



# Practical Crisis Management

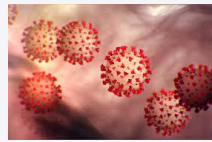
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Perspectives from Higher Education Institutions

Interactive discussion

Share your experiences, strategies and lessons learnt for managing impacts of local and global crises

How are you protecting your critical supply chains?



# Ponder: What is a Crisis for us?

## ➤ Definitions

- Merriam-Webster defines a crisis as “an unstable or crucial time or state of affairs in which a decisive change is impending; especially: one with the distinct possibility of a highly undesirable outcome.”
- Oxford learners defines a crisis as “a time of great danger, difficulty or doubt when problems must be solved or important decisions must be made.”

## ➤ Crisis from a Uni perspective

- When it comes to our supply chains, a crisis would be a situation where global events impact our teaching, learning or research programmes, resulting in significant disruptions of the normal flow of goods or services that support these activities.



# Experiences of Crisis 2020-2022



## ➤ Pandemic- Covid 19

- Emergency PPE procurement
- Emergency scalable digital course transformation to enable online teaching and learning
- Data provision to staff and students to enable remote teaching and learning
- Getting everyone on the bus
- Emergency device procurement
- Manufacturing and supply chain and service impacts (chip shortages, airline collapses, long delivery timelines, port issues, transport challenges, lower supply-increase demand of laptops etc.)
- Raw material or component shortages
- Manufacturing capacity shortages caused by labor shortages
- Transportation issues caused by a massive backup at ports / unable to

➤ Extreme weather: e.g. Natural Disasters (floods, droughts, heat) impact on paper, food security, cotton, supply channels, transport etc.

➤ War (supply dependency) impact on oil, gas, steel, raw materials

➤ Glocal economy (recessions), rising costs, Protest, Riots, Strikes

➤ Human Capital disasters (labour/resource) – scarce critical skills

➤ Energy Crisis





# Strategies



- Focus on the risks facing your institution where critical services are impacted (medium to high risks)
  - How to handles these risks. Plan for a disaster. Forecasting.
  - Understanding of the risks and supply chains that impact it
  - Understanding of the dependencies related to the supply chain and the robustness and resilience of the supply chain. Is there a domino affect related to the risks?
  - Proactive risk management and mitigation planning
  - Plan B in terms of supply chains (alternatives, backup plan, changed spec?)
  - Strong relationship management and partnering with with critical core suppliers
  - Take your supply chain from crisis management to recovery to risk mitigation



# Lessons learnt

- Understand supply and demand and customer needs
- Understanding the supply chains related to critical services
- Pro active risk identification and mitigation plans
- Just in Time' is Just Not Good Enough
- Crisis readiness. BE AGILE. Adapt or Die.
- Allow for stakeholder engagements to enable innovative responses (e.g. 3D printing)
- Relationship management with suppliers and clients
- Build resilience into your critical supply chains. Partnering.
- Collaborate
- Technologies/Automation

# Let's hear your stories



Are you equipped to deal with a crisis?

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Danger

機

Opportunity

**John F Kennedy**  
(1917 - 1963)

InspirationBoost.com

"The Chinese use two brush strokes to write the word "crisis".  
One brush stroke stands for danger; the other for opportunity.  
In a crisis, be aware of the danger - but recognize the opportunity."

