

The Church's Response to Covid-19 Global Crisis: Pastoral and Management Challenges

A Crisis Management Perspective

Dr. Michael F. Keppel

Ph.D in Business Administration
and Social Science

Founder & Managing Partner Keppel Managementpartners GmbH, Frankfurt/GER
Adjunct Professor of Crisis Management at the Program of Church Management
Professor (Lecturer) of Crisis Management at IESE Business School, Barcelona/ESP
Currently CRO and co-leader of the task force Covid19 at Eisenmann SE, Böblingen/GER

The COVID19 outbreak leads to challenges in our present life and also to fundamental questions how we live

COVID19 is at first a humanitarian crisis

Business

- Significant impact on global economy
- Shut down of industries and public facilities
- Closing of stores and shift of consumption to online business
- Significant damage to supply chain
- Increasing insolvencies expected

Social

- Obvious weaknesses in the health system
- Social Distancing vs Emotional Closeness
- Uncertainty of the outcome
- Psychological pressure thru isolation and financial uncertainty and poorness

Spiritual

- Pope Francis: „We cannot expect to stay healthy in an unhealthy system“
- Questions of solidarity, the use of wealth, the division of rich and poor, humility towards human life, nature and our planet

Focus of today

Mitigation of severe negative impact on human beings and systems

- Protection of Workforce
- Ensuring financial stability
- Achieving sound judgement in a new and unclear situation

Recommendation for immediate actions in dioceses and parishes

- Set up a Task Force to coordinate all COVID19 measures
- Implement Teams to manage all relevant challenges adequately
- Clear Guidelines to transform instructions by authorities
- Open communication and transparency to employees, parish members and public

Lessons Learnt from economical crisis and Crisis Management Approach

Learning from Crisis Management

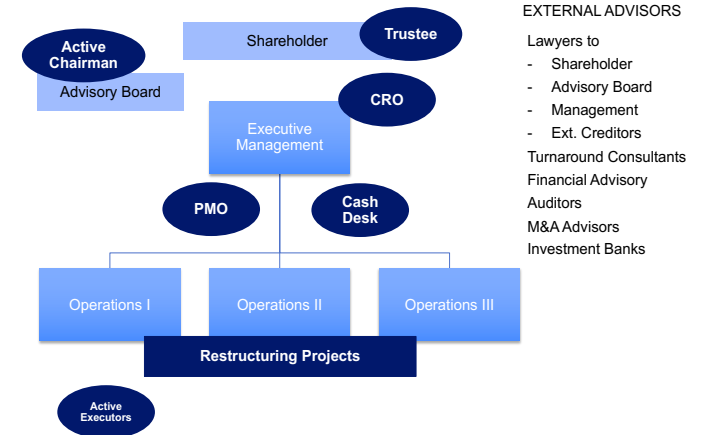
General Elements

Process Steps

1. Analyse current situation
2. Root causes and scenarios on further developments
3. Analysis and management of stakeholder
4. Design of immediate and strategic actions
5. Implementation of operating model including business plan and cash plan

- Process is key
- Comprehensive response concept

Execution, Coordination, Integration



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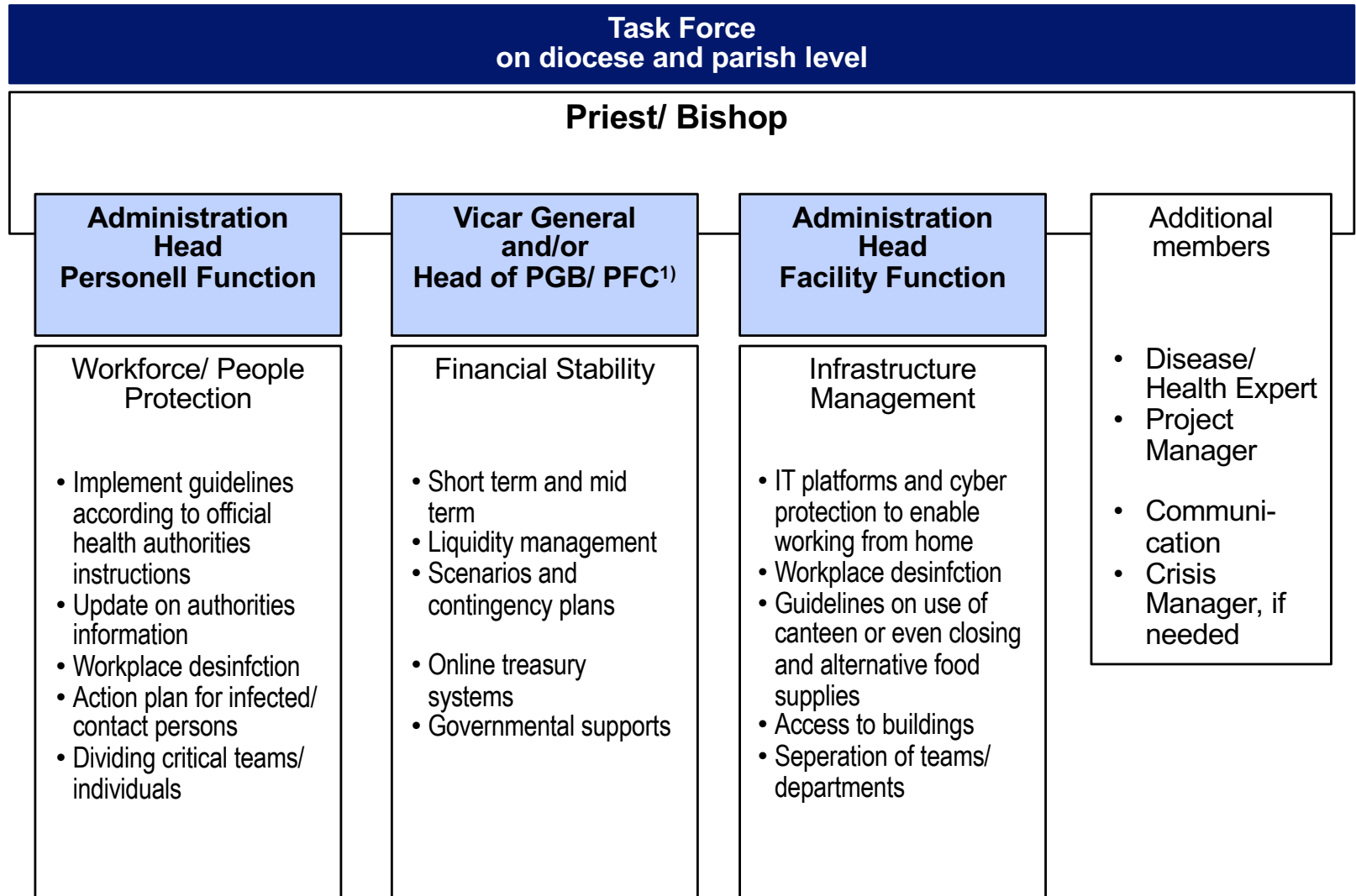
- External crisis management experts
- Separate, overlaying organization with decision competence

Managing the process in a professional and competent way to ensure agile reaction and quick adequate decision making in situation of uncertainty

Task Force as integration and coordination platform is essential

Task Force

- Gathering, collection and distribution of all information re COVID19, including instruction of authorities
- Decisions on actions and instructions
- Approving proposed decisions from teams
- Determine internal and external communication
- Virtual meetings, high frequency: daily and ad hoc
- Pro active and pragmatic decision making



1) Parish Governing Board or Parish Financial Committee

COVID19 Crisis Management



Michael F. Keppel

Independent
Crisis Manager

Founder & Managing
Partner
Keppel Manage-
mentpartners
GmbH, Frankfurt/
Germany

Professor (Lecturer)
IESE Business School,
Barcelona/ Munich

Adjunct Professor in
crisis management at the
Program School of
Church

Michael F. Keppel is an independent senior restructuring executive and works in crisis management since 1992. Michael studied business administration in Freiburg und in Cologne. He holds a master in business administration (Diplom-Kaufmann) (1991) and a ph.D (Dr. rer.pol) (1996) both from the university of Cologne. He attended the AMP program at IESE Business School in 2011.

He is a professor (lecturer) in crisis management at IESE Business School, Barcelona/ Munich and an adjunct professor in crisis management in the Program School of Church.

In his professional life he takes over executive roles as Chief Restructuring Officer (CRO), Chairman of Supervisory Board, Active Chairman and Trustee in out-of-court-restructuring cases and in insolvencies. He is a founder and Managing Partner of Keppel Managementpartners GmbH, Frankfurt/ Germany. Until 2008 and prior to his self-employment Michael worked as a Partner and Managing Director of AlixPartner and Alvarez & Marsal and as a senior principal with Droege & Comp in the restructuring unit. Prior to this he was a partner of Keppel-Group, his own family business in media retail and wholesale. He started his career with KPMG where he was manager of the corporate recovery unit and member of the center of competence.

Presently, he is CRO of Eisenmann SE, Böblingen/ Germany where he co-leads the COVID19-Task Force. He is also member of the supervisory board of Semper Idem Underberg AG, Rheinberg/ Germany and a managing director of the fund Atlantik S.A., Luxembourg. In the past, he was a chairman of the supervisory board of Kathrein SE, Rosenheim/ Germany and Co-Chairman of Pfeleiderer Group S.A., Warsaw/Poland and a chairman of Pfeleiderer GmbH & Co.KG, Neumarkt/Germany. His past cases were IVG AG, TEMMELR-Group, PHOENIX Pharmahandel, drugstore chain Ihr Platz GmbH & Co KG and SecurLog.

He was a member of the Parish Financial Committee of Frankfurt Dom-Gemeinde, Frankfurt, and is a member of the supervisory board of Deutscher Orden, Weyarn/ Germany. He is married for more than 20 years and father of 4 children.

E-mail: mfkeppel@keppel-management.com and mkeppel@iese.edu