

CASE STUDY

Identifying potential business changing events; averting a crisis

One of our clients was keen to ensure that it was as prepared as possible for any potential events – issues or crises – that could negatively impact its business operations. As a provider of technology to the health and social care sectors, a significant number of vulnerable people relied upon our client's continued, uninterrupted and ongoing operation.

We were asked to review its current business operations and to identify any potential events – with a view to improving its existing crisis planning processes and procedures.

ISSUES IDENTIFICATION

In stage one of the exercise, the Mantis team conducted formal interviews with several key members of our client's management team to obtain their views on potential events or issues which could affect the business. The information gathered was supplemented with anecdotal information which had been previously collated during the Mantis Discovery Exercise – a day of face-to-face and telephone interviews with over 25 members of the client's wider delivery team to identify content and stories for a separate PR campaign.

All conversations – during the crisis identification interviews, and Mantis Discovery Exercise, were confidential in nature. However, the Mantis team collated and analysed the key points and trends from those conversations to help identify areas of improvement in the client's crisis preparations.

The Mantis team identified several potential events – some operational issues that could be dealt with within normal business functions and some potential crises, which would require the intervention of the crisis management team if they were to occur. A guidance document was drafted around these issues to provide as much information as possible to the management team, along with early intervention suggestions.

In stage two of the exercise, the Mantis team also worked with the management team to help them find agreement on the most likely and most serious events identified. Each member of the management team was asked to rank the potential events on a likely / serious scale with each of them awarded a scale of points depending on their seriousness or likelihood to happen. Using this method, we're able to calculate the most serious and most likely events. This really helped to focus our client's business resources and preparations on the most important, potential events.

In the final stage, enhancements were made to our client's existing crisis response document based on the events identified and the ranking by likelihood to occur and seriousness.

Separately, the Mantis team also provides ongoing communications support in the unlikely event that any crisis does actually occur.

