



Global Crisis Management

Liz Granger

Director – Global Crisis Management
Global Security, Safety and Crisis Management

DRJ Conference – September 2009



Global Business Continuity



Visa Inc. Global Business Continuity (GBC) policy provides an integrated framework in 3 disciplines: Business Continuity Management (BCM), Crisis Management (CM) and IT Service Continuity Management

Business Continuity Management

- Communication Plans (Call Trees)
- Business Impact Analysis
- Business Continuity Plans

IT Service Continuity Management

- Service Impact Analysis
- Technical Recovery Plans
- Restoration Plans

Crisis Management

Plans

- Site Emergency Response Plans
- Regional Incident Management Plans

Teams

- Regional Incident Management Teams
- Global Crisis Management Plan
- Corporate Incident Management Team and Global Crisis Management Team

Global CM Program Scope



The Global Crisis Management Program has been established to manage any incident which could have a major impact on people, property, the Visa brand or business, or any part of the payment system

- Natural Disaster or Catastrophe
- Criminal or Terrorist Attack
- Compromise or loss of sensitive Visa information
- Failure or Compromise of Visa products and services
- Loss of critical infrastructure and interoperability capabilities (power, communications, licensee and third party system infrastructure, physical facilities, or human resources)
- Geo-political or catastrophic health conditions (e.g. Pandemic)
- Other incidents or situations with the potential to materially and adversely impact Visa Inc.'s operations

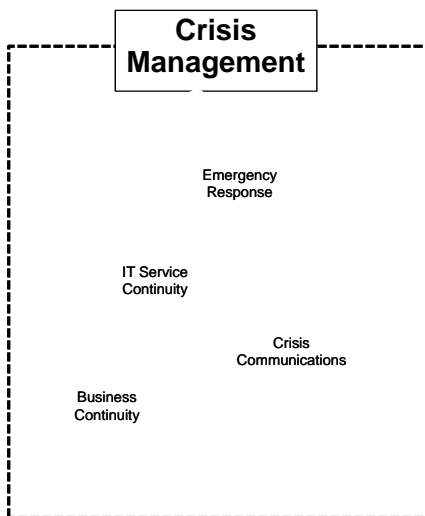
Crisis Management Process



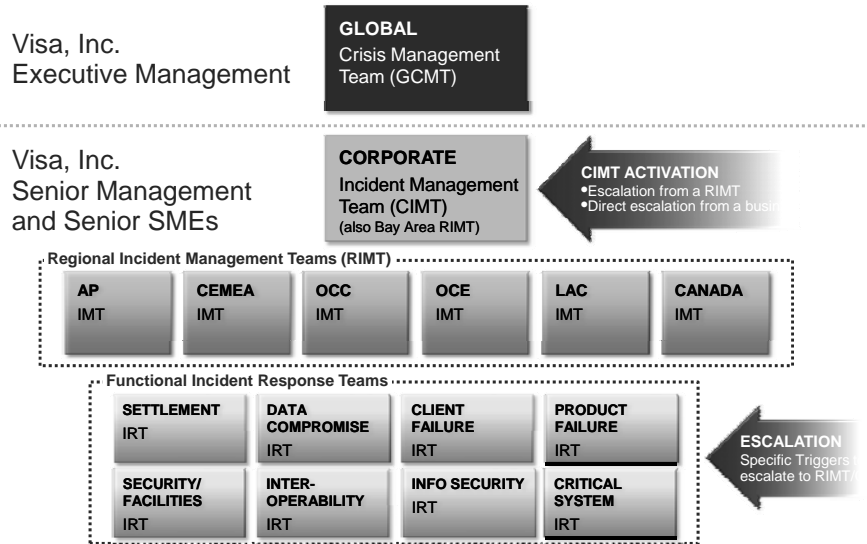
Overarching Command and Control Process Used for Managing Incidents Impacting –

- Multiple Facets of Business
- Facilities/Security/Life Safety
- External Stakeholders
- Business (Soft) Incidents
- Multiple Regions/Global

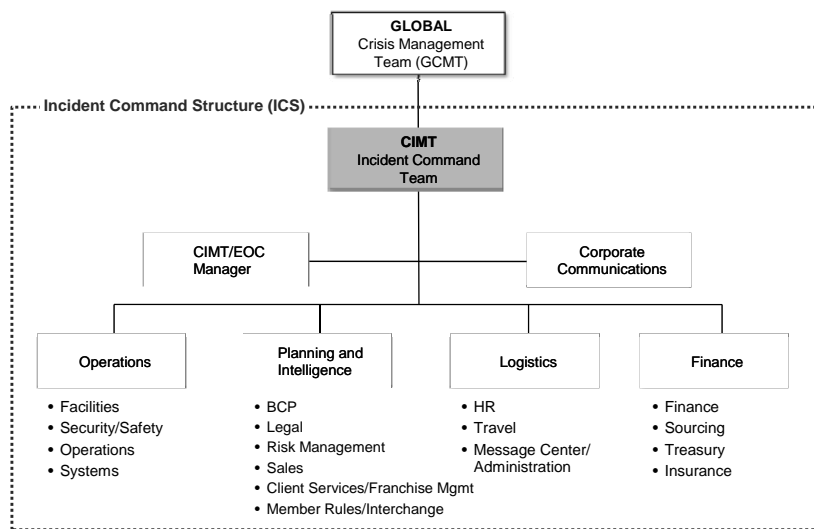
Ensures that the four key cogs of the wheel are working together and not in silos to bring quick, coordinated and efficient response and management to the incident



Global CM Framework

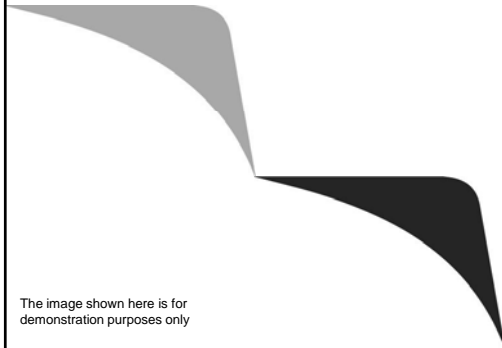


Corporate Incident Management Team (CIMT) Structure





Soft Incident Planning and Management



The image shown here is for demonstration purposes only

For Visa Internal Use Only

Crisis Management Program Evolution



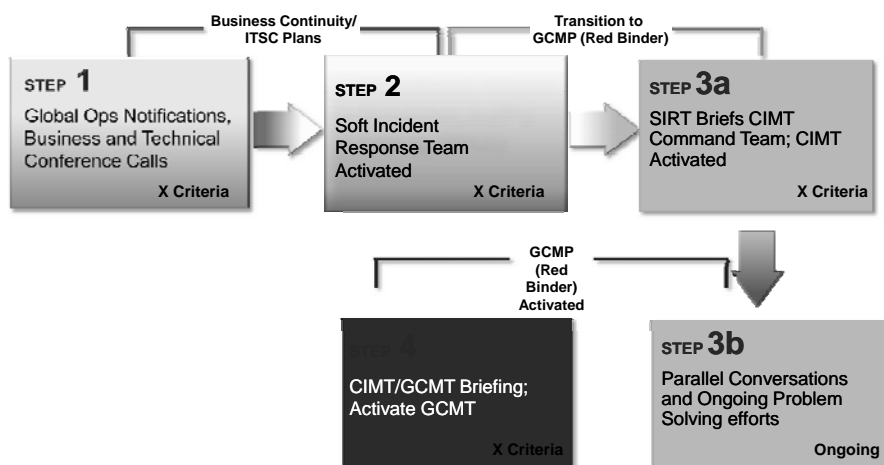
- Original program scope focused on hard/traditional incidents
- Hurricane Katrina expanded scope to include Stakeholder impacts that could potentially impact our brand/reputation
 - Resulted in ongoing working relationship with DHS and FEMA
- Change of corporate structure elevated Risk assessment
 - Enhanced program scope to include soft/non-traditional incidents
 - Better alignment with Business Continuity and IT Service continuity plans via identification of triggers to escalate from BC to CM

Soft Incident Identification and Inclusion



- Started with one “soft” risk that would have global impact
- Worked with each Regional Incident Management Team (RIMT) to determine their specific activities for their region and what functions get involved, and when
 - Each region had different processes and engagement triggers
- Developed new escalation triggers for incident
 - Conducted a 2nd round of process flow training sessions with RIMTs
 - Updated process flow with additional information discovered
- Conducted Global Exercise on incident to test new escalation triggers, communications between teams, etc.

Soft Incident Crisis Management Process Overview



Recap of Soft Incident Exercise



What worked

- Activation of all teams simultaneously around the globe
- Automated notification tool
- Exercise design and advance preparation created realistic incident
- Teams learned about GCM processes and procedures
- Value and importance of onsite interaction (all in EOC)

Lessons Learned

- GCM Structure refinement (fewer layers, and inclusion of actual decision makers)
- Incident decisions need to be identified and documented prior to the heat of the moment
- Importance of participation in GCM training
- Preparation of all anticipated communication templates (internal and external) for identified scenarios

GCM Program Next Steps



- Bi-yearly Worldwide Training for Teams
 - Specific escalation triggers, processes and protocols for traditional and non-traditional incidents
 - Traditional Incident Tabletop Exercise by Team
 - Non-Traditional Incident Tabletop Exercise by Team
 - Global Tabletop Exercise with all teams simultaneously activated
 - Exercise scope will include activation of BC and ITSC plans at initial incident; escalate to CM team activation
- Continue to assess and update plans and processes from learnings from exercises

VISA

Thank you

The image shown here is for demonstration purposes only

For Visa Internal Use Only