



## D-Response

Advisory services to strengthen corporate crisis response capabilities

### What is D-Response?

During periods of stability, we can provide our clients with regular or ad hoc crisis preparation support. Shall a crisis occur, a 24/7 hotline\* is available for our clients in need of incident or crisis advisory. Our crisis and industry experts can be deployed on-site or call our clients directly to provide rapid advisory on initial crisis response measures.

\* For requests made during non-business hours, our clients can expect support starting from the next business day.

### Preparation effectiveness during periods of stability and request for external expertise.

According to our "Corporate Risk Management and Crisis Management Survey 2019", three major factors hamper companies in effectively withstanding a crisis. These factors are the lack of preparedness of our respondents (37.9%), weak information collection and processing structure, system, and process (28.8%) as well as the lack of support from external experts (19.7%, significant increase since our 2018 survey). This suggests that in the face of various crisis events, preparation and expertise are required in order to effectively carry out a wide range of response and communication activities.

### Top 3 factors that prevented successful responses to crises

Not prepared for the occurrence of future crises.	<b>37.9%</b>
No clear and effective information collection, transmission, and analysis structure, system, and process. As a result the decision-making process was inefficient.	<b>28.8%</b>
No structured support from external experts.	<b>19.7%</b>

## Crisis management challenges

### Current business environment

Companies' business environment is changing at a rapid pace under the pressure of both external risk dynamics - e.g. Climate Change and natural disasters, health emergencies, 4<sup>th</sup> Industrial Revolution developments - , and internal risk dynamics - e.g. business diversification, mergers and acquisitions, overseas expansion. Being able to respond to these dynamics and the uncertainties they bring about has become vital to the well-being of many organisations.

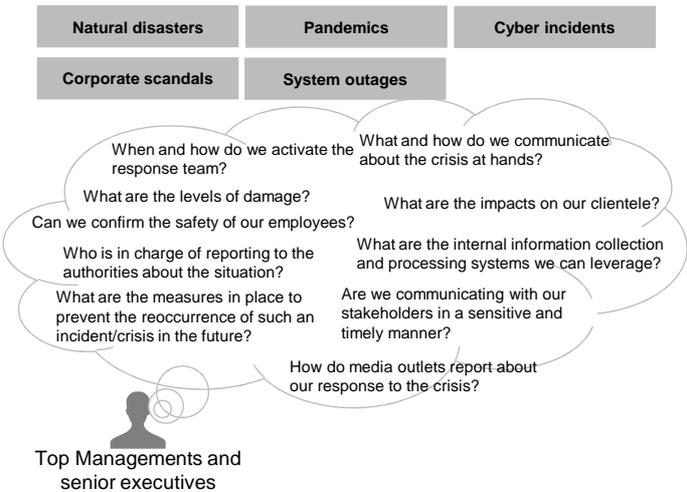
Moreover, stakeholders are paying close attention to the ways in which a company conducts its activities. Shall a crisis occur and shall a company inefficiently address it, it runs the risk of not only violating regulations but also fueling stakeholder dissatisfaction and staining its reputation.

### Responding to corporate crises

When an unforeseen event occurs, it is possible to prevent the occurrence of a crisis or minimise damages by responding quickly and appropriately to the event.

However, companies continue to underestimate incidents and respond to these in ineffective ways. This often means that incidents that could have been addressed beforehand tend to develop into more serious crises.

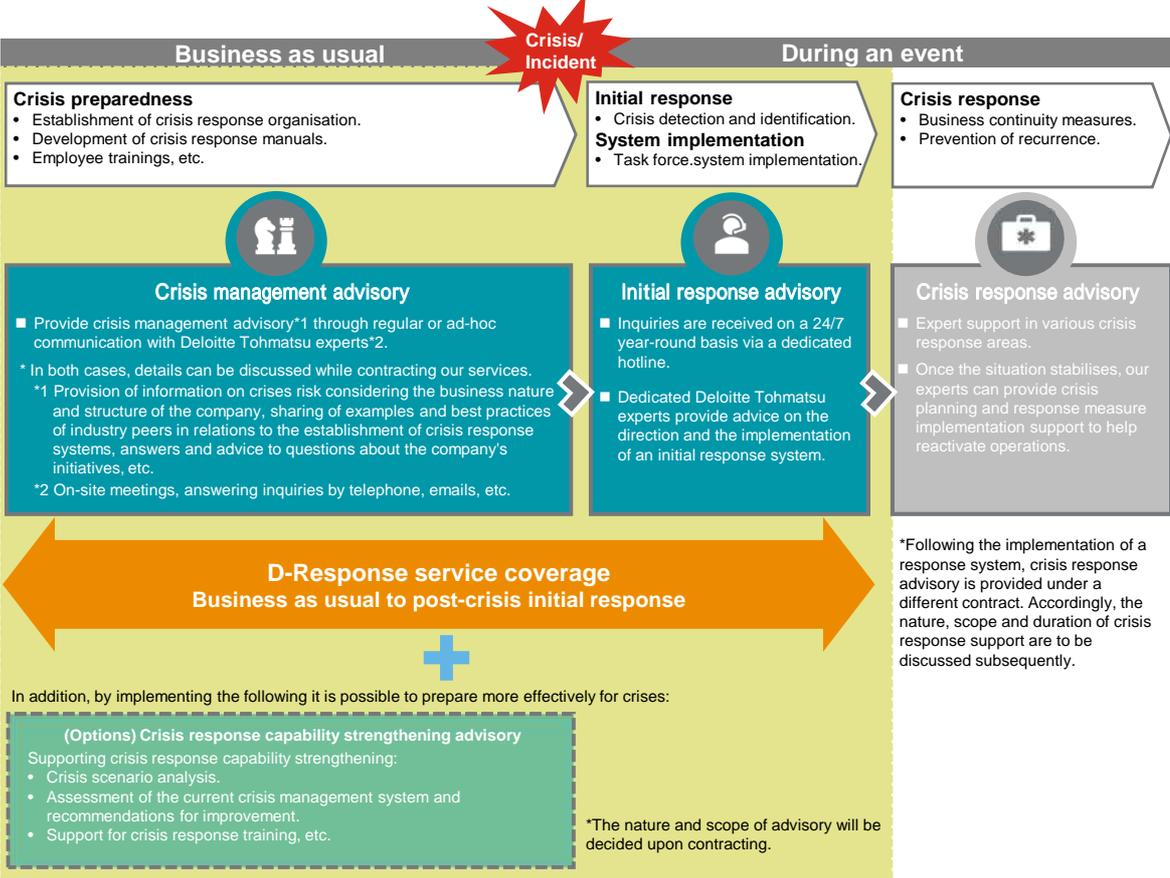
While responding to a crisis a company must consider an important number of strategic and operational issues as well as communicate effectively with its stakeholders. To do that it may need an important amount of time and manpower to activate and implement response measures. Yet, in lacking preparation a company may find it extremely challenging to optimise its resources and activate its response capabilities.



## Crisis management system implementation

### D-response emergency response services

D-Response is an advisory service that helps companies respond quickly and effectively to crises.



## Case study

### Summary

A global manufacturing company experienced an information breach, past employees payroll data being disclosed without authorisation.

On top of payroll information, personally identifiable information were put at risk by the breach.

It was not initially clear whether it was the company or an external contractor/vendor who caused the breach.



### Service provided by Deloitte Tohmatsu

Prior to the incident, this company received **regular crisis management advisory from our experts to prepare for potential incidents and crises**. When the data breach was discovered, the client contacted us via a **dedicated hotline** and requested support to establish a task force to investigate and resolve the incident.

Based on a **deep understanding of the company's organisational structure, crisis management systems, and mechanisms** we **promptly formed a team** of legal, cyber security, forensic, and relevant crisis experts to support the design and activation of the following emergency headquarters functions:

- **Investigation of the status of the damages caused by the breach.**
- **Advice on the formulation of response policies and measures based on an impact analysis.**
- **Decision-making advisory and cooperation with the company's Emergency Response Headquarters.**
- **Provision of practical training to all core team members of the Emergency Headquarters.**

Under the pressure of possible compensation claims from stakeholders, task force members and Deloitte Tohmatsu experts worked together to enhance crisis response, what helped stabilise the situation faster than initially expected and minimise damage.

## Features of Deloitte Tohmatsu crisis management services



### Strong track record

Deloitte Tohmatsu has been supporting corporate crisis management in a variety of industries. We provide effective and efficient crisis management services for our clients based on our accumulated experience.



### Rich expertise

Deloitte Tohmatsu has a variety of industry experts with industry-specific expertise, as well as experts in crisis management/resilience, legal affairs, cyber security, forensic and other fields, both domestically and globally. We build strong teams to meet the needs of our clients and provide effective crisis service.



### Provision of services to all stages of the crisis life cycle

Deloitte Tohmatsu provides consistent and high quality crisis management services to support our clients throughout the crisis life-cycle - Readiness, Response, and Recovery.

## Deloitte Tohmatsu's "3R"



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