

# CS&A

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INTERNATIONAL RISK, CRISIS & BUSINESS CONTINUITY MANAGEMENT

N E W S L E T T E R



## SPECIAL ANNIVERSARY ISSUE

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## CS&A Celebrates 20 Years!

CS&A International Risk, Crisis and Business Continuity Management was founded in Hong Kong in January 1991. This year, the firm celebrates 20 years. Over the years, CS&A has grown in depth and breath, servicing clients worldwide and never losing sight of its mission: *To enhance our clients' crisis anticipation, prevention, mitigation and recovery capability and provide them with the ability to handle any crisis in-house.*

On the occasion of CS&A's 20th anniversary, Koen Peeters, most recent associate on the team talks to joint managing directors Caroline Sapriel and Dirk Lenaerts about their favorite recollections:



### KP: What was your first client assignment when you started CS&A?



**CS:** When I started in January 1991, I was very fortunate to immediately get a project from Cathay Pacific Airways. Cathay had been a client in my previous job in a communications consultancy and was very much aware of the crisis experience I had helping South African Airways during their 1987 crash. At the time, Cathay of course had an Emergency and Accident Manual but did not have a Crisis Management Manual and they asked me to write it for them. It was a fantastic assignment and one that very much set the scene for us.

Later that year, in the wake of the Bank of Credit and Commerce International (BCCI) bankruptcy, liquidators Deloitte & Touche in Hong Kong wanted to be equipped to handle the barrage of media and stakeholder inquiries

From then on, we started working with Swire Group companies such as the China Navigation Company, conducting yearly crisis training and simulations, and British American Tobacco throughout the Greater China region.

*From Ballinacurra House, Kinsale, Ireland, Lisa McGahan, then Regional Communications Manager for the firm recalls "I was fortunate to have Caroline consult into my company of Deloitte & Touche in Hong Kong in the early days of the 1990s in the areas of crisis management and media training. It was a relatively new concept for accountants to have this training, but it proved invaluable in the years following. I wish Caroline and her team every success for the future."*

### KP: How did you grow from there?

**CS:** Based on our experience with Cathay Pacific, we embarked on an extensive program with Hong Kong Dragon Airlines, their sister airline flying mostly Mainland China destinations. This included writing their crisis management manual, training management and port teams and conducting a number of crisis exercises. We enhanced our profile through regular seminars on risk and crisis management that we conducted for the American Chamber of Commerce in Hong Kong which brought us more clients.

*Recently, The China Navigation Company initiated an update of their emergency and crisis preparedness plans. The initiative was implemented by CS&A, who have been working with the China Navigation Company for a number of years in the area of crisis management.*

*"I would like to thank the CS&A team for their knowledge and guidance concerning the construction of the crisis manual, the training sessions and the advice and monitoring during the actual simulation exercise.", Captain Dave Watkins, Fleet Safety, Security & Environmental Manager, at the China Navigation Co. Pte. Ltd.*

In 1995, Dirk and I decided to bring on our first Hong Kong-based associate. With a growing client list and taking on assignments throughout Asia, we definitely needed an extra pair of hands.

**KP: What do you consider some of your key breakthroughs and achievements?**



**DL:** In the late 90's we were developing and conducting more sophisticated crisis simulation exercises for clients like Shell. Looking at the available technology, this led us to pioneer the first ever on-line Crisis Management and Communication system Crisiscom©. We really felt we were breaking new grounds with the Crisiscom© tool. It was early days but clients with mature crisis organizations in place could appreciate its value.

**KP: How did you decide to expand beyond Asia?**

**CS:** Since the mid-90's we were already delivering work for the European branches of our Asian based multinational clients. In 1998, we felt the time was right to set up a base in Europe. Dirk originally being from Belgium, knew that Brussels was the most sensible location. The Europe Middle-East and Africa

headquarters of many multinational corporations are in and around the European capital. So with a solid Hong Kong base, we made the jump to establish a hub in Europe.

***"The depth of experience and expertise of CS&A has allowed Michelin in Africa, India, and Middle East better navigate and be prepared for issues and crisis management. The customized approach CS&A provides to us is greatly appreciated as our region is one of extreme diversity."***

*Rebecca Lee - Communications Director, Michelin AIM (Africa, India, Middle East)*

***"I first worked with CS&A, while going through the review and renovation of Shell Venezuela's EP Crisis Management Framework, in early 2002.***

***During this time Caroline, Dirk and their staff applied a very structured approach to test the system under review, identify gaps and recommend area's for improvement.***

***The entire review, renovation, training and testing period took some 8 months, during which time Caroline and Dirk managed to draw on and integrate the wide experience base of their team in area's of emergency management, crisis communication, process management and soft people skills.***

***I experienced the CS&A team members as dedicated, focused and disciplined professionals, who all made significant contributions to the improved Crisis Management System of Shell Venezuela EP."***

*John de Beus - Surface Surveillance and PSO Manager  
North Caspian Production Operating Company*

**KP: With almost a decade behind you and a base in Europe, what was the next phase?**

**CS:** 1999 and the run-up to Y2K were a major turning point for us. We worked with a variety of clients across sectors internationally, helping them prepare for the transition. This included writing processes, cranking up training programs and conducting multi-location simulation drills.

**DL:** In line with this growth, we added our first European associates with specific areas of expertise such as oil and gas emergency response, stress and family assistance, security, media and communication, etc. Together with our psychologist colleague we developed our family assistance program, which was originally designed for the airline industry, but has since then been adapted to various sectors and implemented with many clients.

With our growing team of associates, we were able to support our clients globally, and took on assignments in Latin America, Africa, North America, Middle-East and various parts of Europe as well as continue to service our Asian-based clients.

**KP: Since the start of the new millennium, what have been your most significant milestones?**

**CS:** We have always strived to add value to our clients' growing crisis management capability. By then, more and more clients were maintaining their crisis management organization in-house and were seeking new solutions/tools/approaches that helped them do it smarter and become more resilient. Keeping this in mind, in 2003, we developed our unique crisis fitness diagnostic: the **FAtool**©. Far



**CS&A AGM 2003 - Fettercairn Scotland**

more powerful and effective in closing gaps than audits, the **FAtool**© gives clients a true overview of where they stand in terms of crisis preparedness and what they can do to improve and establish a benchmark.

That year, CS&A held its first AGM in Fettercairn, Scotland. It was a great two-day event. Everyone joined from all corners of the world and we worked and played hard.

**DL:** Another major milestone has been the agreement CS&A signed in 2006 with the University of Maryland Center for Conflict Resolution and Management to market their on-line simulation platform ICONS. This is a fantastic tool and our clients have found it a great

alternative to traditional face-to-face simulations especially when exercising across different time-zones/locations and with multiple parties and teams.

In 2007, we developed an extension to the **FAtool**©, which consists of a crisis management competence assessment protocol. This matrix allows clients to set specific crisis management competencies for their team members and assess them accordingly through interviews, training, testing and real-life practice.

**KP: With 20 great years behind you, what's in store for the near future?**

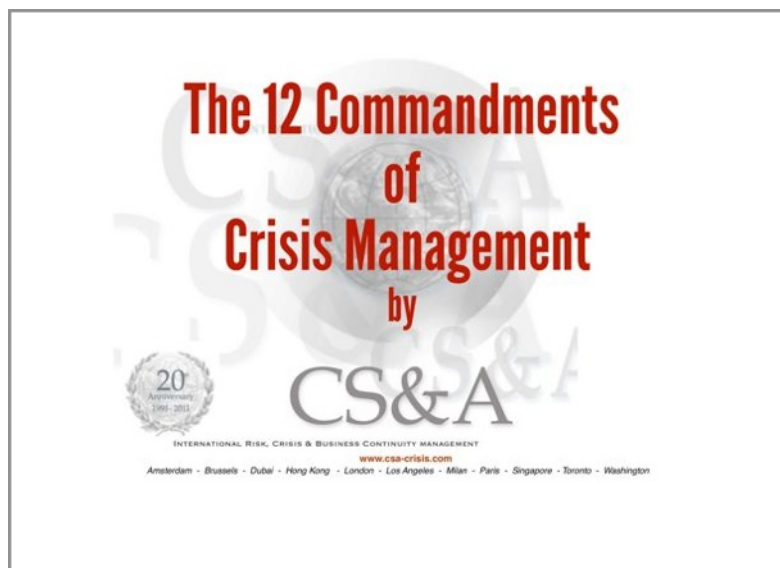
**CS:** We will continue to focus on customizing our servicing to clients' requirements. We will support our clients internationally wherever they need us. Over the years, we are fortunate to have gained the trust of our clients and we have long standing relationships with them. We're in the business of adding value to their existing crisis management capability. We provide a specialized service, where true expertise distinguishes us from the pack.

**DL:** The field of crisis management is certainly more mature than it was when we started and more and more organizations are recognizing the need to be prepared. As such, whilst multinational corporations will always be our core market, we are developing approaches and products also suited to the small and medium size enterprises. So on the one hand, we will continue to take on large-scale and complex projects, such as multi-party/location simulation exercises and on the other hand, we can also help a smaller organization establish a fit for purpose crisis preparedness plan. CS&A is about helping clients build and maintain resilience to the threats and risks they are facing.

*"The CS&A team, dynamically led by Sapriel and Lenaerts, excels in covering every detail involved in the preparation for, delivery of, and debriefing from complex training and simulation exercises that focus on crisis and risk decision making. Their unique expertise in business operations, simulation, and training methodology makes them the go-to shop for complex negotiation and crisis management training and evaluation", Jonathan Wilkenfeld, Professor and Director, Center for International Development and Conflict Management, University of Maryland.*



## CS&A's 2011 "12 Commandments of Crisis Management" Calendar wins IABC Gold Quill Europe and Middle East Regional Distinction



CS&A's entry to the IABC (International Association of Business Communicators) 2011 Gold Quill Awards has received a Europe and Middle East regional distinction.

Recognizing the best and rewarding excellence, the IABC Gold Quill Awards represents international best practice in the world of business communication.

Open to members and non-members of IABC, every year the Gold Quill Awards attracts strategists; managers; practitioners; corporate, government, and nonprofit communicators; agency executives; photographers; graphic artists; creative conceptualists; tacticians and students to enter their best examples of thought leadership, strategic management, creativity, resourcefulness and successful solutions across the globe.

"This is a fantastic boost for our team to win this award particularly on the occasion of CS&A's 20th anniversary. We are delighted", said Caroline Sapriel, Managing Director of CS&A

The CS&A team will collect the award at this year's IABC's European conference EuroComm, which will be held in Turin, Italy on April 7, please visit <http://europe.iabc.com/> for more information.

## Saving Brands in Crisis: How PR Can Help Get the Job Done

Caroline Sapriel, and Washington and Toronto-based colleagues Ann Andrews Morris and Raed Gerges join to present at IABC International Conference in San Diego June 11-15, 2011.

Leveraging internal and external communications, stakeholder relations and social media to anticipate, prevent, mitigate, and recover from a crisis. Using in-depth case studies, three internal communications/crisis professionals with a combined experience of nearly 60 years will demonstrate the business value of the PR function in preventing and managing crises and how attendees can put these lessons to work in their own organizations.



For more details on the session and the conference please visit <http://www.iabc.com/wc> or contact : [caroline.sapriel@csa-crisis.com](mailto:caroline.sapriel@csa-crisis.com)

### Koen Peeters, Latest Associate to join the CS&A Team



As an associate with CS&A, Koen's role is to reinforce CS&A's presence in the Benelux as well as work with clients internationally from his Belgium base.

Koen conducts research, helps design scenarios and supports the facilitation and delivery of simulation exercises for CS&A clients internationally. He is involved in the marketing and sales of CS&A's tools including Crisiscom© and crisis fitness diagnostic FAtool© and their customized application.

Prior to joining CS&A, Koen had an extensive traineeship at Atlas Copco in Shanghai, and wide-ranging experience in food distribution optimizing the supply chain for inbound products from suppliers, such as Panzani, McCormick, Tabasco, and Hero.

He is fluent in Dutch, English, French and mastered the basics of Mandarin. He holds a degree in International Business from the University College of Mechelen, Belgium.

### Caroline Sapriel Contributes To IABC's Handbook Of Organizational Communication Second Edition

Caroline Sapriel has contributed a chapter on Crisis Communication to the Second Edition of *The IABC Handbook of Organizational Communication*. The Handbook reviews the critical aspects of the business communication profession and is a key resource for planning, implementing and evaluating communication projects. Other contributing authors to the Handbook's Second Edition include Kellie Garrett, ABC (Accredited Business Communicator)/ Saskatchewan, Canada; Shel Holtz, ABC, IABC Fellow / California, USA and Mark Schumann, ABC / Connecticut, USA.

The Handbook will be formally launched at IABC's International Conference in San Diego on June 12 at a workshop panel joined by all authors and moderated by editor **Tamara Gillis, Ed.D., ABC** / Pennsylvania, USA.

For more information on the Handbook and or the workshop, please visit:

<http://www.iabc.com/wc>

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