COVID-19: An evolving crisis
The uniquely disruptive nature of the COVID-19 crisis has organisations continually assessing and reassessing their responses. As they turn their attention to recovery and the myriad challenges associated with this next phase of the crisis, many are employing “in-flight” incident reviews. These identify strengths, weaknesses and areas for improvement in their responses in order to implement lessons learned and ultimately inform planning for future disruptions.

Control Risks has a global spread of deep expertise in helping organisations prepare for, respond to, and recover from epidemic and pandemic scenarios. We have conducted hundreds of post-incident reviews for clients and are now applying that experience and expertise to help organisations adjust their ongoing response to COVID-19.

With a network of 36 offices across the world and experience of operating in over 170 countries, we can ensure a truly global approach and coverage for our clients. Our crisis readiness, response and recovery methodology ensures organisations are prepared for all eventualities and continue doing business in circumstances beyond their control.

Solutions to help your organisation be ready, respond and recover

The challenge for organisations is to appreciate the full spectrum of potential impact. Control Risks has experts around the globe with long experience of epidemic and pandemic response. Our forward-looking, business-centric approach is drawn from real world experience and has proved its worth. We are uniquely positioned to advise and assist both tactically and strategically, while allowing executive teams to remain focused on core business objectives.

Nick Allan,
CEO Control Risks
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Recovery

Response

Resilience

Readiness:
- Alignment of existing crisis management and business continuity to the unique COVID-19 circumstances
- Detailed scenario planning addressing first, second and third order impacts to business and financial performance, operations and employee welfare
- Expert situation monitoring of developments with potential to affect business operations or levels of stability
- Immediate and on-call advisory, gap analysis and recommendations for enhancement of pandemic preparedness
- Realistic crisis management exercises based on scenarios with a focus on longer-term business impacts
- Risk-based assessments of suppliers and ensuring wider understanding of global supply chain and digital disruption implications
- Stakeholder maps to forecast needs and repercussions for clients, suppliers and personnel.

Control Risks’ expert monitoring services help organisations understand and prepare for COVID-19 developments. Our analysis offers key insights on the latest developments and scenarios to inform internal briefings, business continuity and crisis management teams. Monitoring also serves as an early warning mechanism if the operational and security situations start to deteriorate.

Support for critical decision-making
- Identifying critical gaps and areas for enhancement to inform and prioritise corrective action planning for the next phase of the COVID-19 crisis (reopening of facilities, future virus suppression measures, disease “second wave”)
- Benchmarking the effectiveness of an organisation’s crisis management efforts against leading resilience practices and other companies’ performance
- Informing improved enterprise resiliency and risk management strategies, governance and planning for future pandemics and other crisis events
- Incident, crisis management and business resilience plan reviews
- Hands-on expert guidance throughout an activation
- Global information hubs and fusion centres for core teams and leadership, pulling together critical workstreams for coordinated response efforts and executive-level dashboards.

Our decision-making, crisis management and business continuity support is informed by best practice and Control Risks’ on-the-ground intelligence from affected countries. This supports critical decision making for facility and office closures, event cancellations, employee duty of care/travel restrictions and more.

We can also provide staffing surge support for overstretched internal threat monitoring, crisis management, business continuity and security teams.

Helping companies to distinguish longer-term strategic priorities from operational and tactical activities
- Assisting organisations to prepare for new market landscape and competitors, and to seek organic growth
- Support the construction of new models of redundancy and pathways to business continuity amidst cost reduction
- Assess the readiness and security of a company’s infrastructure and technology ahead of a return to normal business operations
- Ensure an organisation’s supply chain recovery plans include an understanding of new threats and vulnerabilities
- Support the understanding of and assist in plans for commercial disputes and a higher risk of fraud and corruption
- Anticipate new legal, procurement and compliance obligations from regulators.
- Establish resilience plans to enable organisations to recover faster in future shocks, and protect margin and profitability

Control Risks can help in recovering from supply chain and logistics crisis. From verifying when suppliers and customers may be going back to business, to when supply routes may be re-opening, and when migrant labour will begin to relocate. We support legal, procurement and compliance obligations on supply chain disruption tied to filed contract claims (force majeure); including documentation of mitigation steps undertaken and evidence of business disruption.

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Approach
Control Risks proposes a three-phase approach that is based on our experience supporting dozens of clients through the COVID-19 crisis lifecycle, as well as our own broader crisis management experience and leading practices.

Project kick-off, document review and interviews/workshops
- Project kick-off call
- Review documentation related to COVID-19 response
- Stakeholder interviews or workshops to understand effectiveness of the management of the crisis

Report development
- Develop draft report evaluating effectiveness of client's management of select aspects
- of the response against Control Risks' methodology
- Solicit feedback and finalise the report

Executive briefing
- Design and conduct executive briefing for the corporate crisis management team
- Present identified strengths, weaknesses and prioritise areas for improvement as well as governance considerations
- Implementation of timeline recommendations

Control Risks' approach can be customised to a client's specific requirements. We can conduct an in-depth review of the effectiveness of the company’s crisis management efforts at the executive/corporate, regional, and local levels. Similarly, we can evaluate management effectiveness through deep dives into a broad set of focus areas, from employee health and welfare to travel risk and supply chain, as well as expert reviews of specific competencies such as business continuity.

Note: “In-flight” incident reviews are intended to help organisations calibrate their COVID-19 crisis management programmes and are supplemental to longer-term post-incident reviews and recovery plans. Control Risks’ experts use the same methodology in both in-flight and post-incident reviews to enable organisations to report on the progress of programme adjustments.

Benefits from an “in-flight” incident review during the COVID-19 response
Control Risks provides independent third-party reviews of the effectiveness of an organisation’s management of the COVID-19 crisis to date at the enterprise/corporate, regional, and local levels. This includes:
- Independent perspectives and guidance from experts who are seasoned in crisis management and epidemic/pandemic response.
- Insight into what similar organisations are doing and learn from their successes and pitfalls across industry, regional or local operating environments, providing you with actionable intelligence and confident decision-making.
- Benefit from the ability of Control Risks’ crisis management experts to leverage the expertise of their counterparts across the globe and across specialist areas such as global risk analysis, physical security, compliance, forensics, intelligence, and technology.
- Develop a clear roadmap and prioritised focus for improvement of your organisation’s response in the near and long term, providing your executive teams with clear reporting and direction.
Control Risks global expertise

**Americas**

Matt Hinton
Partner,
New York City
Matt oversees Control Risks’ Crisis and Resilience Consulting practice for North America, helping clients across industries prepare for, respond to and recover from complex crises. He has nearly 20 years’ experience helping global clients design, implement and enhance sustainable crisis management, business continuity, supply chain and enterprise risk capabilities. He frequently helps companies conduct forward-looking scenario analysis, designs and facilitates crisis exercises that focus on realistic scenarios (e.g., pandemics) and develop teams and plans that can respond to any crisis they may face.

Rebecca Scorzato
Partner,
Washington DC
Rebecca has more than 15 years of experience assisting organisations plan for and respond to major business and crisis issues. She has deep pandemic and epidemic crisis management experience. Rebecca served as an advisor for various organisations during H1N1, SARS and other infectious diseases outbreaks and, notably, played a critical role during H1N1 in supporting HealthCare Ready to ensure the resilience of the pharmaceutical supply system in the US. She regularly serves as an advisor to international crisis management teams across various industries with a particular focus on high-tech and pharmaceutical sectors.

Arun Sharma
Director,
Washington DC
Arun has more than 18 years of experience providing risk management services to clients across the world. With an eye on operational readiness, monitoring and response, Arun has guided multinational clients and government health ministries through outbreaks of H1N1, Ebola Virus Disease (EVD) and MERS Coronavirus. Arun works with his clients on tailored response strategies that focus on their clients’ businesses—specifically their tolerance for risks. His approach to trigger-based pandemic response plans ensures clients can take action in a proactive, measured and timely fashion rather than driven by fears and anxieties.

Mark Womble
Principal,
Los Angeles
Mark has more than 20 years of experience providing threat intelligence services to clients across the world. With an eye on operational readiness, monitoring and response, Arun has guided multinational clients and government health ministries through outbreaks of H1N1, Ebola Virus Disease (EVD) and MERS Coronavirus. Arun works with his clients on tailored response strategies that focus on their clients’ businesses—specifically their tolerance for risks. His approach to trigger-based pandemic response plans ensures clients can take action in a proactive, measured and timely fashion rather than driven by fears and anxieties.

**Asia Pacific**

John Macpherson
Partner,
Singapore
John leads the Control Risks’ crisis and security practice across the Asia Pacific Region. He has over 18 years’ experience as an advisor to governments and corporate clients around the world on how to respond to and recover from complex crises and critical incidents that impact on reputation, operations and critical assets. After the SARS crisis, John spent five years as a specialist advisor to industry and governments on pandemic planning and business continuity, and is currently retained by our clients to provide nuanced advice on how to assess, forecast and respond to the current COVID-19 epidemic, and on how to build an effective recovery team to accelerate and implement recovery objectives.

Mark Shortman
Principal
Sydney
Mark has 20 years’ experience in security, crisis and resilience consulting spanning across 50 countries. He works with public and private sector clients, particularly in transport and infrastructure, utilities, energy and defence. Mark has directly enacted business continuity plans and initiated crisis responses globally, including pandemics, natural disasters, emergency and crisis responses. Over the past eight years, Mark has supported aided and advised multinational corporations in developing strategic resilience plans encompassing business continuity, crisis and emergency response plans related to various pandemics including H1N1 and MERS.

Nadav Davidai
Director
Shanghai
Nadav has more than 12 years of experience helping organisations prepare and respond to crises. Based in Shanghai, Nadav has been assisting clients across Asia ensure their response plans are suitable to this unique COVID-19 situation. This includes developing plans and conducting tailored COVID-19 crisis trainings, as well as helping clients with effective communications and regulatory compliance matters. Before that, Nadav played a critical role during H1N1 in supporting clients, including leading HealthCare Ready’s response efforts on behalf of the pharmaceutical supply system in the US.

Mark has over 12 years of experience helping organisations prepare and respond to crises. Based in Shanghai, Nadav has been assisting clients across Asia ensure their response plans are suitable to this unique COVID-19 situation. This includes developing plans and conducting tailored COVID-19 crisis trainings, as well as helping clients with effective communications and regulatory compliance matters. Before that, Nadav played a critical role during H1N1 in supporting clients, including leading HealthCare Ready’s response efforts on behalf of the pharmaceutical supply system in the US.
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EMEA

Mark Whyte
Partner
London

Mark leads the resilience, security and crisis management consulting practice for Europe and Africa. His expertise is in helping clients to understand the myriad of security, integrity and political threats and risks associated with their business and operating environments and to design and implement appropriate mitigation strategies that can help them become resilient enterprises.

Mark has led the practice through its responses to the SARS and the West African Ebola epidemic.

Caroline Naumann
Associate Director
Berlin

With a specialised background in public health and crisis management, Caroline has supported organisations to prepare for global risks and respond to diverse crises including pandemics, natural disasters and political upheaval. Caroline is currently supporting many cross-sectoral clients to prepare for and respond to COVID-19, including scenario building, pandemic planning, strategic decision making and crisis response. Recent experience includes managing third-party coordination for public and private companies during international border closures and government-mandated movement restrictions and implementing a 3-day live crisis management simulation coordinating civilian and military efforts to contain a pandemic.

Claudine Fry
Director
London

Claudine is leading Control Risks’ COVID-19 monitoring service and has expertise in delivering innovative solutions for clients with an interest in identifying, monitoring and treating political, security, reputational and operational risks at a tactical or strategic level. Claudine has many years of experience delivering actionable intelligence and analysis and has a background as an analyst working on South Asia at Control Risks, and formerly in open source intelligence in the public sector.

Will Brown
Director
Dubai

Will has 20 years’ experience of assisting clients in crisis management, business continuity and operational resilience. He has assisted both Corporate and government organisations in responding to infectious disease outbreaks and pandemics. This experience has included assisting clients in their preparation for and response to SARS, H1N1, H1N1, MERS and Ebola (2016 and 2019). Will provides pragmatic support to clients and helps them design their strategic response to events. Additionally, Will has been involved in over 70 incidents, ranging from cyber response to assisting during a disease outbreak in a high-density trading environment.

Mark Whyte
Partner
London

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Our partnership with Everbridge enables clients to combine Control Risks’ expertise and approach with world class Critical Event Management technology. Through one pane of glass and an array of sophisticated tools, clients can more rapidly identify threats to business operations, zero in on impacted people and assets, automate and activate response plans and track performance. Together we offer an end-to-end management solution to clients facing a fluid and fast-paced pandemic situation.

Detailed medical and travel security information can be found on the website of our partner International SOS, which can also help with specific medical advice and planning.

Contact us for dedicated advice on COVID-19 at coronavirus@controlrisks.com and visit controlrisks.com/covid-19 for our latest insights.