



Continuity management
in perspective
The basics you might
have forgotten about



LSEC BCM3 Seminar, April 28, 2009
Michel Eeman

Agenda

- Basic concepts
- Key challenges
- How to fit BCM in the organisation
- BCM standards
- Conclusion

Basic concepts

Business Continuity Management is a

“holistic management process that identifies potential threats to an organization and the impacts to business operations that those threats, if realized, might cause, and which provides a framework for building organizational resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities”

British Standards Institute (BSI)
BS 25999 Business Continuity
Management
Part 1: Code of practice



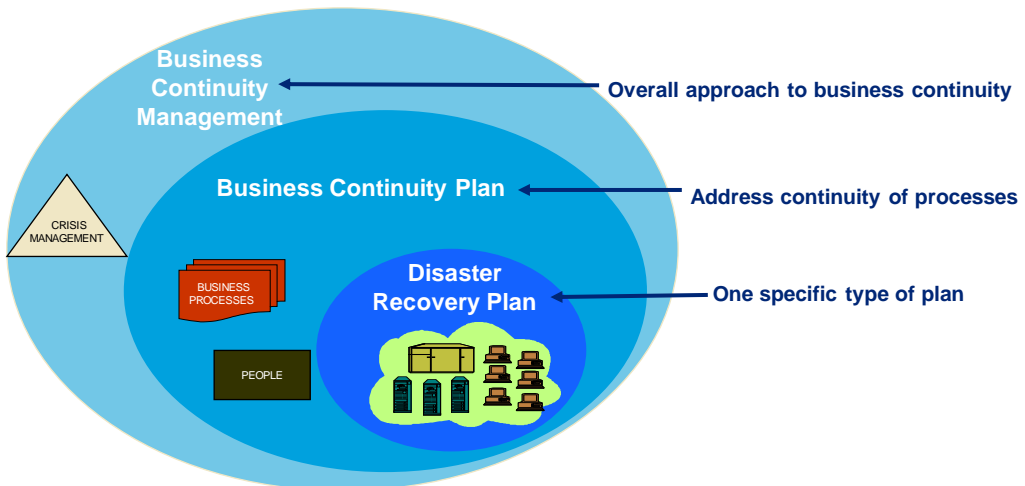
BCM definitions

Business Continuity Plan

Ensure the continuity of critical services/products in case of major incidents

Disaster Recovery Plan

Ensure the technical recovery of infrastructure environments



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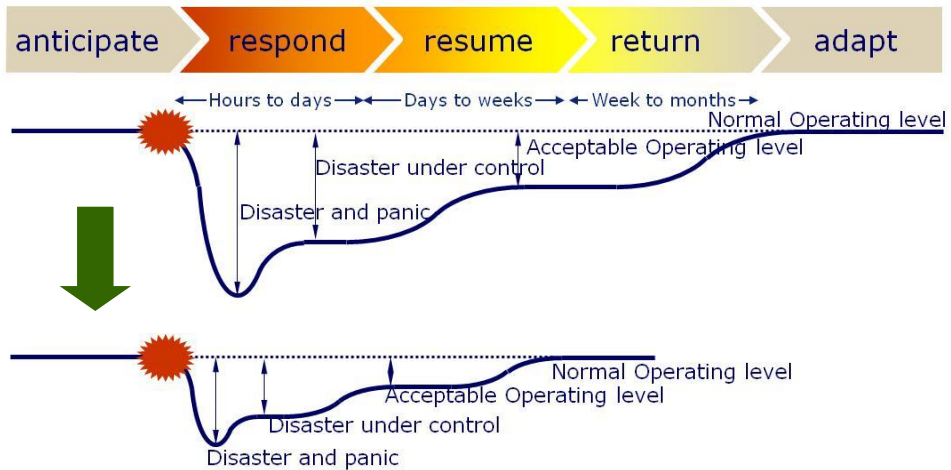
Overall business continuity objectives



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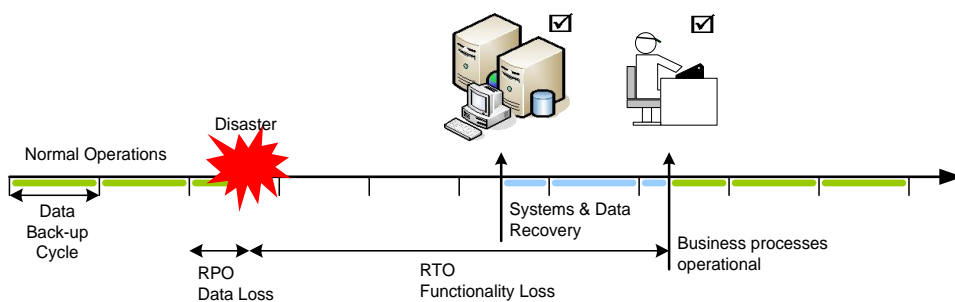
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The lifecycle of a disaster



Objective: reducing the impact of a disaster and shortening the time to return to normal

Recovery Time Objective (RTO) and Recovery Point Objective (RPO)



1. What is the maximum elapsed time from start of disruption until minimum functionality is restored?
=> **Recovery Time Objective (RTO)**

2. What is the maximum accepted data loss (i.e., no data loss, one hour, one day, etc.)?
=> **Recovery Point Objective (RPO)**

Evolution of Business Continuity Management Towards the resilient organisation

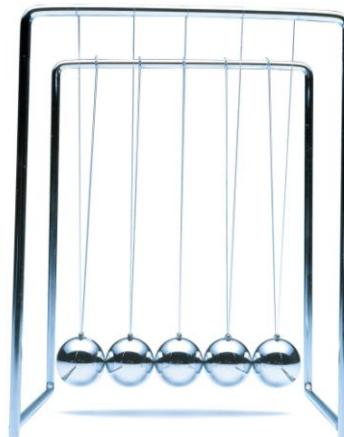


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Towards the resilient enterprise

Companies are seeking a paradigm shift in their business continuity program – from a responsible organization to one that is able to predict and isolate events before adverse effects occur



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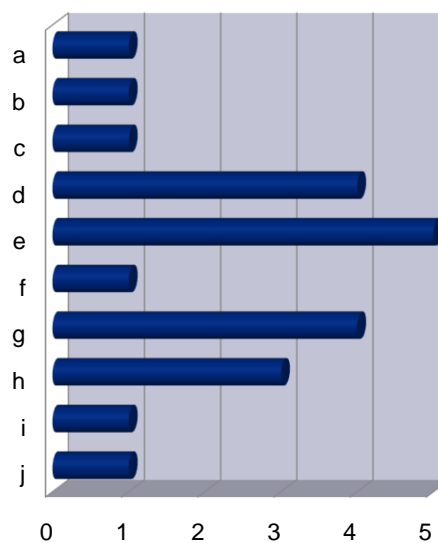
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Key challenges

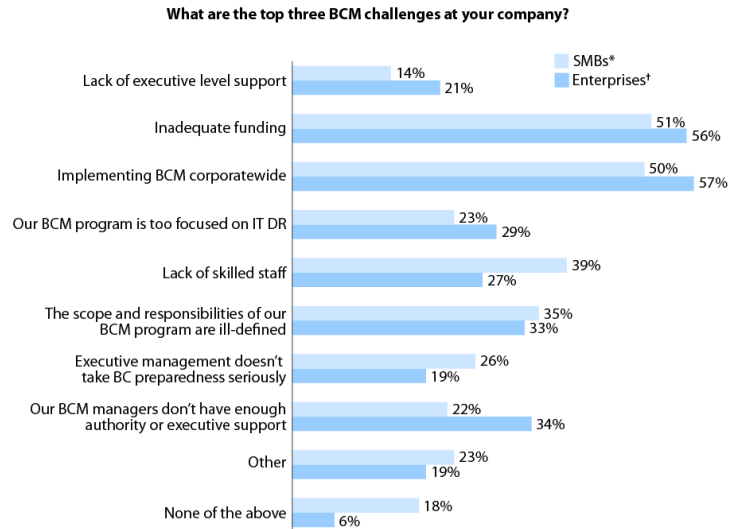
Mini survey

What are the top challenges for your organization's BCM program?

- a. Lack of executive level support
- b. Inadequate funding
- c. Implementing BCM corporate wide
- d. Our BCM program is too focused on IT DR
- e. Lack of skilled staff
- f. The scope and responsibilities of our BCM program are ill-defined
- g. Executive management doesn't take BC preparedness seriously
- h. Our BCM managers don't have enough authority or executive support
- i. Other
- j. None of the above



Key challenges

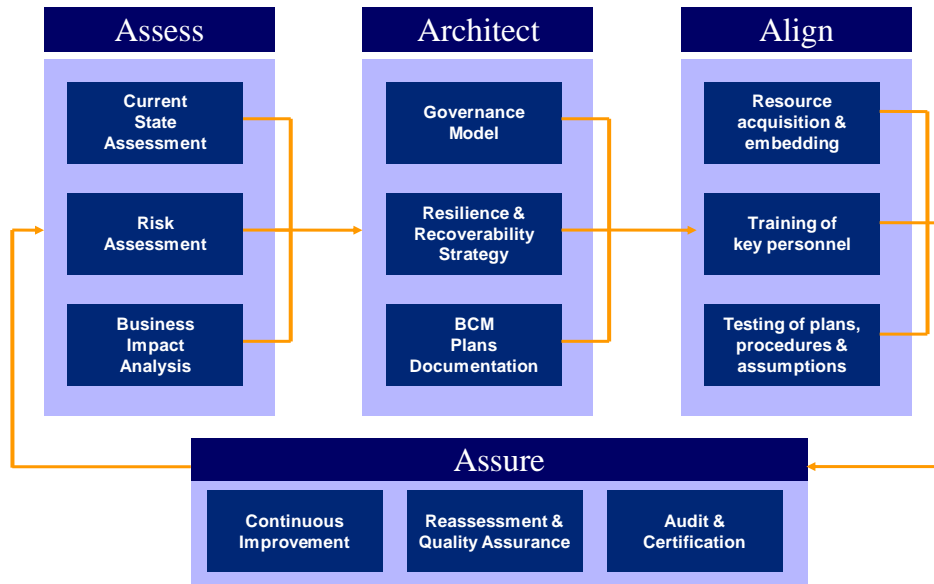


Base: *74 SMB BC decision-makers and influencers with established BCM programs that were less than effective
 †157 Enterprise BC decision-makers and influencers with established BCM programs that were less than effective

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

How to fit BCM in the organisation

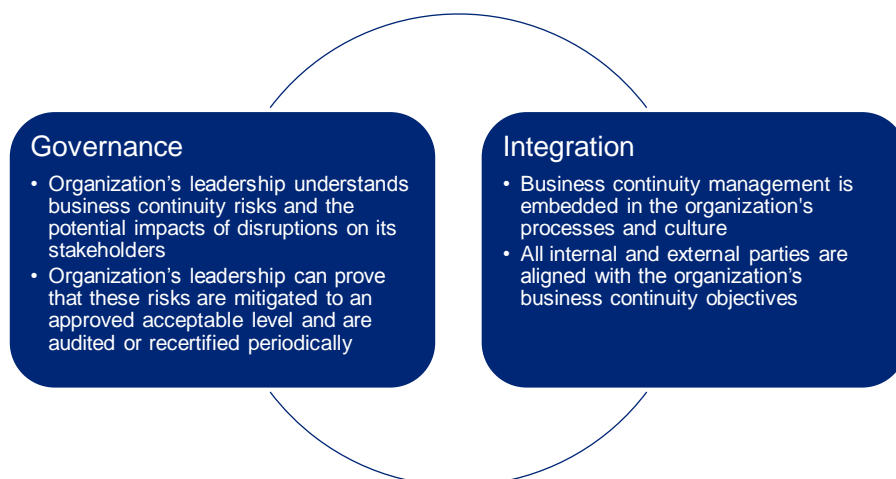
Deloitte Business Continuity Management (BCM) Methodology



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Key Success Factors for Effective and Efficient Business Continuity Management

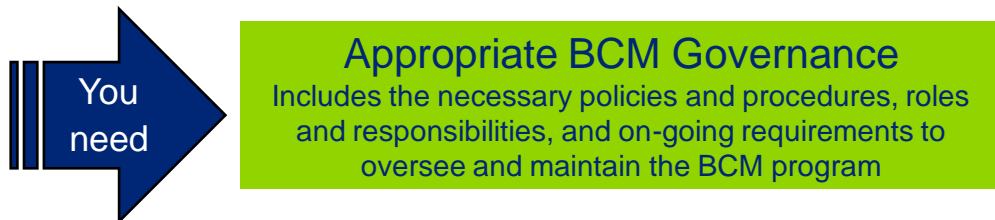


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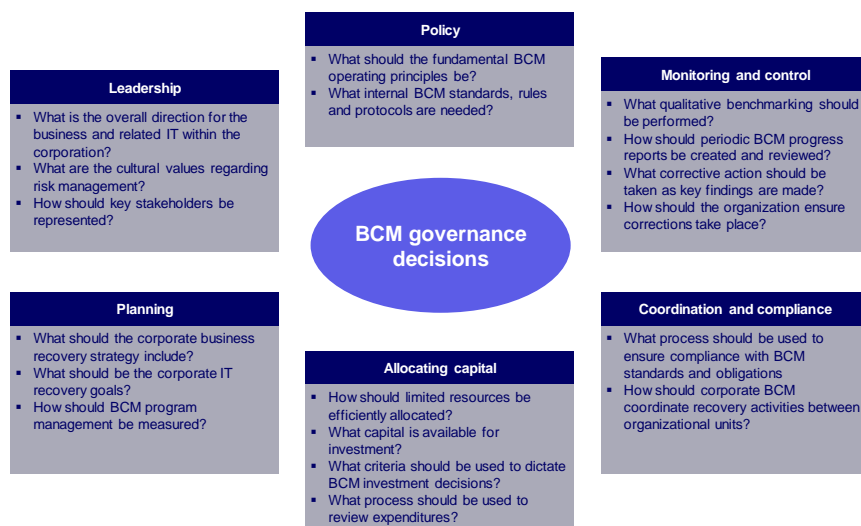
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What can you do about it?

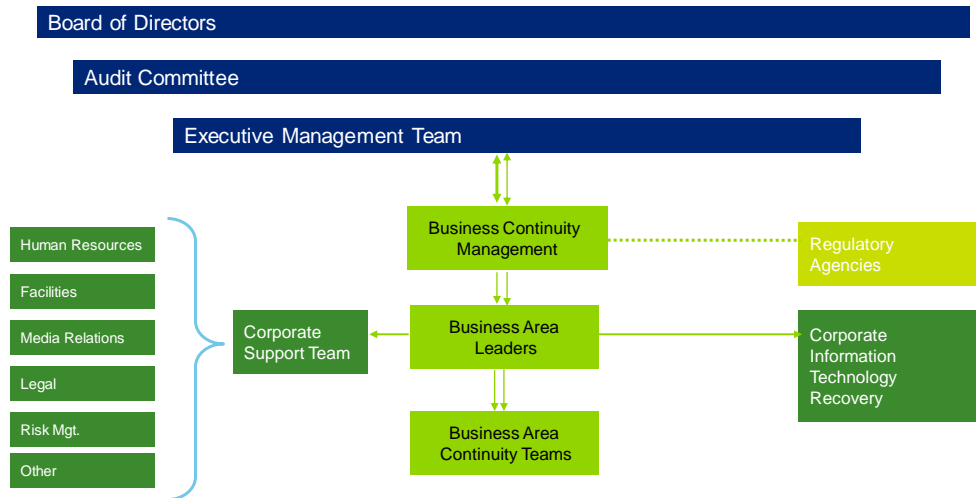
- Ensure senior management displays visible support for BCM
- Determine BCM principles that your organisation will live by
- Identify appropriate roles & responsibilities, taking into account your organisation's structure



BCM governance: A decision framework



BCM governance structure



Key responsibilities

Group	Key responsibilities
Executive management and the Business Area Leaders	<ul style="list-style-type: none"> • Overall policy setting • Decision-making • Communication for enterprise-wide business continuity management
Business area leaders	<ul style="list-style-type: none"> • 'Own' the resiliency of their business • Corporate-wide benefits and costs are weighed against individual business unit recovery needs
Business Continuity Management	<ul style="list-style-type: none"> • Dedicated function serving the enterprise • Specially trained staff • Responsible for program management and maintenance • Organizationally separate, yet integrated with IT DR • BCM is a risk-based discipline and uses similar business risk analyses <ul style="list-style-type: none"> • Internal Audit • Information Security • Enterprise Risk Management

BCM integration

BCM integration is one of the key challenges for a successful program as it requires:

- A change of mindset and culture
- Alignment and integration with processes
 - Incident/crisis management
 - Change management
 - System Development Lifecycle (SDLC)
 - ...
- Clear communication from management
- Significant training and awareness creation

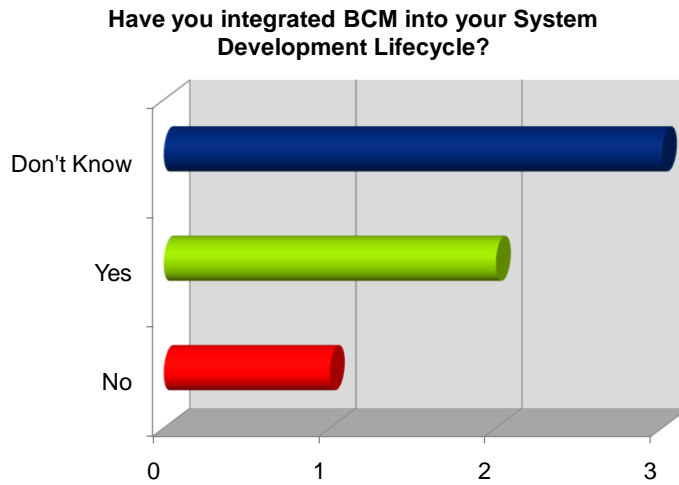
How to fit BCM in an organisation Mini Survey

Have you integrated BCM into your System Development Lifecycle?

- Yes
- No
- Don't Know

How to fit BCM in an organisation

Mini Survey Result



BCM standards

BCM Standards & Frameworks

Introduction

- There are several Standards and Regulations for BCM.
- They differ in the following ways:
 - Country-specific or international
 - Industry-specific
 - Focus (operational risk versus BC versus DR)
 - Depth (Are they prescriptive or dictate minimum requirements?)
 - Certifiable/auditable

BCM Standards, Guidelines & Methodologies

- British Standard for BCM (BS 25999)
- BS 25777 (PAS 77) – IT Service Continuity Management
- ISO 17799 – Security aspects of BC/DR
- ISO 27001 – Information Security
- ITIL IT Service Continuity Management (ITSCM)
- CobiT
- NFPA 1600
- BCI BCM Good Practice Guidelines
- DRII Professional Practices for Business Continuity Planners

BCM Regulations

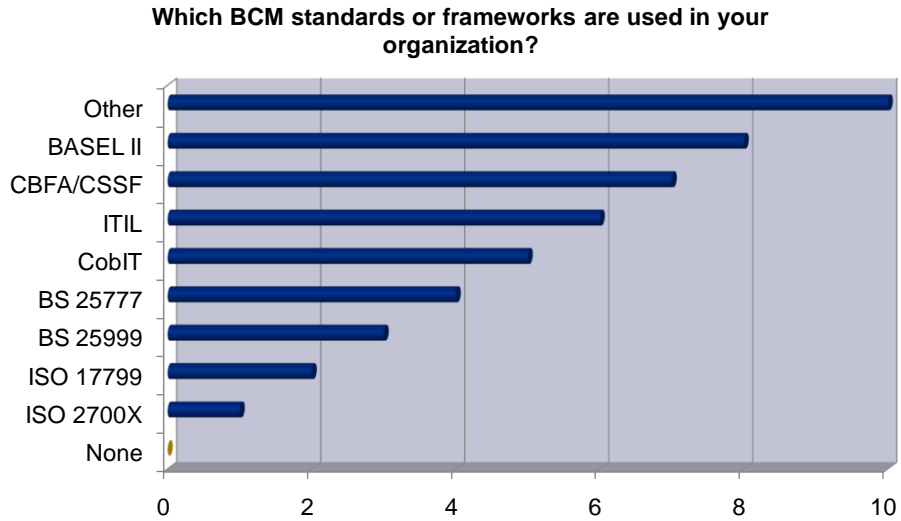
- CBFA / CFS
- European Central Bank (ECB)
- European Critical Infrastructures
- SEC
- Sarbanes-Oxley
- Basel II
- HIPAA

BCM Standards & Frameworks – Mini survey

Which BCM standards or frameworks are used in your organization?

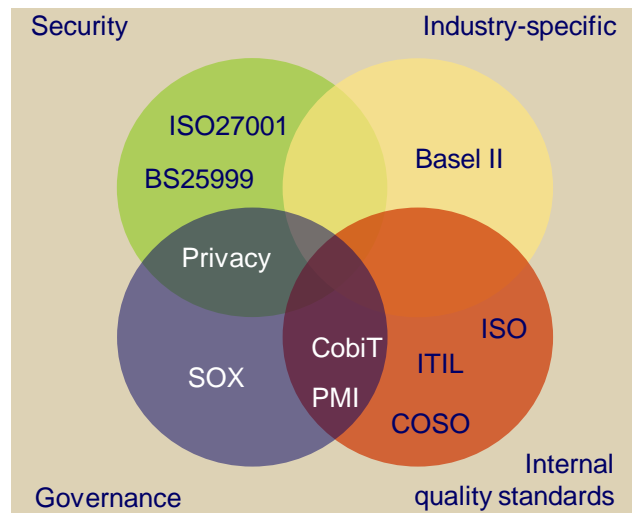
- ISO 2700X
- BS 25999
- BS 25777
- CobIT
- ITIL
- CBFA
- Basel II
- Other
- None

BCM Standards & Frameworks – Mini survey (Cont'd)



BCM Standards & Frameworks Compliance plays an increasing role in continuity

Multicriteria compliance is more relevant and an issue for efficiency.



BCM Standards & Frameworks Mini Survey

Has your organisation been certified against a standard?

- ISO 2700X
- BS 25999
- Other
- Not Certified
- Don't know

BCM Standards & Frameworks Mini Survey Result



BCM Standards & Frameworks Certification

If today certification is not yet needed, it is more prudent to “leave the door open” by

- Starting from a recognised framework
- Completing it with a proven methodology
- Using a pragmatic, proven detailed approach



Conclusion

Conclusion

- Your organization's stakeholders expect you to be able to deal effectively with business interruptions, hence the importance of Business Continuity Management
- Fitting BCM in an organisation is a major challenge and it requires a significant amount of effort to:
 - Obtain top-down support, steering and leadership
 - Change the mindset and culture for BCM
 - Include BCM into your processes
 - Align internal and external parties with your organization's business continuity objectives

Questions?

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