

TRANSFORMING A MAJOR UTILITY CRISIS MANAGEMENT & CONTINUITY STRATEGY

A major U.S. electric, natural gas, and nuclear energy company, faced with the challenge of ever-increasing threats against their generation, distribution, and transmission capabilities, turned to Bryghtpath to uncover the underlying risks to their organization and develop a new comprehensive enterprise risk and continuity program to ensure the long-term resilience of their company.



THE OPPORTUNITY

A recent national exercise led this multibillion dollar utility company to realize that its crisis management and business continuity capabilities were inadequate for the evolving threats faced by the U.S. electric grid and natural gas distribution system. We were retained by the Chief Compliance Officer to conduct a strategic review of their current capabilities, help them understand the evolving risks faced by their company, and develop a robust corporate crisis management framework to help them manage a future major event.

KEY ACTIVITIES

DISCOVERY

- 33 interviews
- Existing survey data
- Current-state journey mapping
- 81 artifacts / 375 pages

IDEATION

- 2 multi-day ideation meetings
- 125+ ideas and concepts
- 3 strategic roadmapping sessions

APPROACH AND RESULTS

We kicked off the 8-week effort by hosting a kickoff session with the core project team and stakeholders. Our team was comprised of leaders and key subject matter experts from compliance, business continuity, information systems, operations, human resources, and corporate communications.

During the discovery phase, the team conducted interviews with key stakeholders, business leaders, and the client's executive staff. Through these deep listening sessions, we were able to identify the underlying risks to the organization, the current state of their continuity program, and an understanding of the evolving threats faced by the client. We also uncovered a secondary need to help the client evolve the perception of their continuity program across the organization towards becoming a true partner in the overall business.

Within the ideation phase, we worked with the client's leadership team through a set of multi-day offsite ideation sessions to develop the strategic concepts and solutions to address their challenges. Through a strategic roadmapping process, we then worked with the client to whittle down a large list of ideas and concepts into an achievable three-year strategic roadmap that will meet their needs and allow them to monitor their progress from quarter to quarter.

Finally, to address their immediate need of having a process in place to manage a large-scale enterprise crisis situation, we worked with a broad group of stakeholders to develop a Corporate Crisis Management Framework that defined decision making, communication, and escalation processes from minor operating company incidents all the way to a board-level crisis situation.

We are now working with the client on implementation of our recommendations.

OUTCOMES

- Strategic evaluation and recommendations
- Long-term strategic roadmap
- Corporate Crisis Management Framework
- Clear value-proposition and metrics
- Custom program maturity model

CONTACT

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ABOUT BRYGHTPATH LLC

Bryghtpath LLC is a strategic advisory firm that specializes in global risk, business continuity, emergency management, crisis communications, and public affairs. Bryghtpath works with the world's leading brands, public sector agencies, and nonprofits to develop strategies that help them strategically navigate global uncertainty.

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