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### **What was the context of your initiative?**

Our topic is effective crisis and risk management in Turkcell during the Covid-19 pandemic. We started to monitor progress closely with the first cases in the world. An exercise had already been conducted for the Business Continuity Plan (BCP) in 2019. By the beginning of 2020 we started to discuss within the business units such as HR and sales functions what the possible effects might be if the pandemic increase cannot be prevented.

The effect on business continuity can be controlled level, but we needed to be ready to activate crisis [management]. There won't be a loss of employee workforce and we quickly moved to remote work. In normal conditions we [had been] doing remote work exercises regularly.

There may be a capacity increase effect due to data or voice traffic, but we already had preparations from earthquake events. On the other hand, there may be a loss of income due to a decline in roaming traffic.

### **Which process did you put in place?**

We established a pandemic action room. We wanted to track the pandemic in the world, and in Turkey, by following benchmark studies. As the pandemic became more critical, we decided to activate the pandemic crisis and it was decided that the effects of the crisis would be combined and related and presented, together with the actions, to be carried out by the enterprise risk and business continuity management team, creating a risk inventory by requesting from all functional groups to provide their risks for short, medium and long term, in case of partial and full lockdown. First in weekly periods, then in bi-weekly periods.

All risks were monitored centrally and reported to the board of directors. With this proactive and dynamic risk monitoring, Turkcell has been brought to the higher levels in the process of determining and implementing the actions of the functions. The fact that reporting frequencies were so close that the risks presented to the management level in an order required a challenge of time. For this case, the tasks were shared within our team responsible for all functions on an account basis and time plans were prepared.

### **What were the results of your initiative?**

By this methodology, the risks in all functions were determined for the short, medium and long term, by creating a forward-looking projection. In this way, the relevant teams prepared for different lockdown scenarios, and time-dependent chains, and updated in weekly periods.

It contributed to the effective and dynamic crisis management by presenting the developments to the board and the senior management. Handling this risk management in terms of crisis and risk and being prepared earlier enabled us to be fast and agile in terms of resilience. For this reason, we have provided a more flexible approach.

### **What is your view for the future?**

It will be beneficial to perform scenario-based risk analysis for crisis, for future events, and to increase awareness of all functions in terms of increasing corporate risk and resilience. We are planning to work to be prepared against crisis events, which may trigger with each other. Such possibilities as an earthquake, pandemic and cyber crisis existing at the same time. And also we plan to proceed by performing risk analyses within these scenarios and keep them up to date in an enterprise risk library. For example, climate change risk studies with the participation of all functions that are currently working in our company.