

General And Specific guidelines for managing BCM for professional services, government and industry

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BT Global Services – Business Continuity, Security and Governance Practice



The threats to business continuity are growing...

Historically:

- Fires
- Hurricanes
- Tornadoes
- Earthquakes
- Floods
- Power failure

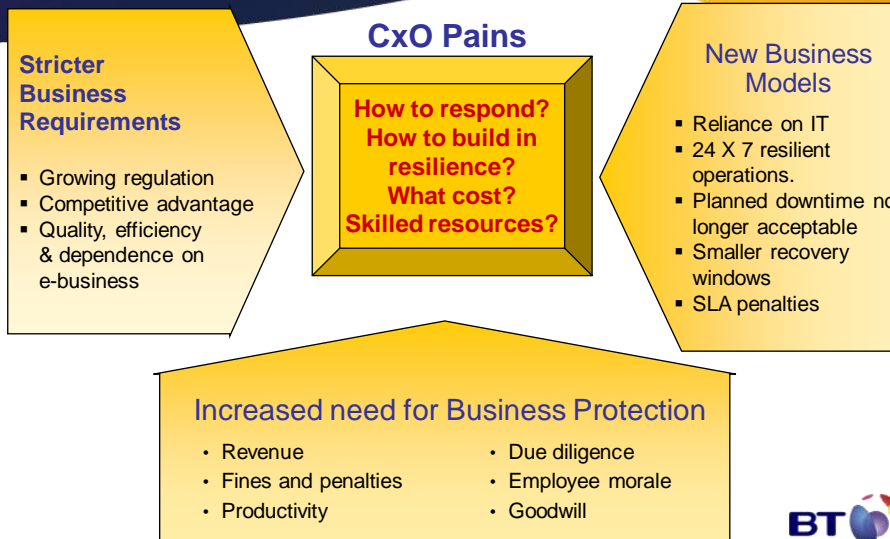


New threats of today:

- Cybercrime and Denial-of-Service
- Terrorist targets of opportunity
- Trading partner connectivity
- Public infrastructure concerns



... while at the same time its importance is increasing !



Some relevant statistics

- **20%** of organisations suffer at least one major disruption to their business activities every five years
- Of those organisations **without tested business continuity plans** in place:
 - **43%** that experience a major disaster never re-open and further **29%** close within two years
(Contingency Planning Research & Strategic Research Corporation)



What is the price of downtime? (I)



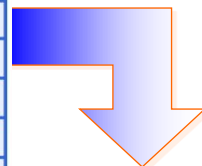
Revenue	• Direct Loss • Compensation • Lost Future Revenue • Billing / Investment Losses	\$\$
Financial Performance	• Revenue / Profit • CashFlow • Credit Rating • Stock Price	\$\$
Damage Reputation	• Customers Lost • Competitors Gain • Suppliers / Partners • Investors loss of confidence	\$\$
Productivity	• No of employees affected x outage hours	\$\$
Other Expenses	• Injury • Overtime & Travel costs • Temp Employees • Equipment Rental	\$\$
Grand Total		\$\$\$\$

+ Qualitative 'costs' (ie. brand, political etc)



What is the price of downtime? (II)

Industry	Application	Average cost per hour? of downtime (US\$)
Financial	Brokerage operations	\$7,840,000
Financial	Credit card sales	\$3,160,000
Media	Pay-per-view	\$183,000
Retail	Home shopping (TV)	\$137,000
Retail	Catalog sales	\$109,000
Transportation	Airline reservations	\$108,000
Entertainment	Tele-ticket sales	\$83,000
Shipping	Package shipping	\$34,000
Financial	ATM fees	\$18,000



Yesterday the pain & financial cost was felt by the day. Now it is felt by the hour/min

Source: Contingency Planning Research, 2002



Can your organisation survive a disaster?

1. Is BCM considered expensive and difficult in your organisation? Can you control your TCO?
2. Do you have a BC policy and programme in place? Does it get board level airtime?
3. Can you target investment to the highest risks?
4. How confident are you whether all your critical assets have been identified and assessed?
5. Do you have a BC/DR plan in place?
 - a. How often is it tested and how is that being done?
 - b. How often do you review and update it?
 - c. Does it cover all parts of your business including cross-enterprise business applications and processes
6. Do you have a fallback site for your critical systems?
7. Can your workforce still access those systems and actually work in case of a disaster?
8. To what extent are you keeping your stored data safe?



General BCM Guidelines: BS25999

- PAS56 is a publicly available specification published by the British Standards Institute (BSI); it has been replaced by standard BS25999
- It is based on the BCI Good Practice Guidelines
- It benchmarks the level of business continuity provision an organization should attain and offers a general process to achieve this
- It is a fully risk-based approach to developing a business continuity plan and
- It is an important step forward and creates a recognized framework where none previously existed

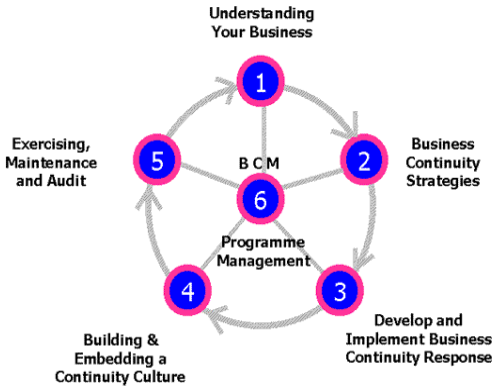


BCI Good Practice Guidelines

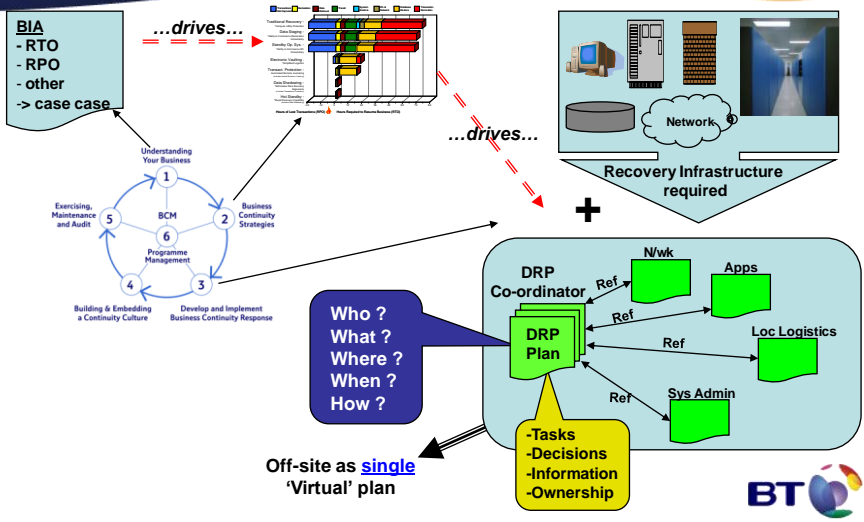
BCM is a holistic management process that:

- identifies **potential impacts** that threaten an organisation and
- provides a **framework** for building **resilience** and the capability for an effective **response**
- which **safeguards** the interests of its key stakeholders, reputation, brand and **value creating activities**.

The BCI Definition



Specific BCM Guidelines: BT's BCM Approach



BCM Programme Framework - Core Work Packages

0 Client Engagement	1 Understanding the Business	2 BC Strategy	3 Design & Implementation	4 Education & Awareness	6 Operational Management	7 Thought Leadership
0.1 BC Healthcheck	1.1 BIA – Business Impact Assessment	2.1 Strategy Options	3.1 Procure solution	4.1 Management Awareness	6.1 BC Plan maintenance Regime	7.1 BC Cultural Change Mgmt
0.2 Project / Problem Scoping	1.2 Recovery Times and Priorities	2.2 Resilience Strategies	3.2 Implement recovery & resilience solutions	4.2 BC Team Participant Training	6.2 Periodic BIA/Risk Analysis Review	7.2 BC Roadmap/ Process Maturity
0.3 BC Workshop	1.3 Risk Assessment	2.3 Recovery Strategies	3.3 Write the BC Plans	5 Testing & Validation	6.3 Periodic Audit, Review- BC Plan	7.3 Regulatory Compliance
0.4 BC Audit	1.4 BC Reqmts Spec'n Resil'nc v Rec'ry	2.4 Risk Reduction Measures	3.4 Implement risk reduction controls		6.4 Periodic BC Plan Testing	7.4 Corporate Governance
	1.5 BC Investment Priorities	2.5 Vendor Selection	3.5 Integrate Plans & Site Processes	5.1 Test Strategy	6.5 Periodic BC Plan Update	7.5 Benefits Management
	1.5 BC Implementation Priorities	2.6 Costed Proposals	3.6 Back-up/Restore Procedures	5.2 Test Plan Development	6.6 IT Service Mgmt, problem, incident	7.6 BC Policy and standards
	1.6 Identifying Single Points of Failure	2.7 Business Case, Investment Appraisal	3.7 Availability Management	5.3 Test Execution	6.7 Change Control & CM Procedures	7.7 BC skills transfer
		2.8 Enabling Actions	3.8 CMT Formulation, Roles & Resp	5.4 Post Test Review & Improvmt Plan		
			3.9 Invocation Scenarios	5.5 Plan Customised Test Scenarios		



How BT's services help achieve BC/DR

Communication & Collaboration

Multimedia Contact Centre Services
 Conferencing (audio, video & web)

Information Processing

Your Business Processes & Applications

Managed Security Services & Identity Management

Secure Internet Gateway Identity Federation

Data Center Services & Disaster Recovery Services

Security, Resilience & Managed 24x7x365 Mobile/Fixed Office and IT Recovery
 Dual Datacenter Solutions


Intelligent Network Infrastructure Services

Applications Assured Infrastructure

Managed WAN Services Comprehensive Access Voice-Data Convergence
 Managed (W)LAN Service Mobility Solutions Fixed-Mobile Convergence



I don't know where to start with BCM ☹️



Business Continuity Planning Healthcheck

Guidance

This document is the Business Continuity Planning Healthcheck Tool. It poses a series of questions geared to gauge, at a high level, the extent to which an organisation has effectively covered Business Continuity Planning. The answers are set at 'Yes', 'Partially' and 'No'. The relevant box should be completed.

For each section the number of answers in each category should be totalled, and these totals transferred to the summary in section 6. The number of answers in each category should give a high level indication as to the extent of coverage.

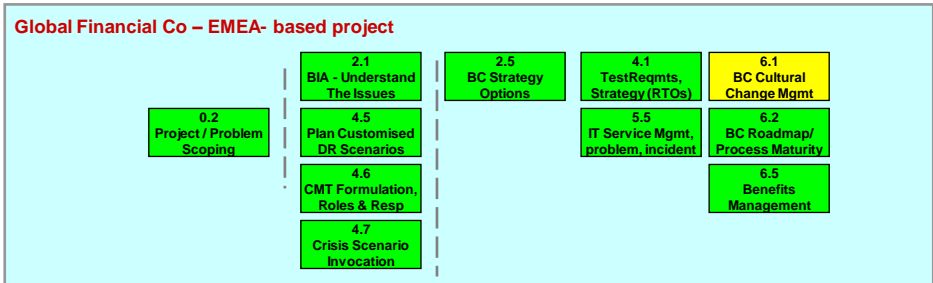
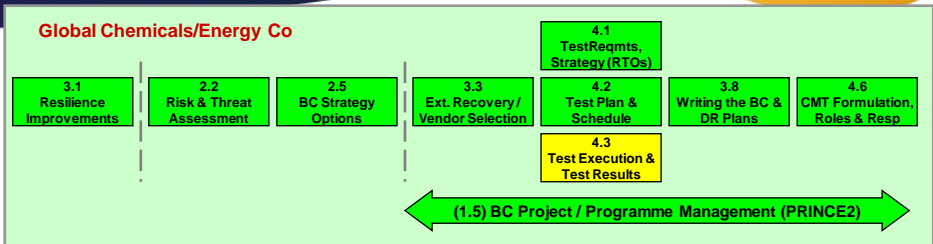
Your BT Account Manager will discuss the results with you.

1. Policy, Standards and Organisation

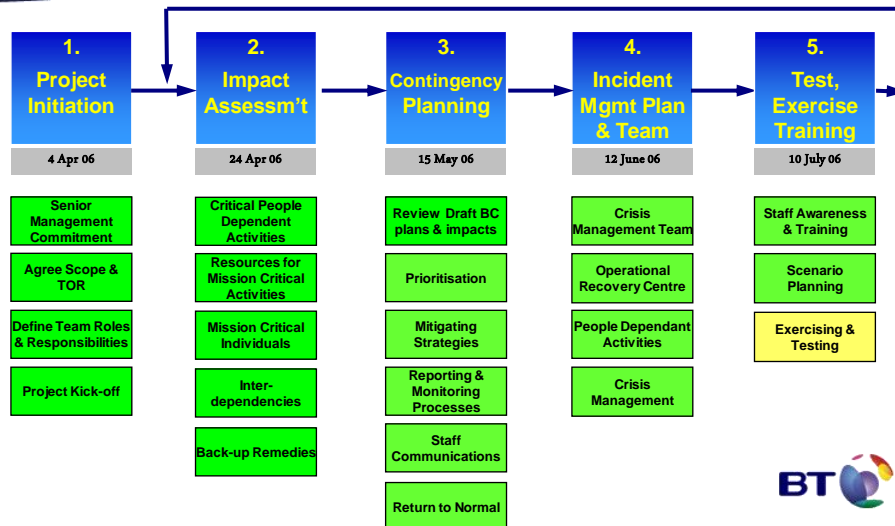
	Yes	Partially	No
Does your organisation have a senior director who is specifically responsible for Business Continuity Planning?			
Does that director proactively champion the need for effective Business Continuity Planning within your organisation?			



Previous BCM Projects – Industry and Professional Services



Previous BCM Projects – BT Pandemic Planning



Why BT? It is core to our business

- Extensive experience
 - We do it ourselves
 - Key provider of the UK's Critical National Infrastructure
 - Extensive track record across all market sectors and organisations
- High levels of expertise
 - Practitioner experience in defining business continuity strategies, planning and testing (BSI PAS56 / BS25999)
 - Large dedicated business continuity and security practice backed by widespread technical resources
- Qualification and accreditations
 - 30 members of the Business Continuity Institute
 - ISO 27001 / BS 7799, ITIL /BS 15000
 - CLAS: BT has the largest number of private sector consultants approved to give business continuity and security advice on behalf of the UK Government





Thank you

Offices worldwide

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