



Event management - Beyond Risk Management, Crisis Management & Business Continuity

Raphael de Vittoris

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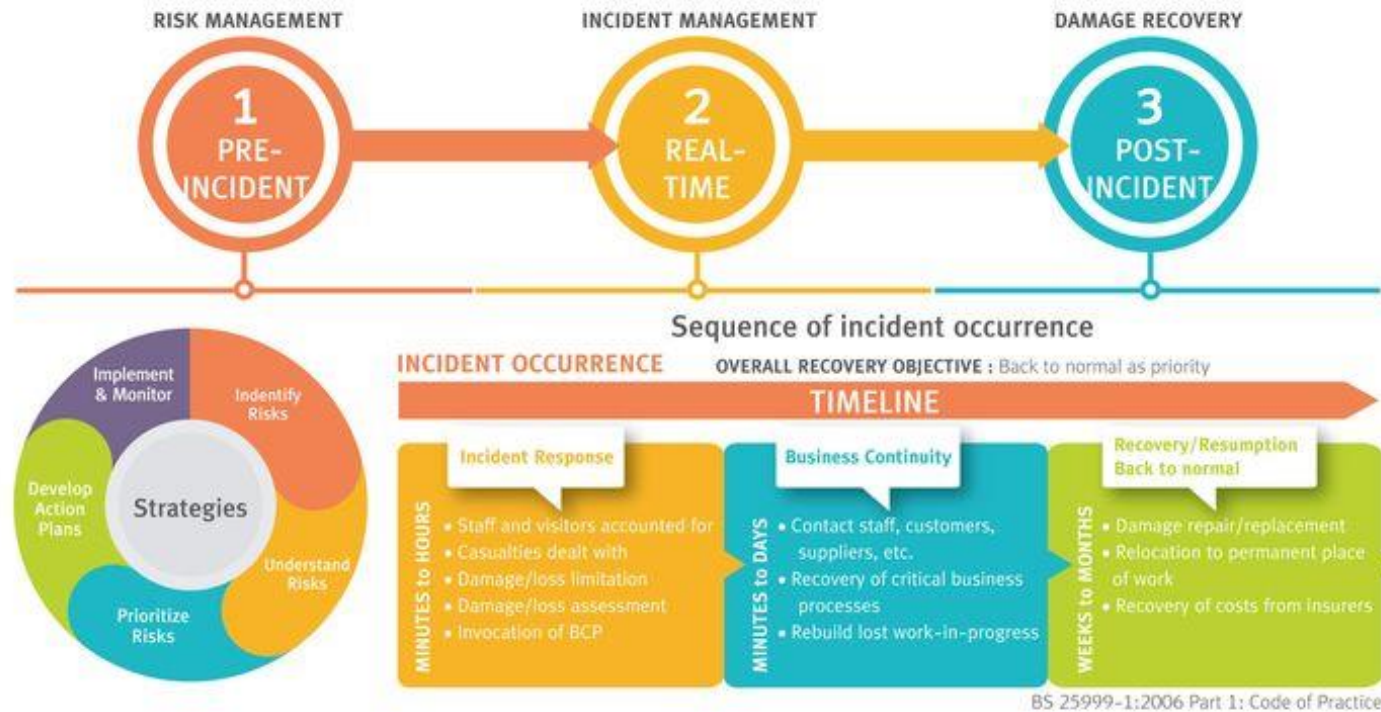
Clermont
Recherche
Management

Event management

Beyond Risk Management, Crisis Management & Business Continuity

RED TEAM






Risk and Crisis Management Working Framework for Business Continuity and Sustainability

- *Do we need to manage BCM as soon as a crisis occur ?*
- *Do we need to work on crisis management when we work on risks ?*
- *How do we distinguish business management risk from crisis risk ?*

Requirements

- Respect risk management requirements and crisis management and business management needs
- Avoid any artificial separation between these 3 domains
- Avoid any preponderance of a risk family within the analysis



Requirements

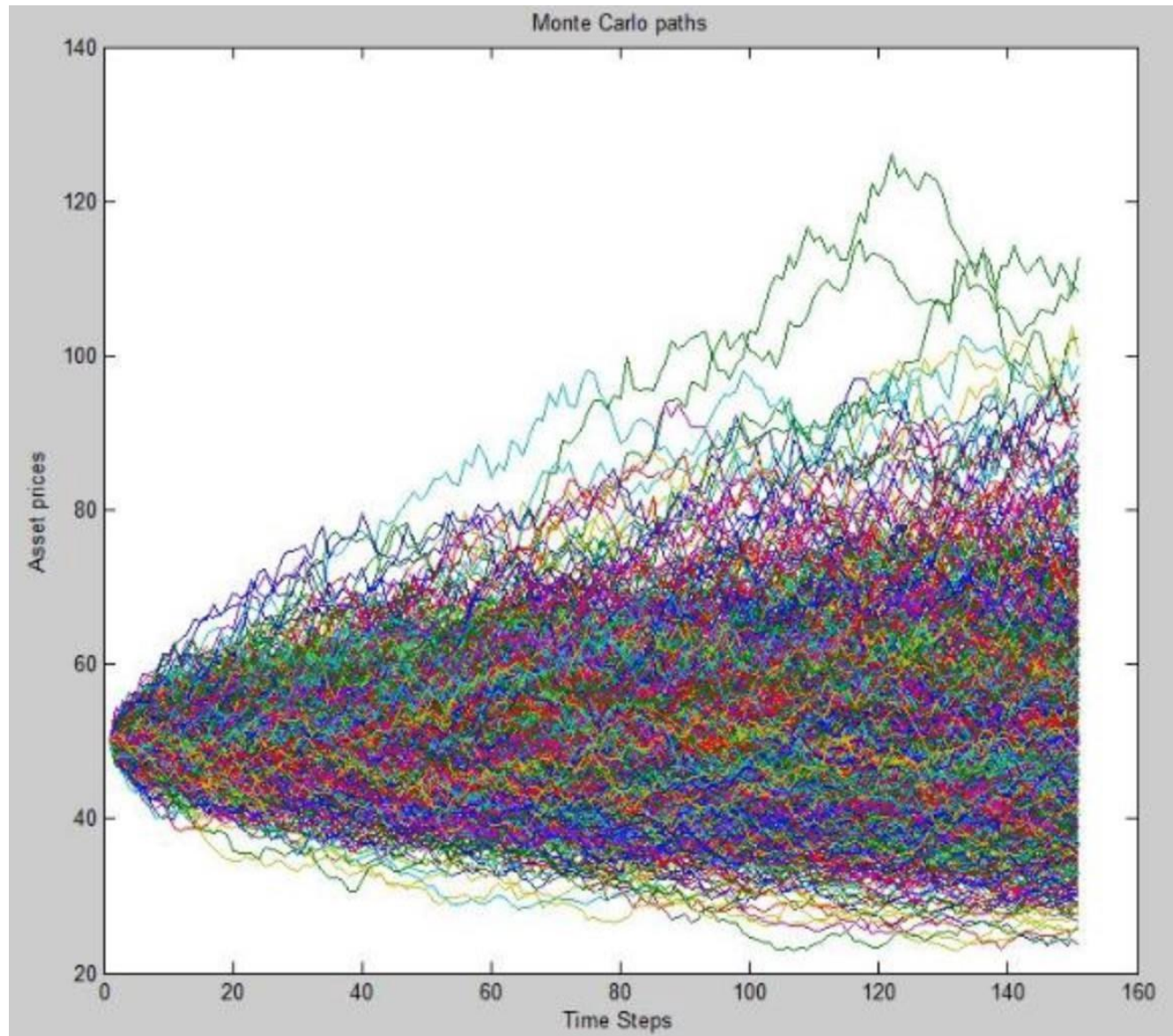


COUNTRY RISK



Concept
*the risk profile of an
area*

1. Define a geographic area as a target (to include the impact of local context in the analysis)
2. Identify all the entity of the organization present within this area
3. Identify all the flows (money, goods, people, information) which transit internally between the organization's entities outside this area and the organization's entities inside this area
4. Set-up a risk profile of the area based on geopolitical, ecological, seismically, financial, social, political, economical, technological, customs, flows, security of the area
5. Risk profile should be based not based on risk criticality nor risk frequency but on risk interdependency criteria



A Monte Carlo- like analysis will be useful to reach the last step of the methodology (from strategic planning to perennity planning)



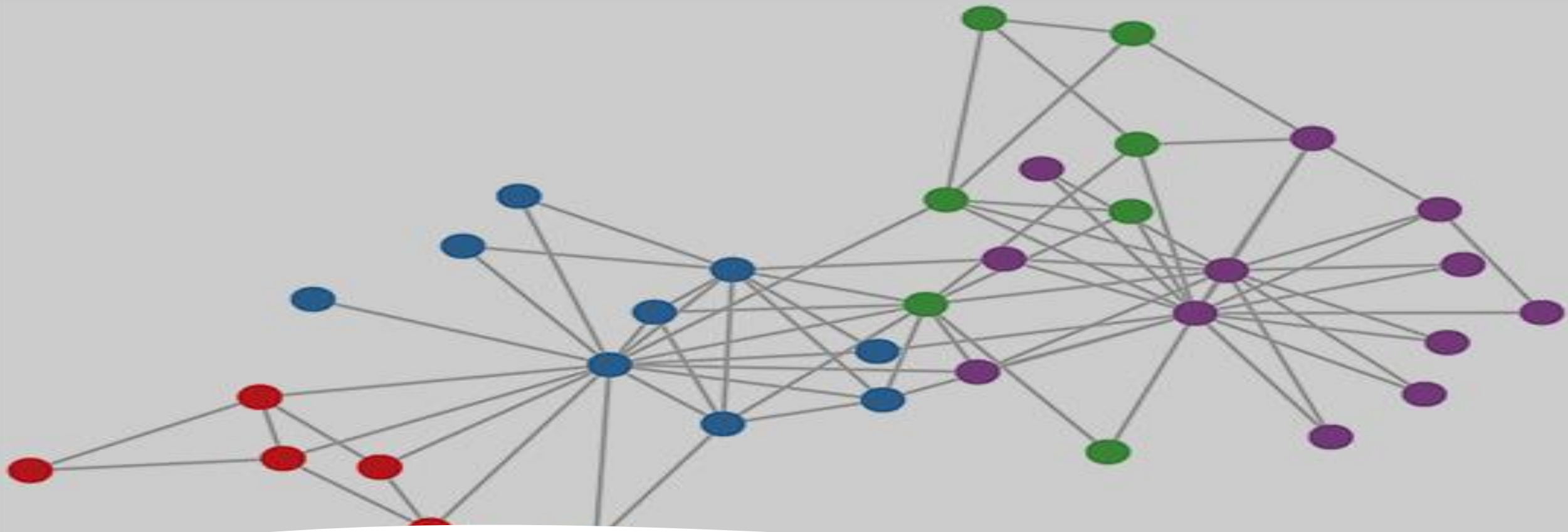
*“Anything that
can go wrong
will go
wrong”*

Edward A. Murphy, Jr.

Concept

*Evaluate the
magnitude of selected
key events*

1. Based on the risk profile analysis, set-up 3 or 4 scenarios (based on real events but also on totally new chain of reaction which are plausible anyway). Each of the scenario should be based on a central key event which should be at the center of a key chain reaction.
2. Gather all specialized experts of all the different domains possible + generalists and let them consider the consequences of the consequences of the consequences (3 levels of consequences) of such central event based on their knowledge in a maximalist perspective
3. Identify all the respective experts scenarios development which may have cumulative effect



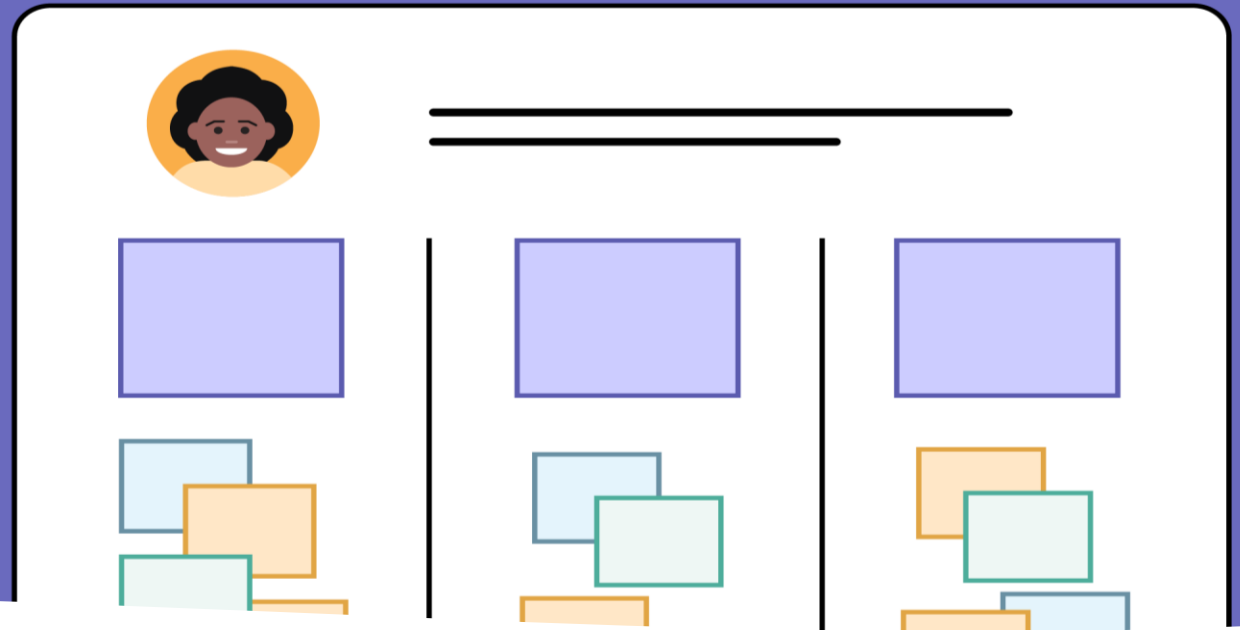
Concept

Scenarios update and quantification

1. Update the scenarios based on the proposal of the different experts
2. Prefer a graphic approach showing the different dimensions and levels of magnitude of the causal chains of event (spider-web like graph)
3. Quantify all the points of the graph through 5 dimensions : delay, money, people, reputation, data
4. Cumulate the consequences of the worse plausible causal chain
5. Define, for each step, how to avoid the crisis propagation to the next point

Scenario Mapping:

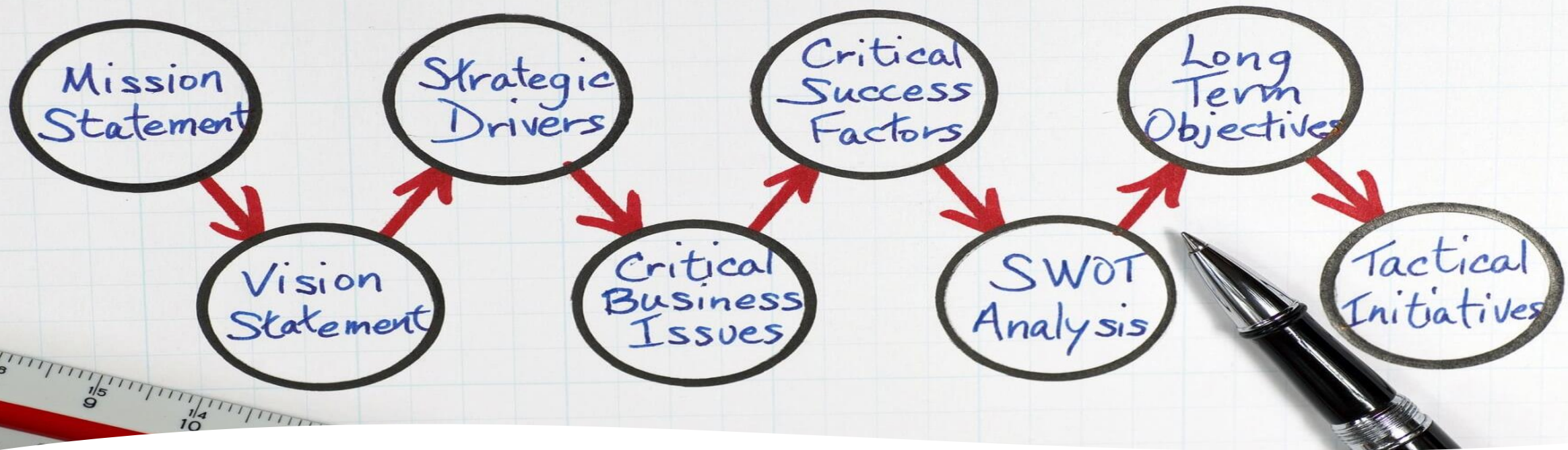
Design Ideation Using Personas



From risk-
mapping to
event-mapping

- Iteration of analysis from different geographic area will increase the crisis management and business management maturity of the organization
- Artificial segmentation of pure risks will not be relevant anymore
- An event-mapping can be set-up with some action-plan follow-up which will guarantee crisis management preparation and business continuity anticipation as well
- A new set of governance need to be set-up at the top-level of the company which should include first the strategic committee of the company

STRATEGIC PLANNING



From strategic
planning to
perennity
planning

- Set-up a PESTEL automatic analysis based on multiple event analyses
- Set-up cumulative or restrictive effect in the scenarios proposed by the different event analyses
- Evaluate the stability/volatility of the context of the topic studied
- Now you have **the best tool to help to take strategic decision ever**