

# IBM Crisis Simulation Exercises

*Improve your ability to manage a crisis by training your staff*



## IBM Resiliency Services: Crisis Simulation Exercises

*When was the last time your executive team reviewed its crisis management plans or trained in crisis management?*

*Is everyone clear on the crisis management process and their role?*

*Will your management team be ready to react swiftly and effectively to protect your brand when the worst really does happen?*

*How do you establish situational awareness, make and communicate decisions under extraordinary circumstances, and regain the initiative in a dynamic and evolving situation?*

### Highlights

IBM offers a range of scenario-based crisis simulation exercises, customised to meet your organisation's unique needs and your team's learning objectives. Whatever the maturity level of your current Crisis Management capability, the IBM service helps you improve in key areas:

- **Unknown Capabilities:** Use a crisis simulation exercise as a means of demonstrating the need for Business Continuity (BC) and obtaining executive buy-in to your BC programme.
- **Emerging Capabilities:** Teach your newly formed team the crisis management process and how to operate together effectively under challenging circumstances.
- **Developing Capabilities:** Develop and rehearse a particular scenario playbook, such as a cyber-security breach or pandemic planning.
- **Mature Capabilities:** Challenge your experienced Crisis Management Team and maintain their enthusiasm, while continuing to prove that your crisis management plan works.

Exercises are designed by IBM Resiliency Services' team of experienced consultants. Impartial and independent 'good practice' crisis, incident, security and business continuity management advice will help you to develop your team's capabilities, and test and improve your processes and the supporting systems and plans.

*“No battle plan survives contact with the enemy.”*

—Helmuth von Moltke (1800-1891)

## The service

When a crisis or disaster strikes, the effect upon your business can be dramatic, particularly if the onset is sudden. Actions during the first few hours can be crucial. This is the worst possible moment to discover that your plans are flawed and key personnel do not know what to do.

Though planning and preparedness are important, exercising is arguably the most vital component of an organisation's business continuity and crisis management programme, and yet thirty-nine percent of organisations with business continuity plans do not exercise them (source: CMI, 2013). Without practising, the first time an organisation realises there are flaws in its plans could be when it is already too late, leading to business interruption and revenue loss that could easily have been avoided.

Helmuth von Moltke (1800-1891), a successful Prussian Chief of Staff, wrote a number of works on military theory. His main treatise was that military strategy is a system of options since only the beginning of the military operation can be planned. As a result, he considered the main task of military leaders to be extensive preparation for all possible outcomes.

von Moltke's work has been summarised into two dictums that remain useful for business continuity and crisis managers to this day: "No battle plan survives contact with the enemy," and "War is a matter of expedients."

**100%**  
*success in meeting commitments  
to clients who have declared a disaster*

*more than*  
**50**  
*years of business continuity and  
disaster recovery experience*

*more than*  
**4,000**  
*resiliency professionals, backed by over  
400,000 IBM employees and business  
partners*

*more than*  
**312**  
*resiliency centres across 68 countries*

## Prepare for every outcome

Crisis simulation exercises help you to prepare for managing the unexpected; to make decisions under pressure with the best information available at the time and to regain the initiative.

IBM crisis simulation exercises test your response to hypothetical incidents, involving your crisis management team (CMT) and business leaders.

The purpose is to validate plans and facilitate learning in a safe and low-risk environment under expert oversight.

Scenario-based exercises are a cost-effective and rapid way to test contingency plans, and in particular offer the best way to test your leadership's immediate response to a sudden and debilitating situation.

Scenario-based exercises are often used for CMT training. If the CMT has not exercised before or very infrequently, the objectives are twofold:

- First, to introduce the crisis management process and the challenges presented by the nature of crises
- Second, to validate the role, size and composition of the CMT.

## Creating realistic exercises

Initial exercises are often structured to build management's awareness and confidence without applying excessive pressure. Exercises for an experienced CMT can be more challenging, including concurrent testing of multiple subordinate teams to offer the CMT a sense of the full extent of the communication and coordination challenges it could face.

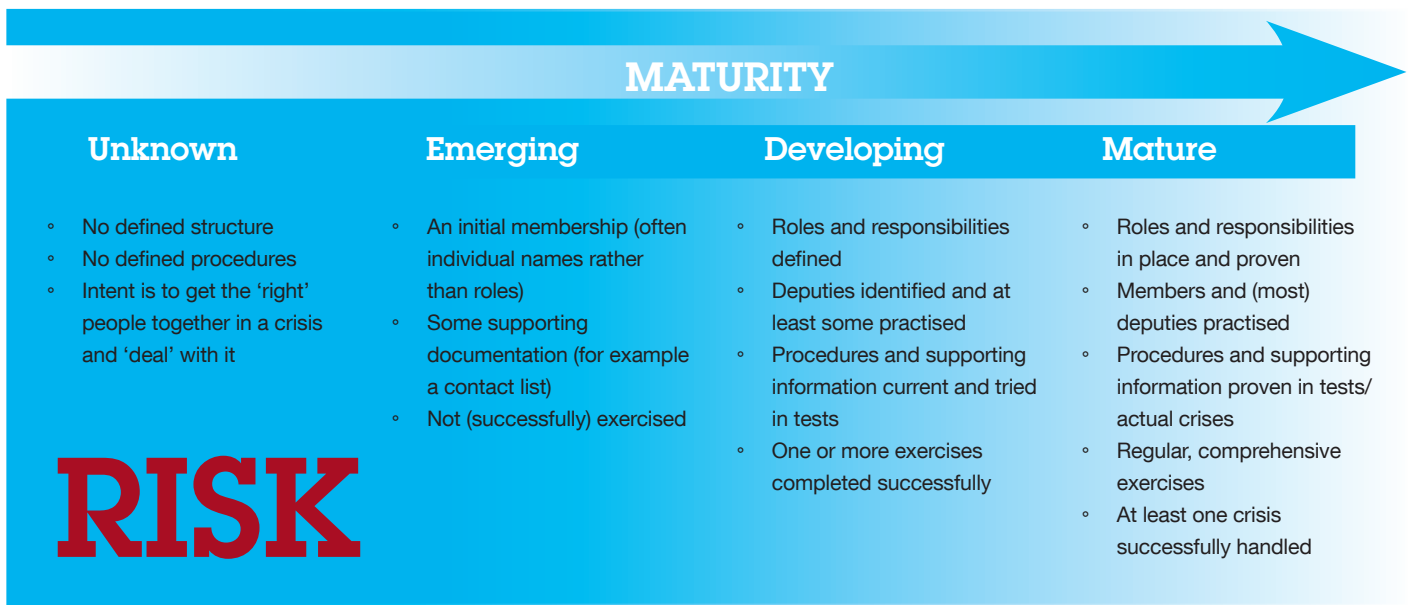
IBM can help design and run scenario-based simulation exercises that test all aspects of your business continuity programme, including cyber security and dealing with hostile media under pressure. Starting simply, you can test your response to a foreseeable worst-case scenario, moving to more challenging exercises as your crisis management capability matures.

## Why IBM?

IBM Resiliency Services is a leading provider of business resilience, continuity and disaster recovery solutions. IBM is able to draw upon more than 50 years' experience of helping clients to develop and implement their business continuity strategies. As part of this service, IBM has completed thousands of engagements, large and small, on behalf of over 6,000 clients across a range of industries around the world.

In addition to expertise in business continuity management, IBM is also an industry leader in general business consultancy. As well as resilience and continuity capabilities, IBM offers deep expertise in matters such as cyber-security and business risk, topics of increasing importance to most organisations.

As a successful global organisation itself, IBM has real-world experience of complex crisis management gained through supporting teams through major disasters, such as earthquakes, hurricanes and severe flooding.



### Service provision

IBM provides a comprehensive range of business continuity and related services, designed to help you improve resiliency and reduce business risk:

#### Consulting

- Business impact analysis
- Risk assessment
- Resilience and recoverability assessment
- Business continuity planning
  - IT continuity planning
  - Business continuity management systems

#### Resilience in the cloud

- Secure Cloud Managed Backup
- Secure Cloud Data Virtualisation
- Virtual Server Recovery

#### Traditional IT Disaster Recovery

- Fixed site recovery
- Trading room recovery
- Managed testing
- Delivery to site

#### Resilient Communications as a Service

### For more information

To learn more about how IBM can help your organisation advance your business continuity processes, or to request a meeting to discuss your Business Continuity Index results, please contact your IBM representative or IBM Business Partner, or visit the following website: [ibm.biz/BdXtY3](http://ibm.biz/BdXtY3)



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Produced in the United Kingdom  
July 2016

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