



10 Steps to Get Started With Operational Resilience

3.

Assess Critical Services

What would be the impact to the customer and the economy if that service were no longer available? Is there an alternative readily available (e.g. mobile app vs. visiting a branch). Identify the 8-12 services that are most important to your customer.

7.

Take Proactive Measures

Based on your identification of key services, mapping of interdependencies, and impact analysis, implement strategies to bolster key processes, systems, people, sites, and third parties where needed, focusing on where risk and impact are highest.

4.

Map Service Delivery

Map the delivery process for your critical services or products, starting with the most critical. Flag interdependencies and understand timing and order of operations.

8.

Set Impact Tolerances

Set the absolute maximum failure your customer is able to withstand. In the event of dispensing cash or accessing health care, for example, that may be a single service transaction, but for services such as accessing media, the threshold may be much higher.

1.

Map Customer Journey

To orient your program on what is truly important to your customer, start with understanding what your customer's lifetime journey looks like with your company. Check with your marketing or product team to see what they may already have that gives you a definition of the services and products you provide your customer.

5.

Assess Risks

Catalog the risks involved in successfully operationalizing each element in the service, in order, in the prescribed timeline. Assess likelihood of these risks occurring and the relationships between different types of risks to uncover potential cascading impacts.

9.

Plan and Test for the Worst

Using an all hazards approach, plan for the worst. What would you do if you lost a critical site, team, third party, system, or process? What if you do if you lost two or more of them in tandem? Develop a plan and practice it as if it were a live event. Document the results.

2.

Identify Your Services

What is your customer really trying to do when they work with you? At a recent roundtable, a leading banking institution described them as the 'I wants'...'I want to get cash', I want to make a payment on a card. Services should represent an individual task, not a collection of functions, such as traditional business lines.

6.

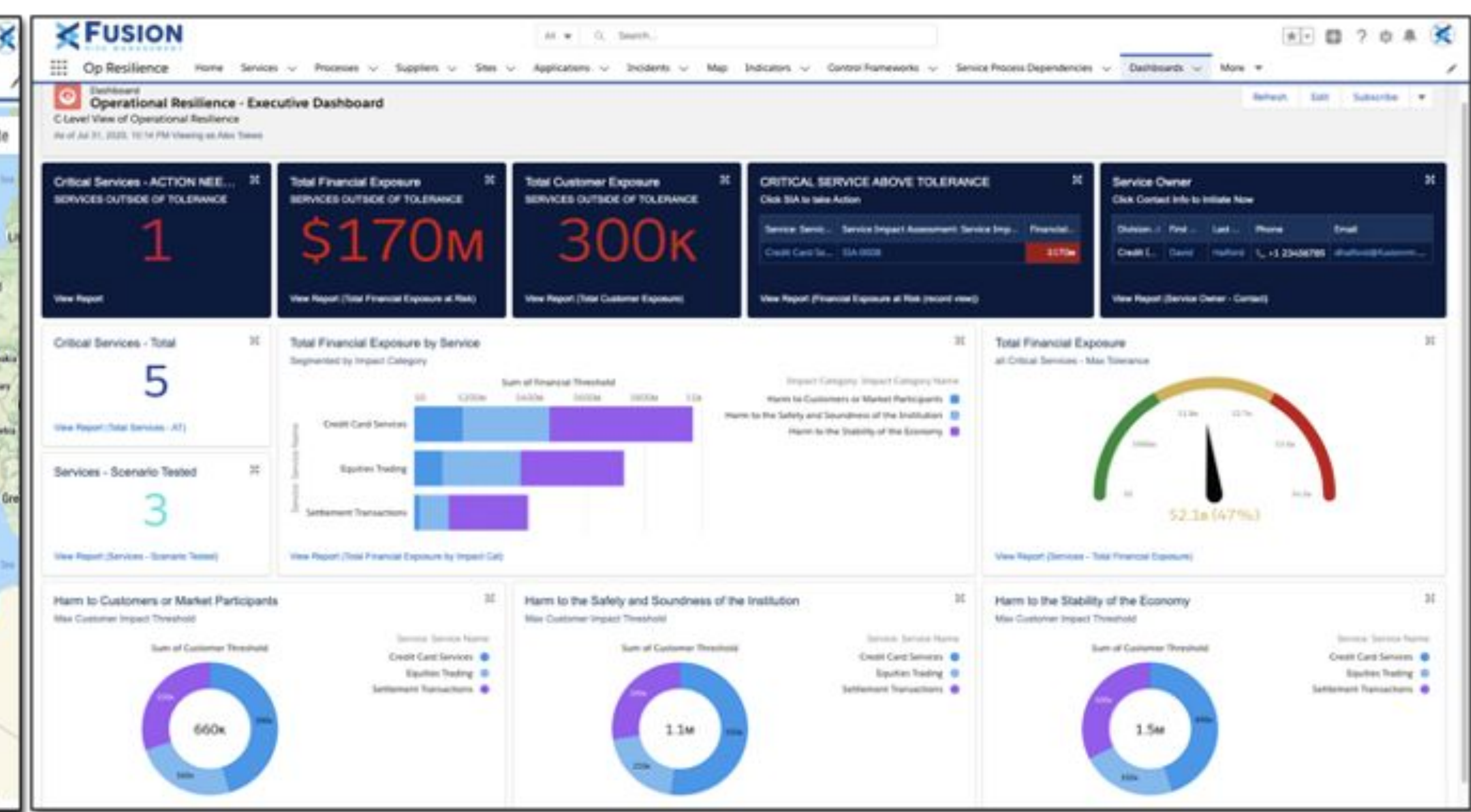
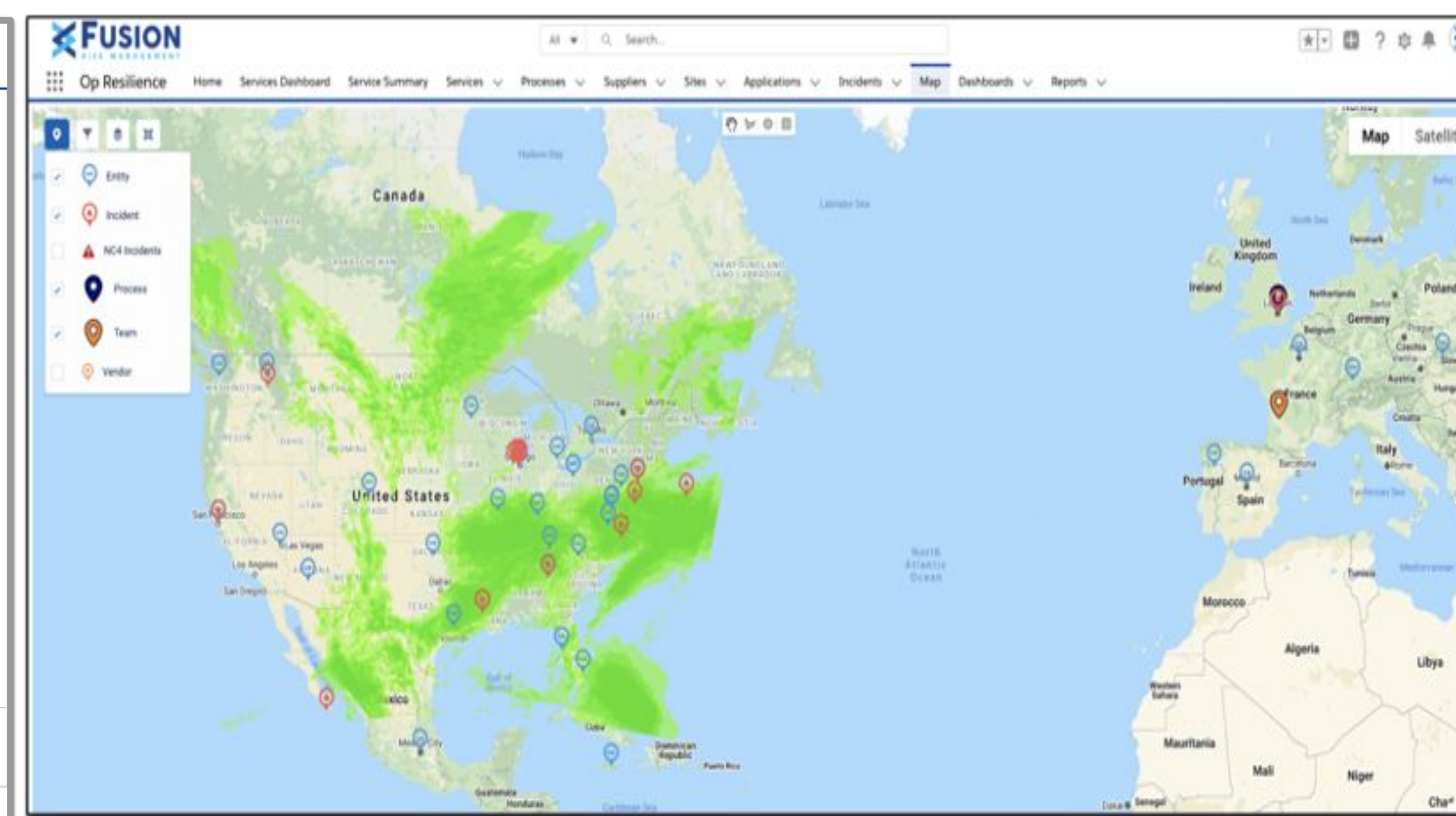
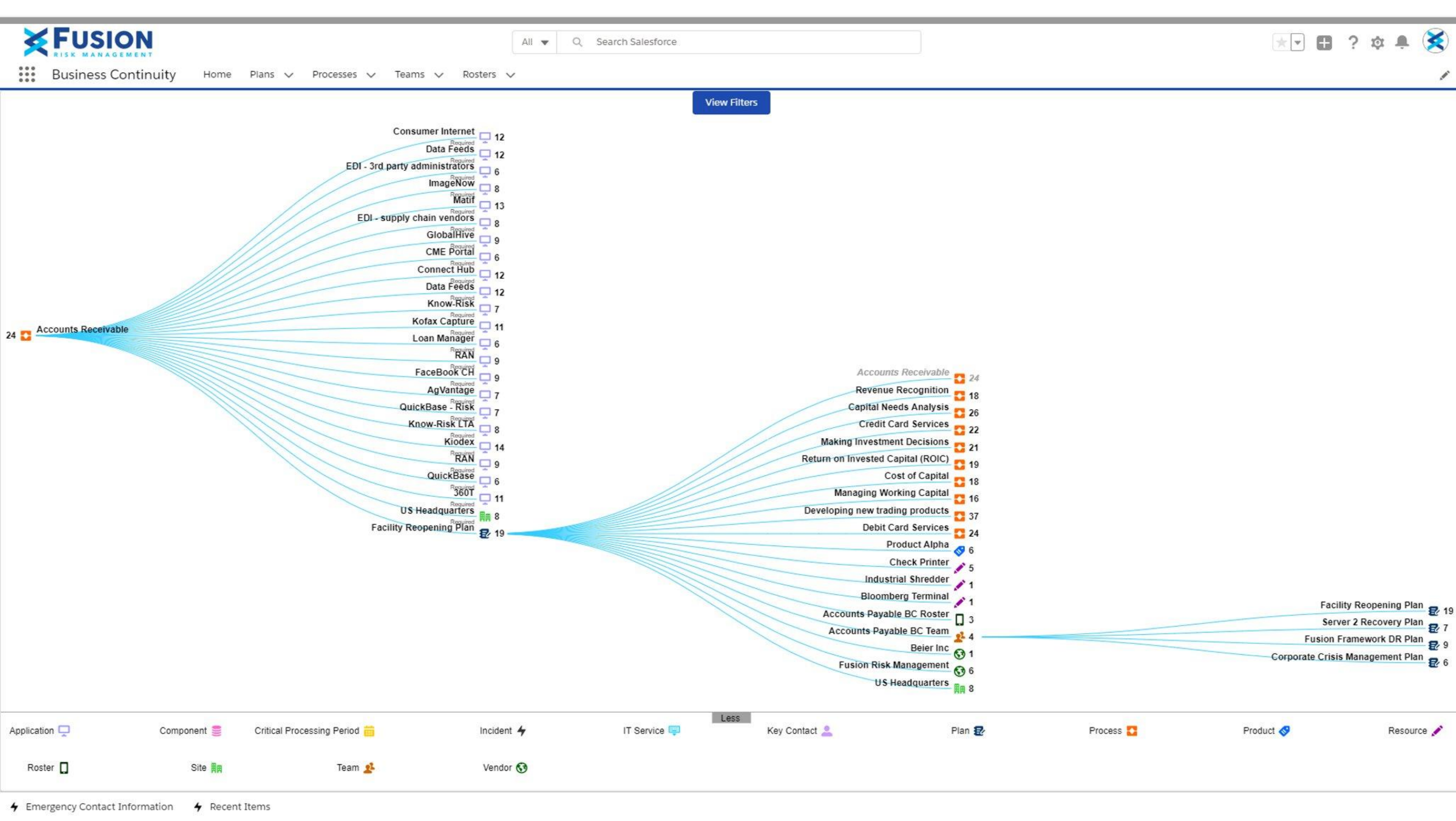
Analyze Impact of Failure

For each element involved in the delivery process, assess what the impact would be if it were to fail. For example, for customers using a debit card, if a key system were unavailable for 3 minutes, that could mean millions of customers are unable to make a payment.

10.

Learn and Adapt

Based on your learnings during testing, as your situation changes and over the course of time with live events, review your approach and improve over time with better risk assessment, situational intelligence, implementing proactive measures, and better response planning.



MAP AND
UNDERSTAND

ANTICIPATE AND
PREVENT

TAKE ACTION AND
LEARN

Discover how your organization really runs through interactive maps that surface what matters, when it matters.

Spot issues, risks, inefficiencies, and opportunities. Leverage insights to protect, run, and adapt the business in rapidly changing times.

Prioritize, take action, test, measure, and learn over time. Improve the resilience of your organization.

Run the business.

Protect the business.

Change the business. Grow the business.



is your guide.

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