

# The Strategic Effect of Crisis Management on Business Continuity Management in Corporate Organizations: A Case of Equitol Bank, Kenya

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## Abstract

Corporate organizations today require a robust understanding of business continuity and they need to draw a wide plan on how they can deal with unexpected crises which hamper organizational success efforts and operational continuity. Corporate image, reputation, brand, trust and loyalty of all stakeholders in a corporate entity are key factors in the background of business continuity. An efficient and effective business continuity management plan is important for any corporate organization as it ensures information availability and that corporate organizations survive and continue to operate uninterrupted in the event of any crises that the organization may face. Business Continuity Management (BCM) aims at ensuring that the organization survives in the long run and as such it should be a key responsibility of senior management. Organizations need to be adequately prepared for any unexpected events which could interrupt the way they operate and their survival chances in both short and long run. Thus, this paper sought to examine the effect of crisis management on Business Continuity Management in Corporate organizations. The study adopted a case study design and was performed at Equitol Bank. A sample of 60 respondents from a target population of 200 staff members was obtained using stratified random sampling technique. Questionnaire and document analysis were the main tools of data collection for the study. Data coding and analysis was done using qualitative and quantitative methods. Descriptive statistics such as means, and cumulative frequencies were employed in summarizing data. Chi-square correlation coefficient was computed to establish the level of significance of correlation between BCM and business continuity and BCM and crisis management). The study found that there is a positive and significant correlation between BCM and business continuity represented by ( $\chi^2(58) = 59.87, p < .05$ ), and BCM and crisis management ( $\chi^2(58) = 67.065, p < .05$ ).

**Keywords:** Business Continuity, Business Continuity Management, Corporate Organizations, Crisis Management

## 1. Introduction

Shaw and Harrald (2004) note that a well-designed business continuity plan and crisis management process will help an organization to recover in an orderly way and within the specified timelines. These plans are important as the organization can rest assured that its critical business operations can carry on in the event of a disruption or a disaster. These two plans are critical as Business Crisis and Continuity Management (BCCM) teams and consultants provide support throughout the entire business continuity lifecycle. Some of the support areas include: Business impact analysis which identifies the key business processes, people, systems and dependencies and any impact that their interruptions would have on a business; risk assessment which is critical in helping the people to develop the skills and knowledge that they need to manage crises through identification of risks and threats to their businesses; developing strategies for recovery before any serious impact is suffered; document plan, exercise, testing and implementation.

However, in today's business environment it is evident that both small and big organizations are good at coming up with vision and mission statements as well as strategies that are geared towards increasing profitability and shareholders' value, but poor at implementing business continuity plans and managing the same plans and strategies. This has been so because most of the companies are not willing to commit an extra cost on any unforeseen event as they always believe the same will not happen. One of the key components of Business Continuity Management is effective crisis management. If crises are well anticipated and managed, the chances of business continuity in the face of such uncertainties occurring is enhanced. Many managers however have a misconception that the cost associated with designing, developing, implementing, training and delivery of crisis management programs and plans exceeds the benefits. The most common objectives include: lost revenue, customer confidence, compliance penalties and fines, staff confidence and effectiveness (Laudicina, 2005). Crisis management is increasingly gaining importance worldwide as an effective risk mitigation tool and there is now an important concern for corporate organizations to invest and allocate resources towards Crisis management.

In most cases crisis management resources are reallocated to other priority areas that the management deem key to the success of a corporate organization. Staff lacks the knowhow on the existence of crisis

management programs within the organization and whenever they are aware of it, they lack the knowledge on the specific role within the business continuity spectrum. This raises the question; how can management rely on crisis management strategies and programs if the employees themselves are quite unaware about their response emergency as well as recovery strategies? As a result, the time and resources invested in planning, designing and management of crises are wasted.

ASIS International has used the terms BCM as their umbrella for multiple functions as well as processes which include crisis management (ASIS, 2004). Mitroff (2001) and Fink (1986) identify crisis management as the common unifying structure for strategic business prevention, response, recovery and identify business continuity as one of its many supporting functions.

In an attempt to emphasize the inter relatedness and equal importance of crisis management and business continuity management, Business Crisis and Continuity Management has been chosen as the umbrella term and is defined as The business management practices that provide the focus and guidance for the decisions and actions necessary for a business to prevent, prepare for, respond to, resume, recover, restore and transition from a disruptive (crisis) event in a manner consistent with its strategic objectives (Shaw & Harrald, 2004). To date, business survival, whether short or long term, purely depends on the continuous information availability as well as the continuity of business undertakings in a global environment which is coupled with uncertainty (Hecht, 2002).

### *1.1 Crisis Management Plan*

Crisis Management plan is also referred to as the incident management plan. Incident management plans provide a structured response to a disruptive incident that if not controlled would threaten the survival of an organization. It would represent high level duties that personnel of an organization would undertake to respond and recover from the disruption. For this plan to be effective, its recommended that a cause of action be taken such as; to identify roles and responsibilities of the personnel to undertake the crises activities, establish meeting venues for the crises management team and if possible be documented, a summary of assets, resources and activities that need to be recovered in the event of a disaster and where they are located, a structure that serves the purpose of convincing the individuals to assess the situation as well as understanding the impact (Hiles, 2007). These plans are designed with high level managers in mind and they should reflect the coordination of response and recovery activities throughout the organization. Although there is no rule on who should participate in the crises team and who should take a leading role in the organizational crises response, it should comprise of individuals who are capable of making decisions on behalf of the organization (Hiles, 2007).

### *1.2 Information Technology Disaster Recovery Plan*

Information Technology (IT) disaster recovery plans are distinguishable from other plans in that they tend to be very oriented to the technical details required to restore a technology asset and the recovery steps in IT disaster recovery are usually more prescriptive than those in Business Continuity Planning (BCP) and crisis management. They are plans designed to be executed by its practitioners but not every other operational participant, although the end users are always involved with validation and testing of the plan (Von Roessing, 2002).

Effective IT disaster recovery plans will align to business expectations through defined and approved recovery objectives, detail step to step procedures to recover the data, detail all participants from who to manage recovery, execute recovery tasks, and validate and test the recovered technology asset, contain technical specification for infrastructure required to restore the system and documents, conduct information for IT's customer and technology assets end users (Von Roessing, 2002). Although IT disaster recovery plans are not by themselves a complete business strategy they are critical considering how businesses are intertwined with technology (Elliot et al., 2010).

Herbane et al., (2004) note that BCM as an holistic and an enterprise-wide management approach which is concerned with controlling and mitigating the entire set of both internal and external threats that may possibly occur and disrupt the operational functionality, as well as ensuring effective recovery. Herbane et al., (2004) highlights that BCM must have an impact as well as an influence over the entire organization, it requires a cross-departmental and functional involvement and participation in order to succeed.

Wong (2009) highlights that BCM has evolved from crisis management, however, crisis management concerns, evacuation, fire control, First Aid, search and rescue operations, dealing with victims; establishing and maintaining shelters and roles of emergency responders are also significant in BCM (Momani, 2010).

### *1.3 Phases of the Business Continuity and Disaster Recovery*

Hamilton (2011) states that there is a difference between Business Continuity Planning (BCP) and Disaster Recovery (DR) as they both deliver complimentary but unique capabilities to disaster recovery, DR comprises the steps in place to implement and support both hardware and software which are important to making recovery

of mission – critical services as well as applications needed for disaster recovery. On the other hand business continuity plan will make use of the infrastructure contained in a DR plan. It draws attention more on understanding things like personnel, mission-critical processes, and questions like how are they going to be notified of an emergency as well as continue to operate? The BC/DR plan should be a compressive plan which should clearly state the vulnerabilities as well as risks and any potential impact to the critical business functions. Mitigation strategies should also be devised which should be clearly stated in the documentation.

The BC/DR plan should put the following into consideration: a compressive list of the risks identified, a clear assessment of risk vulnerabilities, a determination of potential impact on business, identification of a BC team, implementation of mitigation strategies, development of plan activation guidelines, development of plan training, testing, auditing as well as maintenance procedures. Companies need a clear guideline on the process as well as how to implement the plans (Elliot et al., 1999).

#### 1.3.1 Activation Phase

This Phase of BC/DR is basically concerned with the current time during (initial actions) and immediately after a disruption has occurred in a business. A clear roadmap on how the BC/DR plan shall be activated should be discussed with a clear set of parameters and steps as well as the personnel who have the authority for activation (Swanson, 2002).

This phase entails initial response, assessment to system damage, problem assessment and the necessary cause of action, disaster declaration and how to implement the plan. This stage should clearly define any disaster or disruption levels so that one can know when and how to implement the plan. This should include a discussion on major intermediate and minor disruptions as well as activating BC/DR teams developing triggers and its activation to recovery.

#### 1.3.2 Recovery Phase

This is the first stage of work in the immediate aftermath of the disruption or disaster. It assumes that the cause of the disruption has been contained or is at its minimal stages or has completely stopped. This is not always the case but when not so, they can wait in order to begin recovery efforts (Swanson, 2002).

This phase has to do with the recovery from the immediate aftermath of the disruption, regardless of whether the disruption is occurring or not. This stage includes evacuations of both human and equipment, assessing the extent of damage to determine the steps that need to be taken in order to go back into normal operations (Snedaker, 2007).

Based on the recovery procedures and directions defined in the BC/DR plan, these functions may include short term manual processing and recovery as well as operation on an alternate system (Swanson, 2002).

#### 1.3.3 Business Continuity Phase

This Phase stipulates the steps needed to revert back to normal business operation. It discusses how an organization would resume normal business operations from a simple temporary setup location which can even help the organization to start normal service to clients and recover data. It also discusses what manual or other methods will be used during this period, the capacity of work and capabilities that can be achieved under the temporary arrangements. Finally, it addresses how to move from the temporary arrangement to the permanent or the repaired facility and how to integrate data to continue normal business operations (Snedaker, 2007). At times some business operations may not fully return to normal and even in some instances the business may be forced to relocate e.g. in the event of a major disruption which may have some implications on the organization.

#### 1.3.4 Maintenance/Review Phase

Maintenance/ Review needs to be a continuous process regardless of whether an activation was done or not as a review plan is necessary in order to ensure that the plan is up to date and relevant. Lack of maintenance means that the company is just wasting resources on developing the BC/DR plan. This plan needs to be continuously maintained and kept as current as possible, thus a continuous review needs to be done especially in the immediate aftermath in order to give a compressive guide and what needs to be undertaken in the event of a disaster (Snedaker, 2007).

#### 1.3.5 Business Continuity and Disaster Recovery Plan Testing

A BC/DR plan needs to be tested from time to time as well as developing a series of tested programs to ensure accuracy and completeness of the plan (Chow, 2000). It is even more risky to have a non-tested plan as an organization may face severe consequences in the event of a disaster (Savage, 2002). Changes over time may alter the procedures in some way and may need to be well documented and maintained to make the plan to be interterm with the current changes (Hawkins, Yen et al., 2000).

Testing the plan is a continuous activity which is important in ensuring efficiency and reliability of the plan. The BC/DR plan testing should be done at least annually. However, some areas of the plan need to be tested on a need to basis and as the demands of the organization in reference to disruptions may require (Bandyopadhyay, 2000). Testing is used to determine if the plan is well documented for the purpose of continuity of critical business functions and retrieval of information from data centre (Botha & Von Solms, 2004). The purpose is to ensure that documented contingency procedures are continuously reviewed and modified by

qualified recovery personnel (Karakasidis, 1997).

There are a number of reasons for testing the BC/DR plan. The most common reason is to ensure that the BC/DR plan will work in the event of a major disruption or disaster. Efficiency of the plan is however facilitated by the following purposes; Checks for proper understanding of processes, procedures, and steps by those tasked with implementation of the plan, Determines cost and plan Feasibility, Facilitates the integration of tasks and processes across business units as well as on management functions, Confirms the steps developed at each stage of implementation and the resources identified for implementation, Informs all parties of the process flow of information as well as identifying gaps in the plan (Snedaker, 2007).

#### 1.4 Importance of Business Continuity Management

Ross (2000) highlighted that many corporate financial organizations were more at risk of financial losses subject to their risk management outlook and approaches which could not prevent them from incurring financial losses (Starr et al., 2002).

Smith (2005); Borodzicz (2004); Gallagher (2003) view BCM as important to the continuous business operations. Alonso and Boucher (2001) identified that disasters provide a big boost to BCM though giving companies experiences to plan and to be ready for any eventuality.

James (2014) notes that business continuity maintains and improves continuity of operations and service offering by ensuring and maintaining that the organization has in place an effective and efficient response to unexpected incidences or scenarios which helps in minimizing and mitigating impact on the organization in terms of exposure to risks and unexpected occurrences through provision of protective services, faster decision making and being in a position to identify any impacts of operational disruptions.

Business continuity helps in building customer confidence and loyalty as clients become confident about organizational products and services when they realize organizational capability, especially when other organizations fail to deliver on their product offerings in times of uncertainty and disruptions (Childs & Dietrich, 2002). BCM encompasses both preventive and corrective methods and techniques to organizational risk management through business continuity and recovery planning.

Herbane et al. (2004), note that during times of unpredictable risk the organizational challenges can best be managed through proactive planning and preparation and as such the senior management should be proactively involved. Zawya (2009) alludes to the need for a clear corporate culture suitable for managing and aiding in times of disaster and crises.

Woodman and Hutchings (2010), note that all organizations irrespective of their sizes should design and implement BCM. Gallagher (2003) also noted that it is not only the large organizations that should be concerned with business continuity but even small organizations that equally have the pressure from both shareholders and customers to expand their business operations. BCM provides competitive advantage by identifying business exposures to threats and disruptions and strategically provides plans for effective prevention as well as recovery for the organization. Corporate image and reputation, shareholder confidence, uninterrupted supply chain and customer confidence/loyalty are some of the key elements in increasing competitive advantages while increasing in market share (Elliot et al., 1999).

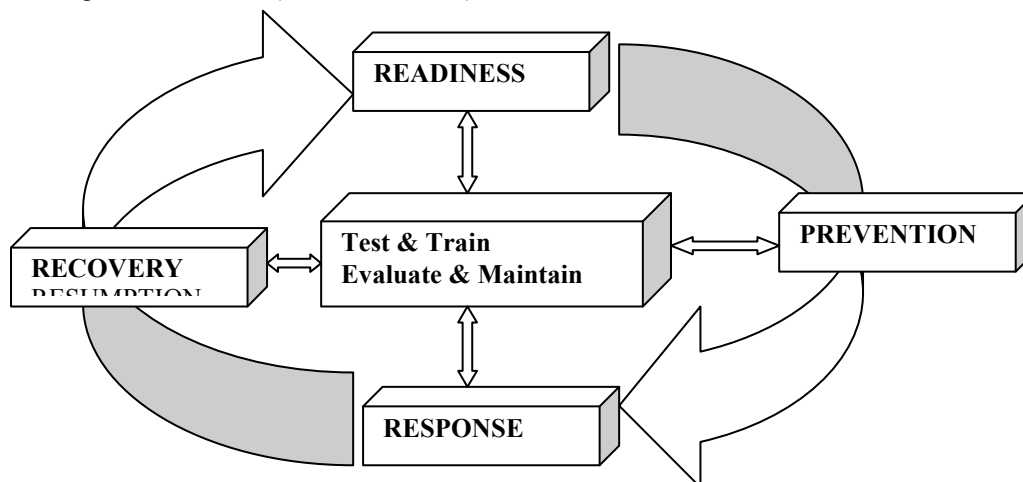


Figure 1. Business Crisis and Continuity Management Framework  
 Source: ASIS International

The BCCM framework, as presented, is in no way intended to prescribe a model organization chart for any

business. Rather it is the representation of multiple functions that require integration and coordination for the sake of program effectiveness and efficiency.

## 2. Materials and Methods

The study adopted a case study research design. Since the study involved an in depth investigation of one organization, a case study design was deemed appropriate. According to Mugenda and Mugenda (2003), case study design allows the researcher to gain insight by investigating individual case which can then be generalized to the wider population. The study area was Equitol Bank with a target population of 200 employees. Stratified random sampling technique was employed in selecting respondents for this study.

Table 1. Sample Size

Respondents	Target Population	Sample Ratio	Sample
Senior Managers	20	0.3	6
Branch Managers and Departmental Managers	40	0.3	12
Branch and Departmental Staff	140	0.3	42
<b>TOTAL</b>	<b>200</b>	<b>0.3</b>	<b>60</b>

The main data collection instruments used was questionnaires. Data obtained was organized, coded and analyzed using qualitative and quantitative methods. Descriptive statistics such as means, and cumulative frequencies were employed in summarizing data. Open-ended questions were analyzed through coding themes and quotas that emerged. The themes emerging from secondary data were identified to augment the primary data. Qualitative data were organized into themes in order to check on their frequencies based on the study objective. Chi-square correlation coefficient was computed to establish the level of significance of correlation between (BCM and business continuity; BCM and crisis management). Findings were presented in form of tables, graphs and charts.

## 3. Results

### 3.1 Effect of Crisis Management on Business Continuity Management

#### 3.1.1 Experience with Previous Crises

Respondents were asked to indicate whether their organization had been through any form of crisis before. Majority 91.7% (55) of the respondents indicated that their organization had experienced some form of crisis before while only 8.3% (5) said no crisis had occurred in their organization before. 95% (57) of the respondents indicated that their organization had been through hacking before, 35% (21) indicated that their organization had been through theft, and 63.3% (38) indicated that their organization had been through high staff turnovers. Those who indicated that their organization had experienced resignation of their Managing Director and frauds were 3 (5%) and 12 (20%) respectively. Table 2 presents this information.

Table 2. Frequency table of organizational crises

		Frequency	Percent	Valid Percent
Valid	Hacking	57	95.0	95.0
	Theft	21	35.0	35.0
	High staff turnovers	38	63.3	63.3
	MD resignation	3	5.0	5.0
	Frauds	12	20.0	20.0

#### 3.1.2 Strategies for Crises Resolution

Respondents were further asked to indicate how these crises were resolved. A representation of 24 (40%) respondents indicated that awareness and trainings on crisis management were immediately carried out among staff members to avert possible repeats of occurrence of crises in their organization. Respondents who indicated that data systems were modified and appropriate controls put in place were 31 (51.7%) and 37 (61.7%) respectively. Those who indicated that there were routine communications from the boards of management to address the crises were 40 (66.7%) while 18.3% (11) respondents indicated that culprits of the respective crises were apprehended in a bid to curb the crises in their respective organizations. This is shown in figure 1

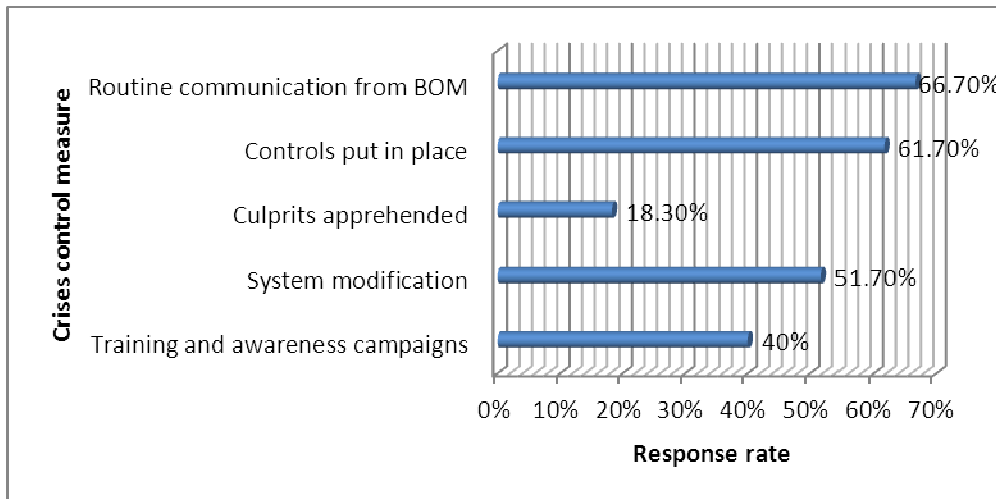


Figure 1: Crises control measures

### 3.1.3 Impact of Crises on Organizational Customers

The authors also sought to find out if the occurrence of crises impacted on customers in any way. All 60 (100%) respondents indicated that their respective customers were affected. When asked to indicate how their respective organizations ensured that customer satisfaction was not at risk, 78.3% (47) indicated that their organizations had ensured good customer relationship in the affected areas, 31.7% (19) indicated that staff transfers had been effected to counter attack any possible damages, and 85% (51) indicated that the respective organizations' management had effected regular clients visits to win their trust after the crises.

### 3.1.4 Customer Relationship Management (CRM) Programme

When asked to indicate whether their organization had a Customer Relationship Management (CRM) programme, 90% (54) of the respondents agreed while 10% (6) indicated that their organization did not have the CRM programme in place. Of those who indicated that their organization had a CRM programme in place, 78.3% (47) and 6.7% (4) indicated that the programme had been very effective and effective respectively in managing complaints in regard to crises occurrences. Figure 2 illustrates this finding.

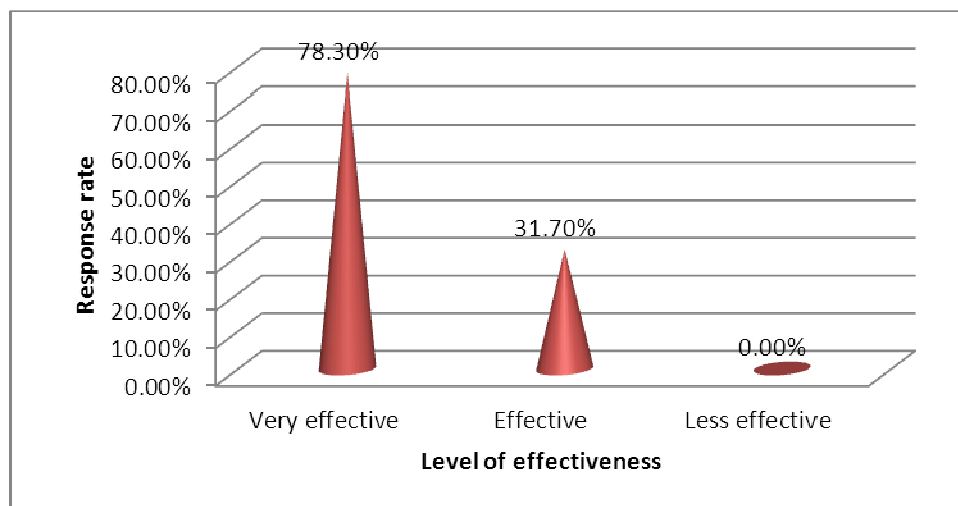


Figure 2. Level of effectiveness of CRM

### 3.1.5 Hypothesis Testing

In order to establish the relationship between crisis management and business continuity management, a chi-square correlation analysis was computed. This was based on the hypothesis that there is no significant relationship between Crisis management and BCM. Table 3 presents a summary of the results of this analysis.

Table 3. Chi-square results showing the influence of Crisis Management on BCM

No of valid cases	Chi-square Value	Df
60	67.065**	2
		<b>Asymp.Std. Error*</b>
<b>Pearson's R</b>	0.112	0.003
<b>No of valid cases</b>	60	

\*\* . Correlation is significant at the 0.05 level (2-tailed).

The result of this analysis indicates that crisis management significantly affects business continuity management. The chi-square value of 67.065 is significant at 0.003 level and  $p < .05$ . The null hypothesis was therefore rejected.

### 3.2 Effect of Business Continuity Management on Business Continuity

#### 3.2.1 Availability of Business Plan

The study also sought to find out if organizations had drafted any business continuity plans in the event of a disaster occurrence. Majority 85% (51) of the respondents indicated that their organization had business continuity plans in place while 8.3% (5) indicated that their organization did not have business continuity plans. The remaining proportion of 6.7% (4) did not respond, implying they were undecided as indicated in Table 4.

Table 4. Responses on availability of business continuity plan

Availability	Frequency	Percentage
Available	51	85
Unavailable	5	8.3
Undecided	4	6.7
<b>Total</b>	<b>60</b>	<b>100.0</b>

#### 3.2.2 Familiarity with Business Continuity Plans (BCPs) and Communication Structure

When asked whether they were familiar with business continuity plans and communication structure in their respective places of work, 76.7% (46) of the respondents indicated that they were familiar, 16.6% (10) were not familiar while 6.7% (4) were undecided.

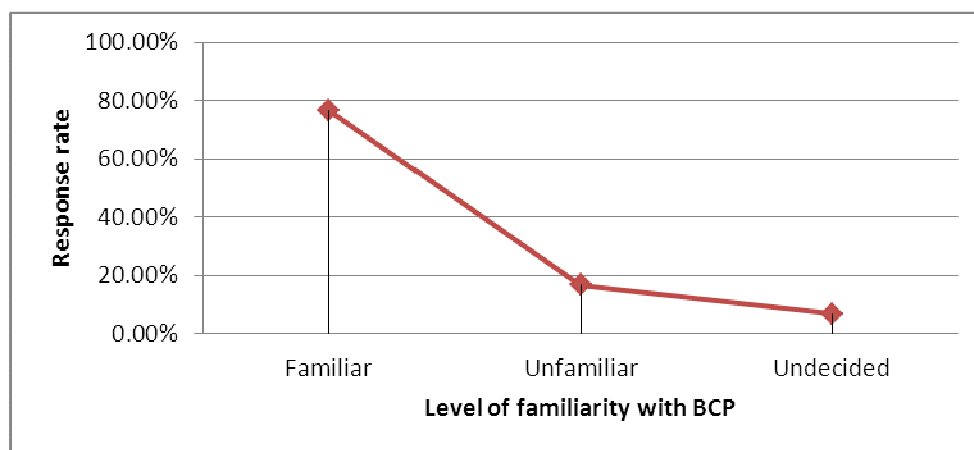


Figure 3. Respondents' familiarity with BCP & communication structure

#### 3.2.3 Familiarity with Recovery Point Objective (RPO) and Recovery Time Objective (RTO)

There were 50 (83.3%) respondents who indicated that their organization had defined its Business Impact Analysis (BIA) while 10 (16.7%) indicated that their organization had not defined its BIA. Respondents were also asked to indicate whether they and other employees in their respective working stations were aware of Recovery Point Objective (RPO) and Recovery Time Objective (RTO). Only a few 6.7% (4) of the respondents indicated that they were aware of RPO and RTO. Majority (93.3%; 56) were not aware of RPO and RTO. Table 5 presents these responses.

Table 5. Respondents' awareness level of RPO and RTO

Level of awareness	Frequency	Percentage
Aware	4	6.7
Not aware	56	93.3
<b>Total</b>	<b>60</b>	<b>100.0</b>

Those respondents who indicated that they were aware of RPO and RTO also illustrated that RPO was the amount of data in an organization at risk during a disaster. They indicated that RTO is the duration of time within which a service level in a business process must be restored after a disaster or a disruption.

#### 3.2.4 Importance of Business Continuity Plans

Respondents were thus required to indicate how important business continuity plans were to their organization. Majority (66.7%; 40) indicated that business continuity plan was very important to their organization, 10% (6) indicated that it was important while 23.3% (14) were undecided.

#### 3.2.5 Hypothesis Testing

In order to establish whether there was a relationship between business continuity management and business continuity, a Chi-square correlation test was computed. A significant relationship was found ( $\chi^2(58) = 59.87, p < .05$ ). Table 6 presents the results of the analysis.

Table 6. Chi-Square correlation between BCM and business continuity

	Value	Df	asympt. Sig. (2-sided)
Pearson Chi-Square	59.87 <sup>a</sup>	58	.044
Likelihood Ratio	51.023	58	0.046
Linear-by-Linear Association	.005	2	.057
N of Valid Cases	58		

a. 58 cells (100.0%) have expected count less than 5. The minimum expected count is .95.

This analysis established that business continuity management significantly affects business continuity in an organization. Chi-square upper value of 59.87 was significant at 0.44 levels. The Likelihood ratio was also significant at 0.046 levels. Besides, a linear by linear association between the variables was also significant.

There is therefore a positive significant relationship between business continuity management and business continuity in Equitol Bank.

## 4. Discussion

This study established that there is a close association between crisis management and business continuity management in an organization. The study found that organizations with elaborate disaster preparedness plans are better placed to handle business continuity.

Elliot et al., (1999) observe that BCM provides a competitive advantage by identifying business exposures to threats and disruptions and strategically provides plans for effective prevention as well as recovery for the organization. They also note that corporate image and reputation, shareholder confidence, uninterrupted supply chain and customer confidence/loyalty are some of the key elements in increasing competitive advantage while increasing in market share. Zawya (2009) alludes to the need for a clear corporate culture suitable for managing and aiding in times of disaster and crises.

Further corroborating the finding of this study, Shaw and Harrald (2004) note that a well-designed business continuity plan and crisis management process will help an organization to recover in an orderly way and within the specified timelines. These two plans are critical as BCCM teams and consultants provide support throughout the entire business continuity lifecycle. Mitroff (2001) and Fink (1986) also identify crisis management as the common unifying structure for strategic business prevention, response, recovery and identify business continuity as one of its many supporting functions.

Shaw & Harrald (2004) emphasize the inter relatedness and equal importance of crisis management and business continuity management in an organization. These authors emphasize the need for organizations to establish BCM plans for purposes of managing emerging crises in organizations.

The study also established that there is a close association between business continuity management and business continuity. The effect of business continuity management on business continuity is positive and significant. Corroborating this finding, James (2014) notes that business continuity maintains and improves continuity of operations and service offering. James (2014) notes that BCM ensures that the organization has in place an effective and efficient response to unexpected incidences or scenarios which helps in minimizing and mitigating impact on the organization in terms of exposure to risk and unexpected occurrences through provision of protective services, faster decision making and being in a position to identify any impacts of operational disruptions. Besides, Childs & Dietrich (2002) note that business continuity management helps in building customer confidence and loyalty as clients become confident about organizational products and services when



they realize organizational capability, especially when other organizations fail to deliver on their product offerings in times of uncertainty and disruptions. BCM encompasses both preventive and corrective methods and techniques to organizational risk management through business continuity and recovery planning.

Business continuity helps in building a solid confidence within the organization as the general workforce clearly understands that something is in place that protects their livelihood and jobs. Besides, the senior management has an enhanced ability and capability to deal with unexpected scenarios in a formal, organized as well as planned and tested way. Herbane et al., (2004) note that during times of unpredictable risk the organizational challenges can best be managed through proactive planning and preparation and as such the senior management should be proactively involved. In addition, Deloitte & Touche (2002) observe that there is need for strategies that deal with optimization and availability of key critical business operations. Hetcht (2002) notes that, business survival, whether short or long term, purely depends on the continuous information availability as well as the continuity of business undertakings in a global environment which is coupled with uncertainty.

## 5. Conclusion

It was established that crises management significantly influences business continuity management. There were strategies in place for crises resolution since the bank realizes the impact that crises have previously had on its customers. It was also found that Customer Relationship Management (CRM) programmes were available. Organizations with elaborate disaster management plans are better placed to handle business continuity management. It was also established that business continuity has a significant influence on business continuity management. Business plans were available at majority of the organizations and majority of the employees were familiar with business continuity plans and communication structures. Besides, great importance was attached to business continuity plans in the organizations. However, very few employees were familiar with Recovery Point Objective and Recovery Time Objective attributes.

## 6. Recommendations

There is need for organizations to establish BCM plans for purposes of managing emerging crises in organizations.

More attention should be paid on how organizations respond to risks, disasters, crises and business interruptions through having a strategic-level BCM (i.e. through placing BCM in the context of Strategic Plan).

Organizations should make extra efforts towards their vulnerability assessment and analysis in order to improve their understanding of their weaknesses which, in turn, will stimulate the development of further actions and will encourage the placing of BCM in the context of strategic planning.

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