



# Business continuity management Workshop

LSEC BCM3 Seminar, April 28, 2009  
Michel Eeman



## Agenda

- Aware versus Committed
- Analysis of impacts and risks
- BCM responsibility
- Plans and enablers
- Testing
- BC tools
- BCM methodology
- Conclusion

# Aware versus Committed

## Deloitte Global BCM Benchmark 2008

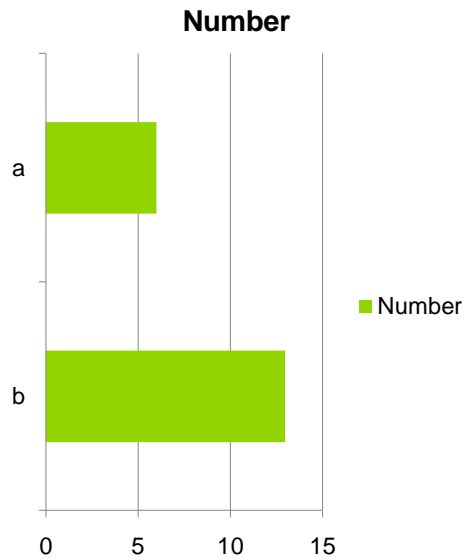
- Participants in virtually every region of the world and across multiple industries
- Provides interesting insight into the **relationship between senior management behaviour and the ability of businesses to recover from disruptions**
- Two groups of senior managers:
  - **Aware**
    - Low level of involvement in their organizations' BCM efforts
  - **Committed**
    - Either routinely informed or actively involved in planning for recovery from information technology or business process interruptions
    - Committed to effective BCM in their organizations

## Mini survey

Is your senior management aware or committed to BCM?

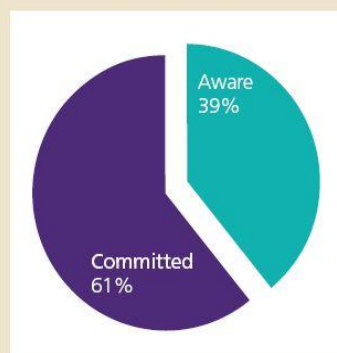
a. Aware

b. Committed



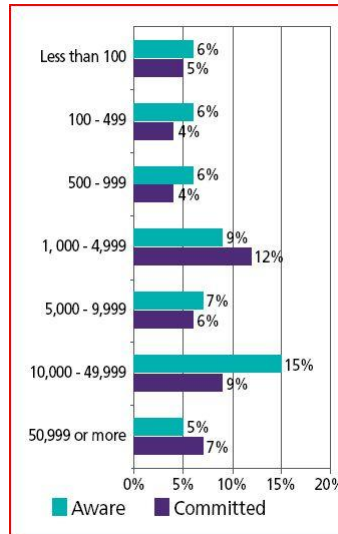
## Deloitte Global BCM Benchmark 2008

**Figure 1.** Percentage of companies with a tolerance for downtime of *no more than two hours*



## Deloitte Global BCM Benchmark 2008

Awareness is NOT a function of organizational size



# Analysis of impacts and risks

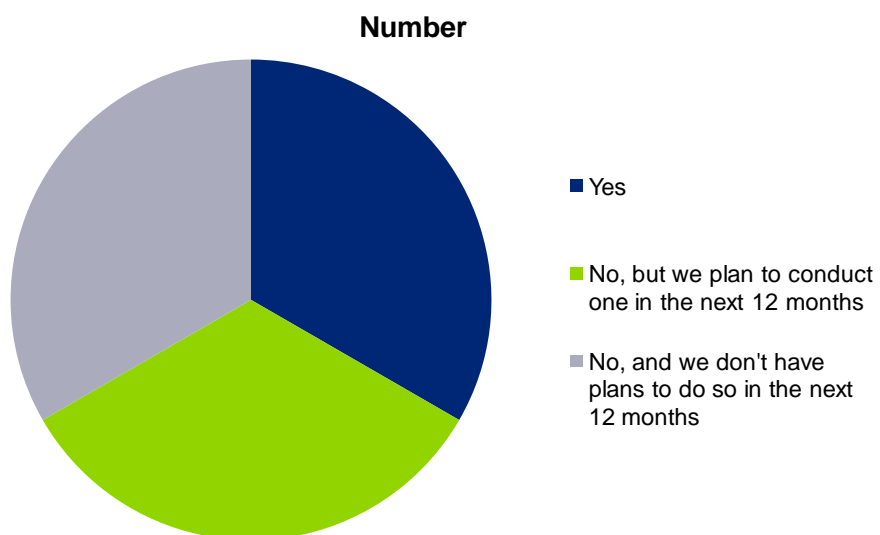
## Business Impact Analysis



The Business Impact Analysis (BIA) is the **cornerstone of a business continuity management program**, establishing the basis for understanding a company's continuity needs

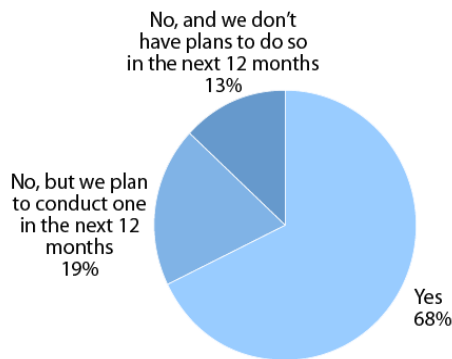
## Mini survey

Have you conducted a formal business impact analysis (BIA)?



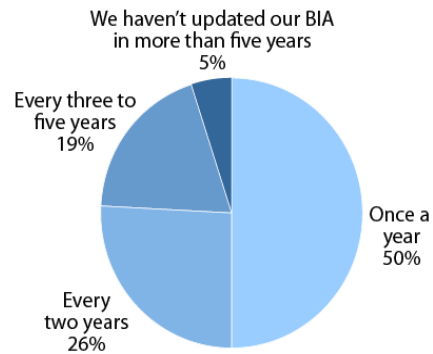
## Have You Identified Your Most Critical Business Processes?

**“Have you conducted a formal business impact analysis (BIA) to support business continuity strategy development and planning?”**



Base: 295 global business continuity decision-makers and influencers

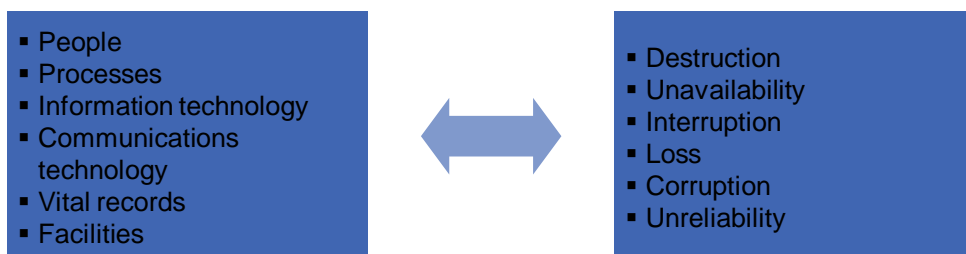
**“How often do you refresh the business impact analysis?”**



Base: 201 global business continuity decision-makers and influencers who have conducted a formal BIA

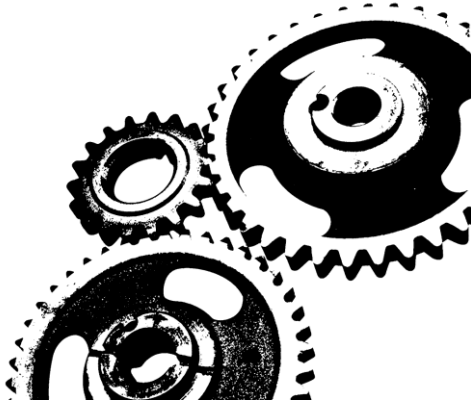
Source: Forrester/*Disaster Recovery Journal* Business Continuity Preparedness Survey, Q4 2008

## A risk assessment views potential threats, which are infinite, in terms of finite impact on the company



A risk analysis provides an understanding of the threats and vulnerabilities towards the organisation's critical activities.

## Risk analysis techniques



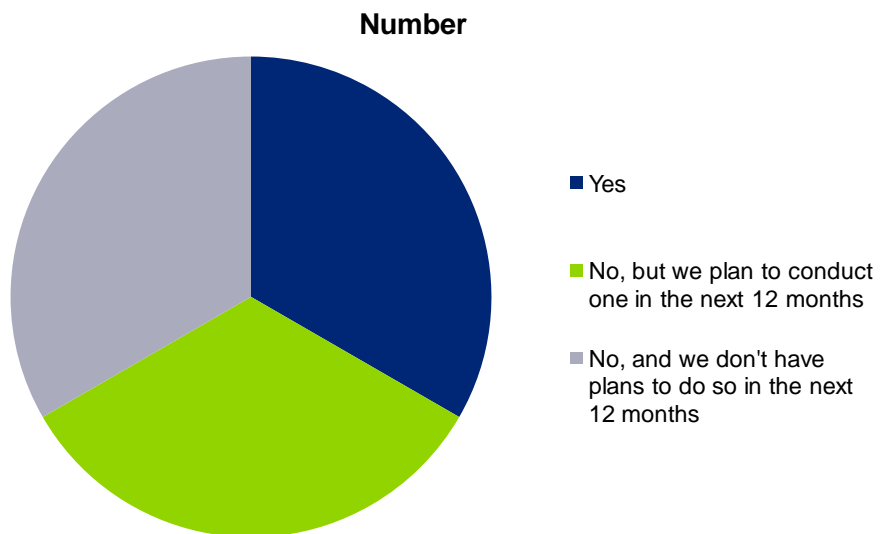
BCM is a **risk-based discipline** and includes the use of similar business risk analysis as:

- Internal audit
- Information security
- Enterprise risk management

This creates an opportunity for **synergies** between different disciplines

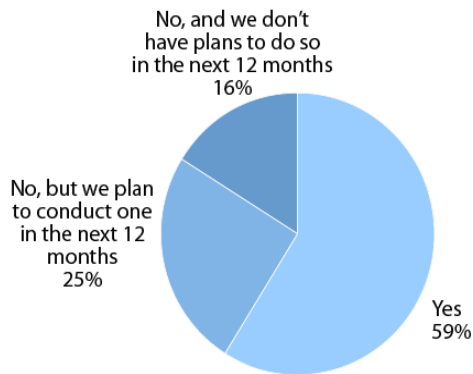
## Mini survey

Have you conducted a formal risk assessment (RA)?



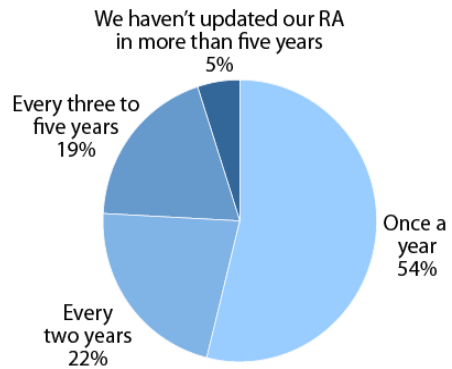
## Do You Know What Risks Your Business Will Likely Face?

**“Have you conducted a formal risk assessment (RA) to support business continuity strategy development and planning?”**



Base: 295 global business continuity decision-makers and influencers

**“How often do you refresh the risk assessment?”**

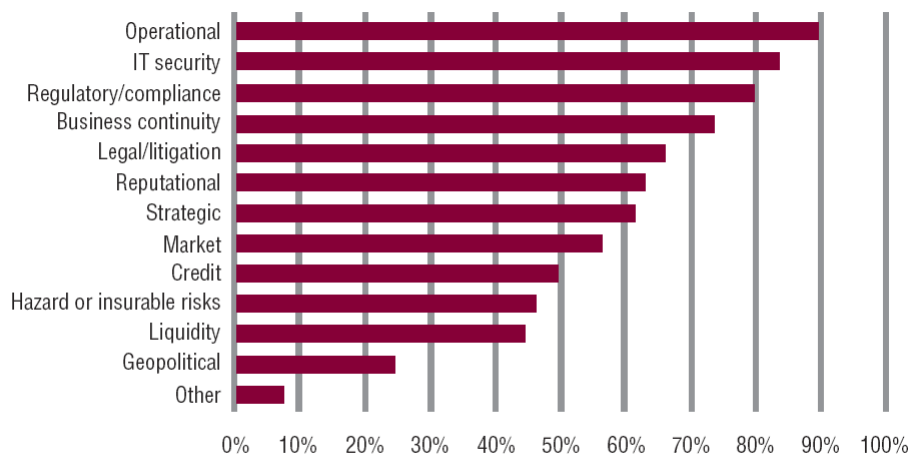


Base: 175 global business continuity decision-makers and influencers who have conducted a formal RA

Source: Forrester/*Disaster Recovery Journal* Business Continuity Preparedness Survey, Q4 2008

## AESRM – Deloitte 2007 Study (\*)

### Risks included in an ERM Program



Results may not total 100 percent as respondents were allowed to select more than one answer.

# BCM responsibility

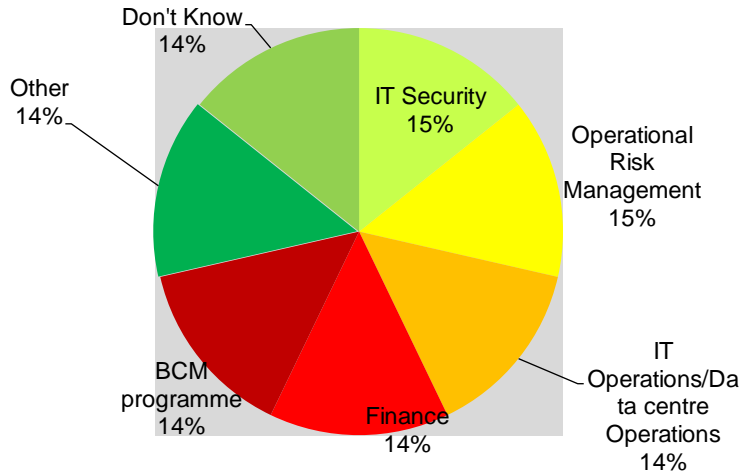
## Mini survey

What team/group is primarily responsible for Business Continuity management within your organisation?

- IT Security
- Operational Risk Management
- IT operations/Data centre operations
- Finance
- BCM Programme
- Other
- Don't know

## Mini survey (Cont'd)

**What team/group is primarily responsible for Business Continuity management?**



## What team/group is primarily responsible for Business Continuity management?

**“What team/group is primarily responsible for business continuity management?”**



Base: 750 North American and European enterprise IT security decision-makers who have a formal BCM in place

# Plans and enablers

## Mini survey – moving

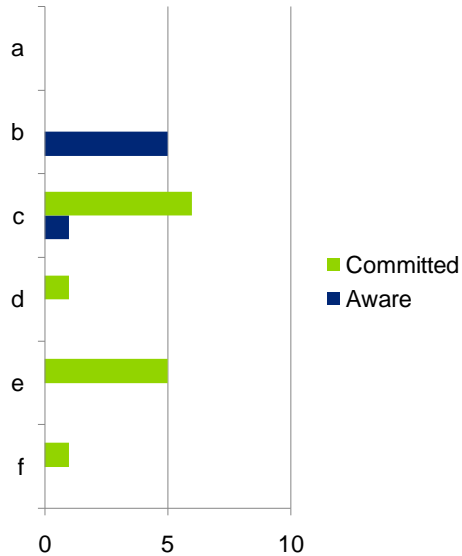
- Aware → Move to the left of the room
- Committed → Move to the right of the room



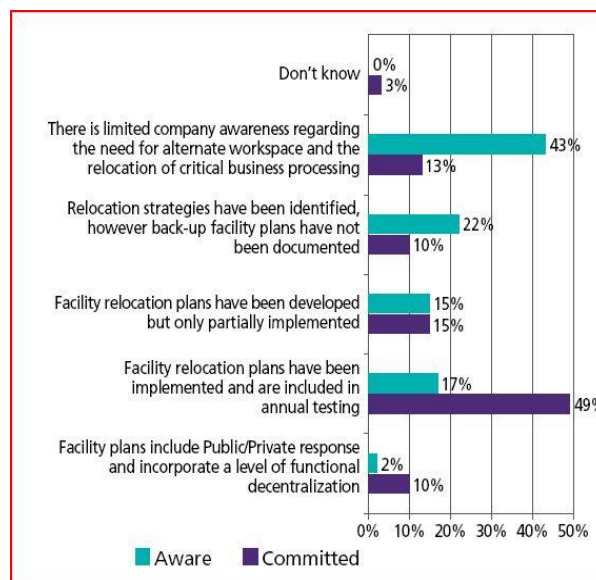
## Mini survey

Does your organization have a facility recovery plan?

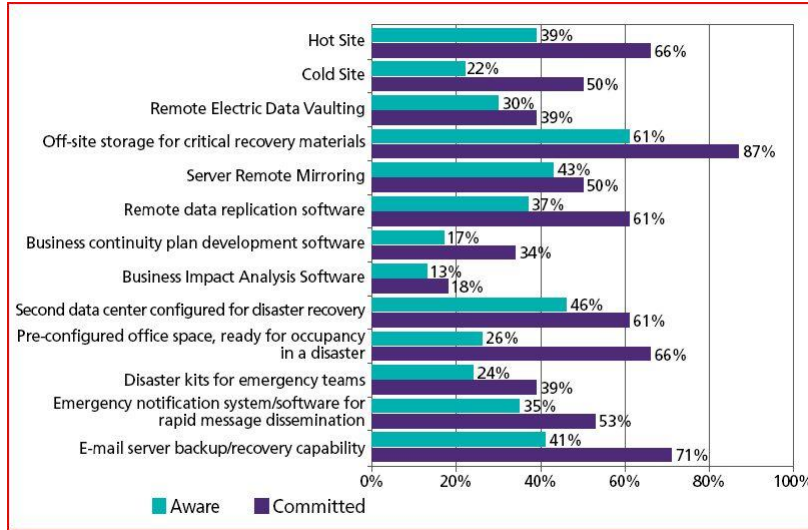
- a. Don't know
- b. There is limited company awareness regarding the need for alternate workspace and the relocation of critical business processing
- c. Relocation strategies have been identified, however back-up facility plans have not been documented
- d. Facility relocation plans have been developed but only partially implemented
- e. Facility relocation plans have been implemented and are included in annual testing
- f. Facility plans include Public/Private response and incorporate a level of functional decentralisation



## Deloitte Global BCM Benchmark 2008

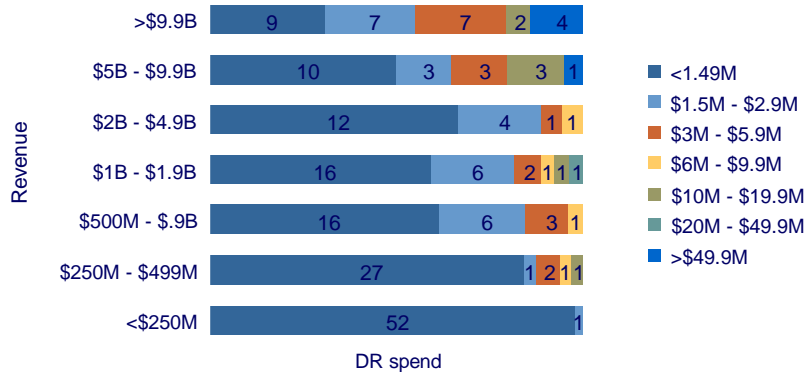


## Deloitte Global BCM Benchmark 2008 Program enablers in place



## BC spending increases with company revenue

“How much does your company spend annually on disaster recovery (including technology, services, and labor)?”



Base: 250 disaster recovery decision-makers

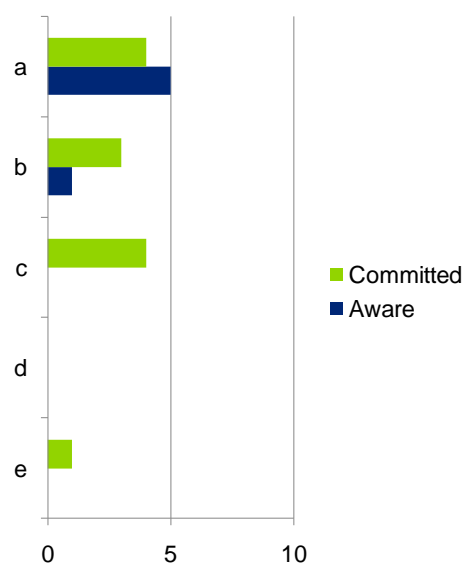
Source: Forrester/Disaster Recovery Journal Global Disaster Recovery Preparedness Online Survey, October 2007

# Testing

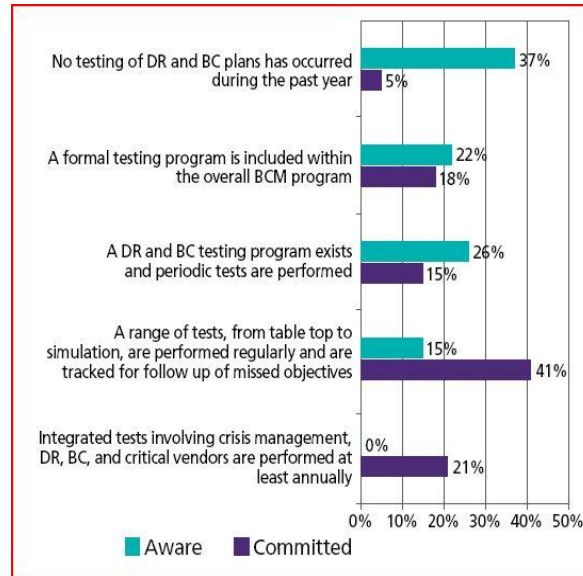
## Mini survey

Does your organization test the BC/DR plans?

- No testing of DR and BC plans has occurred during the past year
- A formal testing program is included within the overall BCM program
- A DR and BC testing program exists and periodic tests are performed
- A range of tests, from table top to simulation, are performed regularly and are tracked for follow up of missed objectives
- Integrated tests involving crisis management, DR, BC, and critical vendors are performed at least annually



## Deloitte Global BCM Benchmark 2008



# BC tools

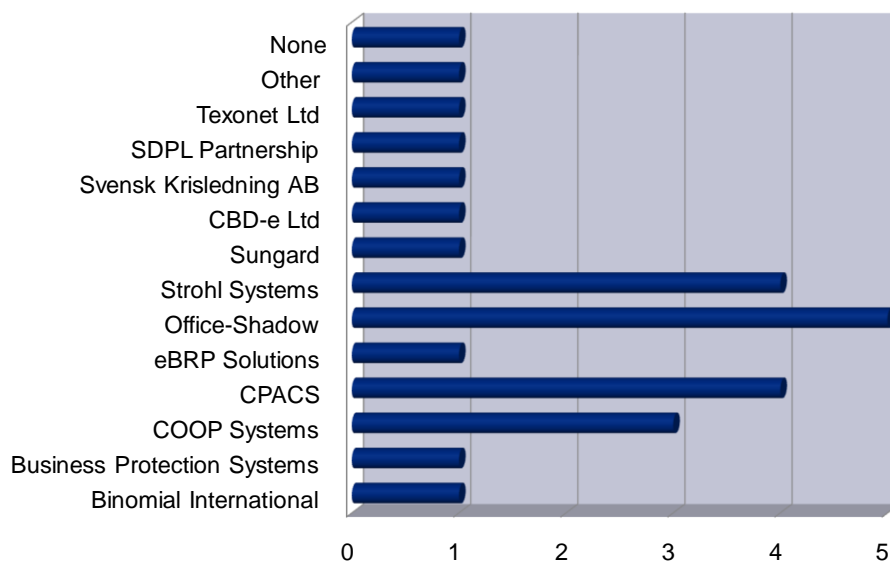
## Mini survey

Which Business Continuity tools does your organisation use?

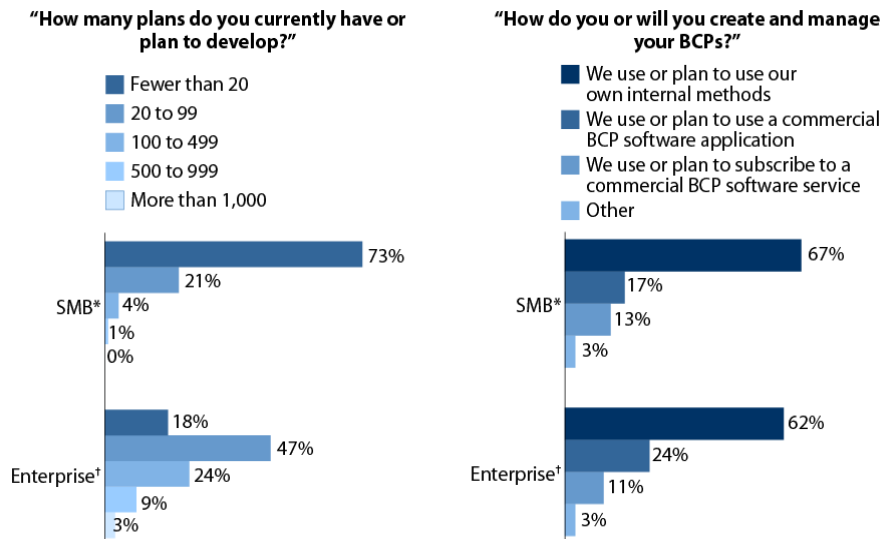
Vendor	BC software
Binomial International	Phoenix
Business Protection Systems	Business Protector Gateway
COOP Systems	myCOOP
CPACS	RecoveryPAC, RecoveryPAC Web, RiskPAC
eBRP Solutions	Toolkit
Office-Shadow	Shadow-Planner
Strohl Systems	LDPRS, Incident Manager, NotiFind, BIA Professional, PLANet
Sungard	Paragon
CBD-e Ltd	BCP4me
Svensk Krisledning AB	Crisis Commander
SDPL Partnership	envisionERM
Texonet Ltd	ImpactAware
Other	Other

## Mini survey Business Continuity tools (Cont'd)

Which Business Continuity support tools does your organisation use?



## How do organizations manage their BC Plans?



\*Base: 94 SMB BC decision-makers and influencers who have or will have documented BCPs

†Base: 186 enterprise BC decision-makers and influencers who have or will have documented BCPs

Source: Forrester/*Disaster Recovery Journal* Business Continuity Preparedness Survey, Q4 2008

## BC tools: some observations

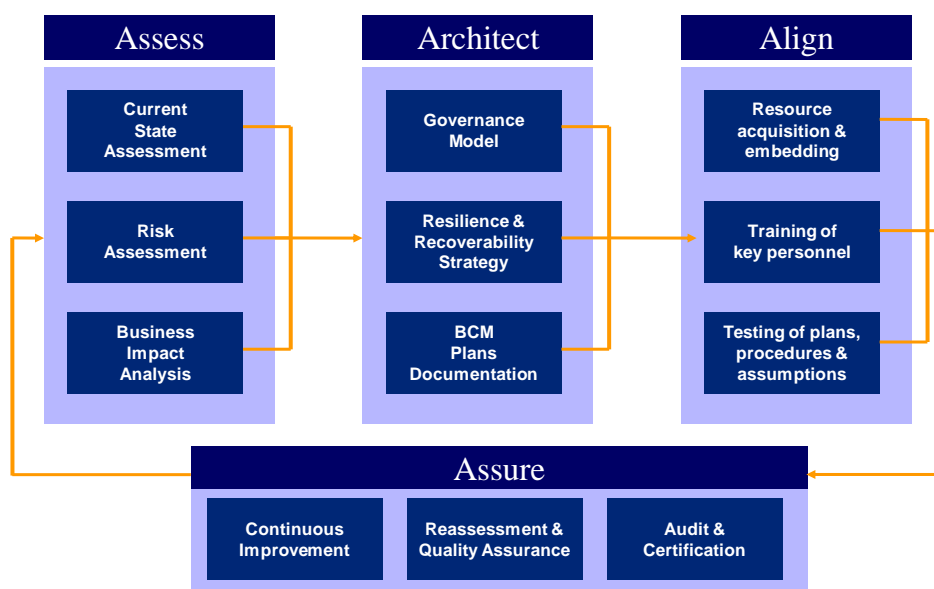
- Selection of a BC tool will depend on amongst others: price, size of organization, integration with other software, functionalities, user friendliness, ...
- A BC tool will facilitate the consistency and maintainability of business continuity documentation (BIA, risk assessment, BCP, ...)
- Although a BC tool might help, it is not a guarantee for effective business continuity capabilities. Software is an enabler; it does not replace BC governance, BC planning knowledge and a well-defined program

# BCM methodology

35 Business continuity management - workshop

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## Deloitte Business Continuity Management (BCM) Methodology



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# Conclusion

## Conclusion

- Senior management's role (aware or committed) is key for the maturity of an organization's BCM measures
- A BC tool is an enabler; it does not replace BC governance, BC planning knowledge and a well-defined program

## Questions?

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