

Digitisation of Risk Management through the Pandemic

Center Parcs Case Study

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The Past

- A bricks and mortar business
- Consumer facing digital – bookings
- Internal facing digital – automation of some functions
- Organic, bolt on strategy. Digital islands
- Reliance on paper, spreadsheets and DIY projects
- Conservative adoption, slow implementation
- No digital disruptor

The Present, Pre Pandemic

- A digital business, but only consumer facing
- Consumer demand, driven by Amazon, Netflix, Uber, Deliveroo...
- Agile delivery, faster adoption
- Coherence
- Monetisation challenge
- Internal facing digital playing catch up
- AI just a dream

The Present, Pandemic Driven Risk Management

- Mindset change, accelerated adoption
- Remote Working: overnight
- Home based contact centres: data, privacy, confidentiality and fraud
- Specific Examples:
 - Cashless
 - Order & Pay
 - Capacity Management
 - Disclaimers
 - Drones
 - Thermal imaging
 - Video tours
 - E-audits

The Future

- Some of the old ways of working will return
- Increased costs, headcount pressure, increased compliance all pointing to digitisation
- Risk management number 1 board room discussion. Carpe diem
- Better knowledge sharing across businesses/sectors. Don't reinvent the wheel