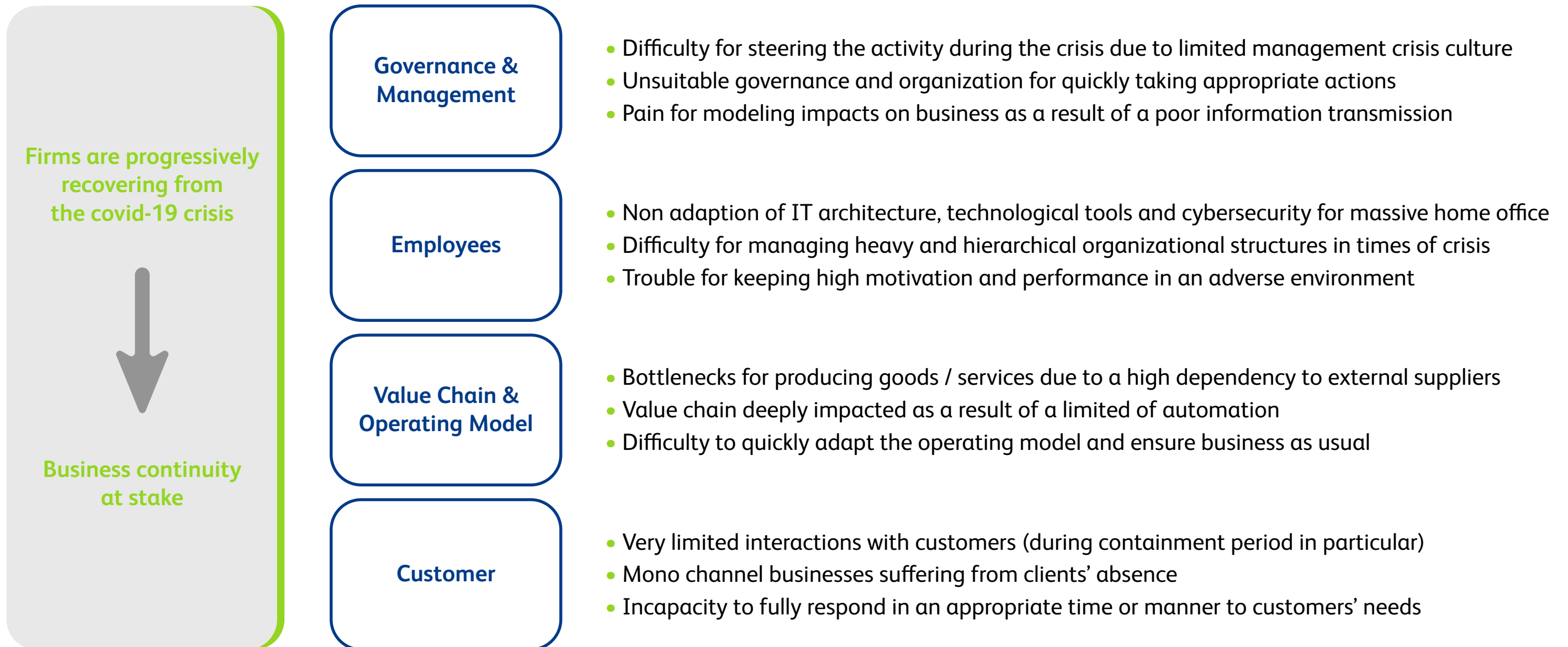


# Covid-19 pandemic as an unprecedented hit to business and operating models

Firms are being unequally resisting to the crisis. All have seen their business and operating models shaken.



# An opportunity to reinforce the Business Continuity Management (BCM) framework

Not seen as of a primary importance for years, business continuity management has come back in the front door with the Covid-19 crisis.



**Main issues to address as of now for enhancing the BCM**

**1** How resilient is our business activity in case of crisis?

- Did we prepare specific plans to ensure the business continuity?
- How much time did we need to properly react in front of the crisis?

**2** How much time do we need to go back to “normal mode”?

- Do we have the flexibility to adapt our operating model to support the recovery?
- Can we identify improvements in our plans used to counter the crisis?

**3** How will we integrate lessons from the crisis to rethink the business continuity?

- Will we reassess existing and new risks impacts on the activity?
- What corrective measures will we take to increase the firm’s resilience?

# Learning from the past to reinforce the resilience for upcoming crisis

Thanks to a clear methodology and by involving the entire organization, firms will improve the continuity of their processes.

