

# SAFE TIME

## Business Crisis and Continuity Management



by Ir. Shum Keng Yan

**LET** us first define the umbrella of Business Crisis and Continuity Management (BCCM). The following elaboration will not be strictly based on any one authority for the methodology, as some of them work really well while some others take up a lot of resources that might actually cripple the response (hint you might have read about a multinational firm's recent recovery from disaster).

Let us take a look at a simplified BCCM continuum:

Business Crisis and Continuity Management (BCCM)			
Before	During	After	
Contingency Planning	Emergency Response	Business Continuity	
	Crisis Management	Business Recovery	Business Resumption

The above continuum will be explored in discrete articles in the coming months. Hence, there will be some overlapping points which will be highlighted during the phase of crisis up to the business resumption phase.

Before a crisis occurs, an organisation should set up a contingency plan as this would enable the organisation to deploy an immediate response, also known as emergency response or incident response, at the onset of the crisis.

Subsequently, during the final phase of the crisis, the business continuity plans should be executed. This would involve business recovery (disaster recovery) and finally, business resumption. The readers are reminded

to compare the terms and find out what they mean in their own organisations.

Like any other management system, you have to first put a "Person-in-Charge" to oversee the system. Nothing can really happen without a Person-in-Charge. The Person-in-Charge should be a relatively logical and composed person who can decide and execute the plans with minimal and ever-changing information.

Not all senior management staff can fall into this category, as the pressure "to do the right thing" can paralyse even the most senior member of an organisation. Couple this with the threat of a job loss and litigation risk on the perceived "bad" decision, and you will find that not many are willing to take on this role. One of the hardest challenges is to face the criticism made by outsiders who are looking at the decisions without a thorough understanding of the situation when such crucial decisions were made.

If you have found your great BCCM leaders, do tell us more about them. Just drop me an email to share your experience: [pub@jem.org.my](mailto:pub@jem.org.my).

*Failing to plan is planning to fail. Just take your very first step and appoint a proper "Person-in-Charge"!*

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