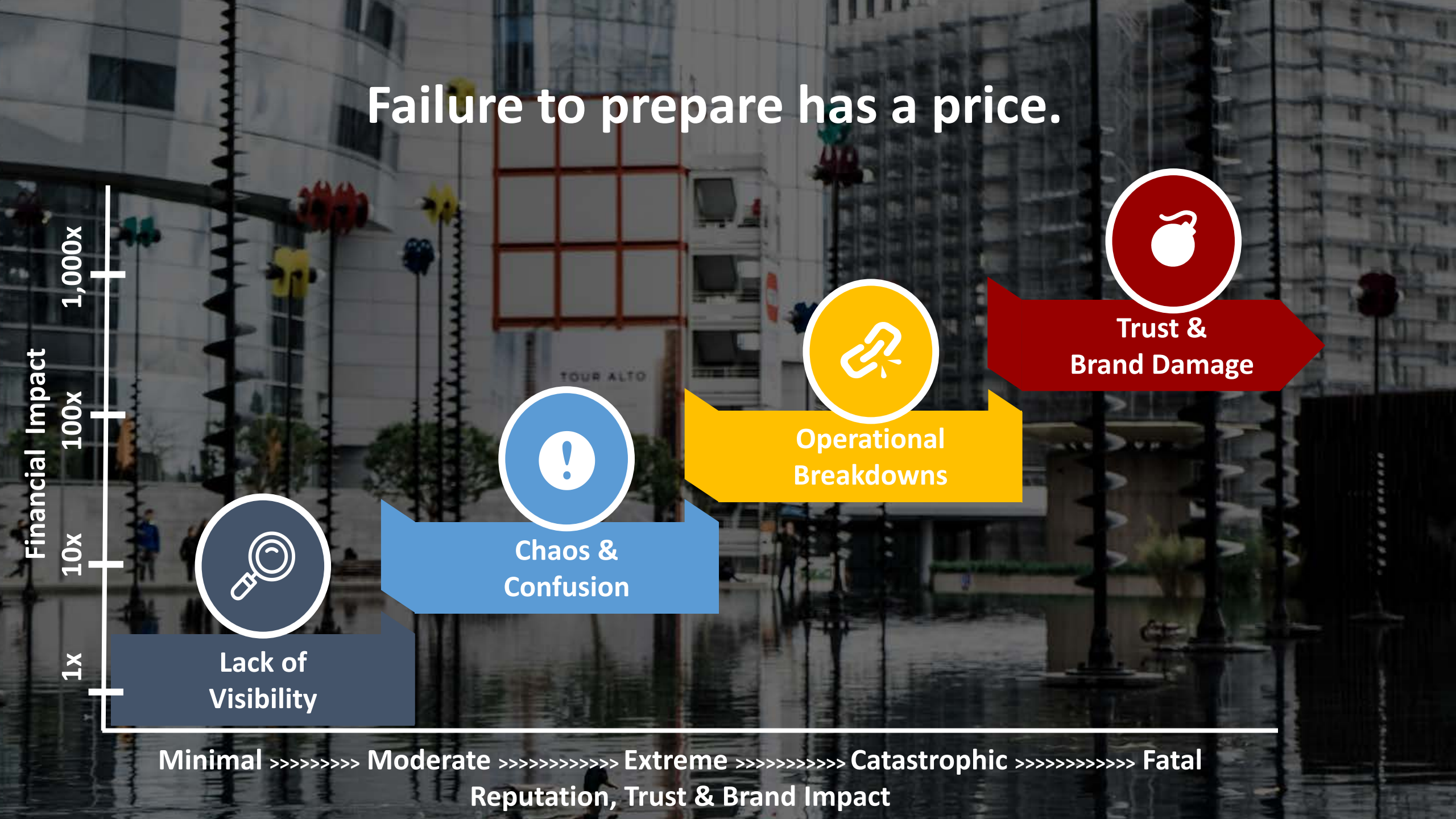
**Incomplete, inaccurate, disconnected data results in chaos and confusion.**

Failure to prepare increases risk and margin for error.

**Four impact types will determine your fate…**

**Can you trust that you're truly prepared? Is a check mark all you really need?**

# Failure to prepare has a price.



# Forward-thinking firms have been doing things differently, focusing on building long-term resilience

## Customer-Focused View of the Organization

Understanding how the market is evolving

## Mapping of Critical Businesses Services

Inclusive of third parties as key extension of the brand

## Preparing for Severe but Plausible

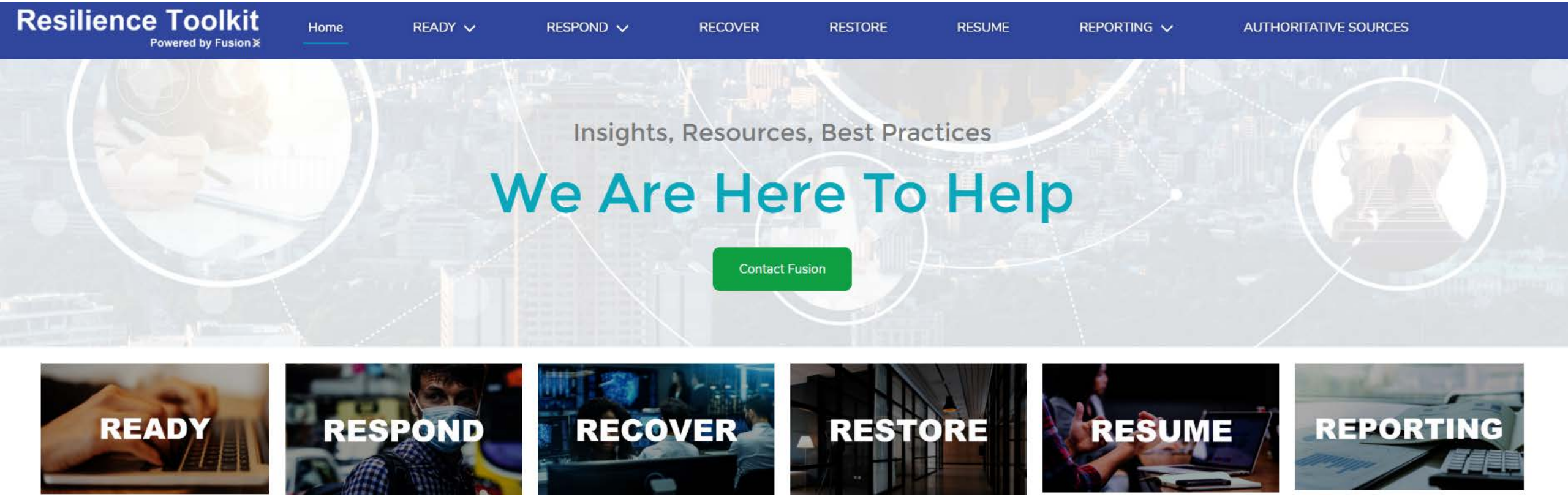
Knowing your limits, and continuously evolving capabilities

## Program Governance & Messaging

Protecting brand and trust

Can your critical business partners be trusted? By what standard will you judge them?
By that same standard…
can your firm be trusted?
FUSION
RISK MANAGEMENT

# Introducing The Resilience Toolkit






















**A set of free resources to help you navigate the tactical challenges and prepare strategically.**

# Detailed content for all 6 Phases

## Restoration Checklist

The Executive Restoration Toolkit is designed to guide the organization's executives as it emerges from their recovery efforts and begins on the journey to re-establish either business as usual or whatever the new normal will be for your industry and business.

C-Suite Executives and Sr. Managers should review each section. Questions and points in the c used as a guide to ensure your organization is proceeding through the Restoration Phase in a r comprehensive manner.

This checklist should provide Sr. Executives with a set of points to examine and questions to as the organization is addressing important items. It is not intended to be a Restoration Plan, but addressing the important issues

Data Capturing | Progress Monitoring | Communications | Financials | Facilities / Offices | Staffing | Product or Service Restoration | Customer Re-acquisition and Retent

### Data Capturing

The lifeblood of all measurement, monitoring and decision making by executives is a reliable, timely and accurate source of data or information. A crisis is no different, and in some important. Often, during a crisis, people forego normal processes either in haste or for the lack of a prescribed data capture process.

Data capture during a crisis not only ensures information for action and decisions during the crisis but allows the organization to "look back" afterwards to assess how things wen improvements that can be important in the future.

Following are some important Data Capture related questions to consider – this section of the checklist, or the entire Restoration Checklist can be downloaded for your use, using buttons provided.

- Is there a system in place for capturing vital statistics and lessons learned so they are not lost?
- How is Experiential Data being captured, by whom and at what intervals?
- Are all meetings documented along with responsibilities being assigned?
- Does the data provide "Trigger Points" for decision making, such as when to move forward or stay the course?

## Detailed downloadable content


SECTION 1 | DATA CAPTURING .....3
SECTION 2 | PROGRESS MONITORING .....4
SECTION 3 | COMMUNICATIONS .....5
SECTION 4 | FINANC
SECTION 5 | FACILI
SECTION 6 | STAFF
SECTION 7 | PRODU
SECTION 8 | CUSTC
SECTION 9 | SUPPL
SECTION 10 | POLIC
SECTION 11 | RELA


| # | ☑ | Data Capturing Checklist Line |
|---|---|---|
| 1. | ☐ | Is there a system in place for capturing vital statistic so they are not lost? |
| 2. | ☐ | How is Experiential Data being captured, by whom a |
| 3. | ☐ | Are all meetings documented along with responsibili |
| 4. | ☐ | Does the data provide "Trigger Points" for decision r to move forward or stay the course? |

**Every phase supported with checklists and templates based on proven best practices.**

# Links to Fusion and 3rd Party Authoritative Content

## Authoritative Sources

This tab provides organizations access to a myriad of reference reports, links, and documents which can be useful in learning what others in the industry are reporting and documenting

Links can provide you access to industry reports from organizations like the Business Continuity Institute, Disaster Recovery Journal, The Fusion Pandemic Playbook and many other sources.

Here are some examples of valuable reference links:

Fusion Team Curated Updates

**Newsletter Highlights May 7:**

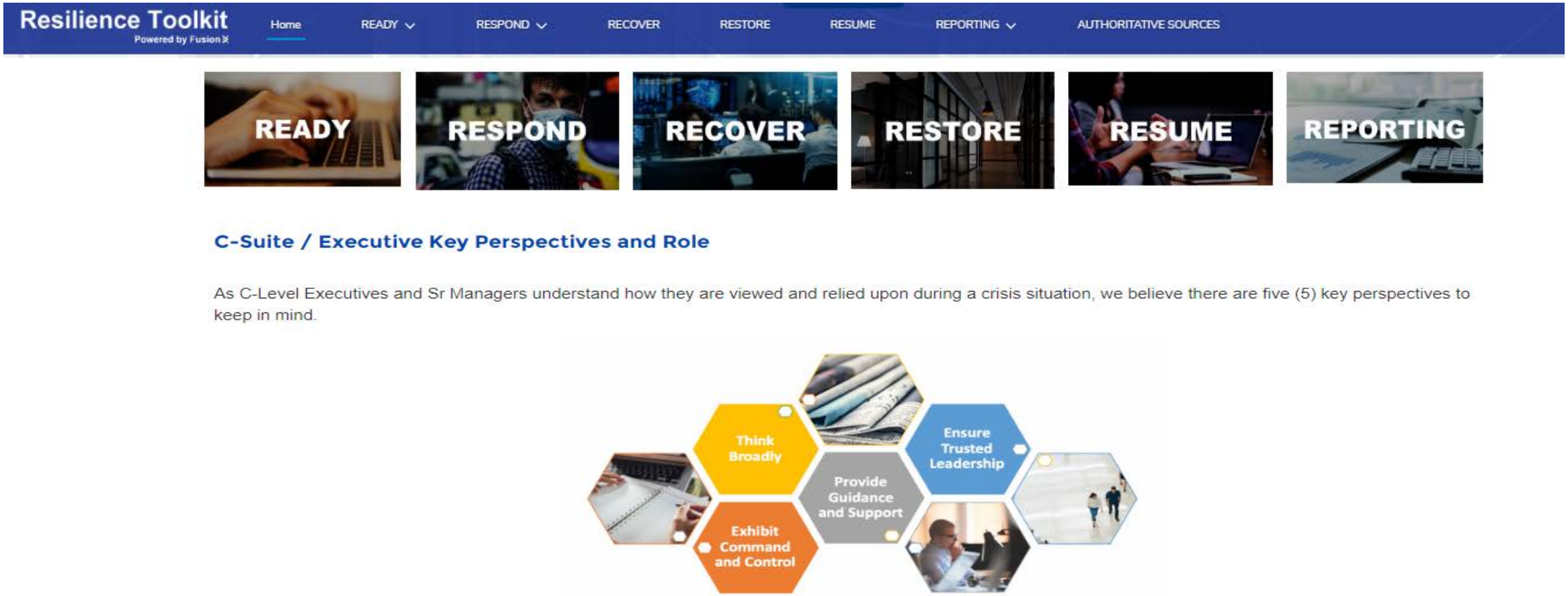
- Pakistan will begin lifting lockdown restrictions starting Saturday. However, travel by air and train will remain suspended and school will continue to be closed until July 15th.
- Scotland will extend its lockdown for another 3 weeks until measures are reviewed again on May 28th. Scotland's first minister Nicola Sturgeon says easing any restrictions will be "very, very risky".
- The presidential election in Poland has been postponed due to concerns over the outbreak. The election will be rescheduled as "soon as possible" and will be with mail-in ballots only.

**Current U.S. News**

- A growing number of children in New York have been hospitalized due to rare and severe complications linked to the coronavirus. Similar cases have also occurred in Italy, Spain, and the UK.
- Los Angeles County officials are allowing some businesses and locations to open under strict guidelines. Golf courses, trails, and certain retail shops are among the first wave to reopen Friday.
- Approximately 1-in-5 American workers have filed for unemployment since mid-March. This now marks around 33.5 million workers who have applied for benefits due to the pandemic.

**Curated content to help provide context and perspective and inform decision-making.**

# Going live tonight!




https://resiliencetoolkit.fusionrm.com

# Four Compelling Benefits to Being Prepared

1

## Real-time Risk-based Decisions

Fragmented data leads to missed opportunity. Risk-informed decision-making avoids wasteful spending and helps identify targets for infrastructure, process and supply chain optimization. The ability to see choke points and single points of failure in the context of business criticality supports an inherently more resilient business model.

## Improved Prioritization

Vulnerabilities and threats are endless but the funds to address them are not. Leverage data and visual insights to focus your risk management resources and investments where they will have the biggest impact. Deep analytics provide the insights and confidence to mitigate or accept risks lowering total cost.

2

3

## More Effective & Efficient Teams

Optimize your resources. Studies have shown that 40-70% of the work of Operational resilience teams is focused on administrative tasks that can be done better, faster and less expensively with the right technology. Leverage resources more fully and attract the best talent to your firm. A technology-enabled team carries a lower TCO.

## Improved Risk Mitigation & Compliance

Establish and maintain command and control to ensure the best possible outcomes. Monitor signals in your operating environment - market, regulatory, competitive, third party, finance, operations - to take a proactive approach in resolving issues BEFORE they become a crisis.

4

ELFA EQUIPMENT LEASING AND FINANCE ASSOCIATION

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# Wrap Up

For previously-recorded web seminars go to:
www.elfaonline.org/events/elearning/web-seminars

Next Wednesday