

# Business Continuity Management

## History and Future

Filip De Wolf  
FBCI, CIRM, CISA

Ascure NV, Director Strategic Services  
BCI BeLux Representative

You can not turn back time!



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## Definitions



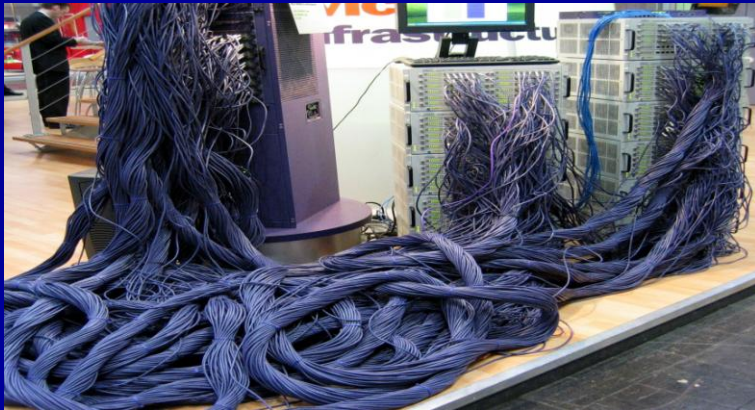
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## Evolution

## Evolution

- From Disaster Recovery Planning to
- Business Continuity Management to
- Operational Risk and Crisis Management

## Disaster Recovery Planning



## Business Continuity Planning



Madrid : incendie de la Tour WINDSOR : 13.02.2005

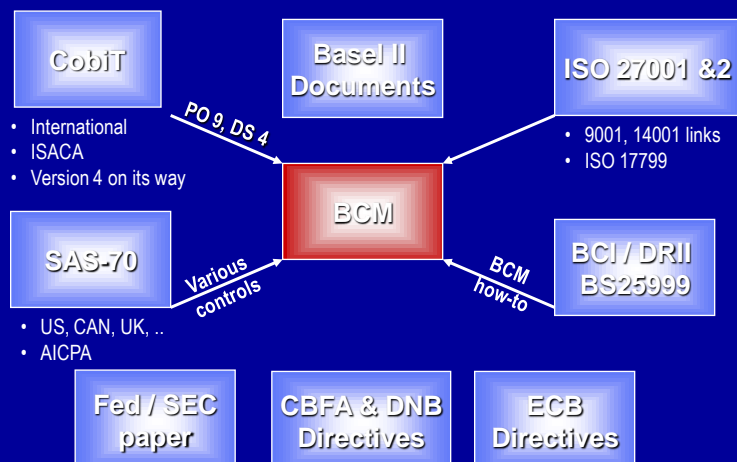
## Operational Risk and Crisis Management



## Evolution Ctd

- From Business Continuity Best Practices (GPG) to
- PAS 56 (BCI and DRII) to
- British Standard (BS) 25999 to
- ISO ???

## Standards and Directives



## Best Practices

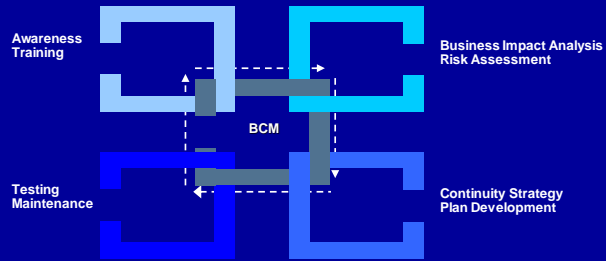
## 10 BCI Domains

1. **Project initiation and management**
2. **Risk evaluation and control**
3. **Business Impact Analysis**
4. **Developing Business Continuity Strategies**
5. **Emergency response and operations**
6. **Developing and implementing Business Continuity Plans**
7. **Awareness and training programs**
8. **Maintaining and exercising Business Continuity Plans**
9. **Public Relations and Crisis Co-ordination**
10. **Co-ordination with Public Authorities**

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# BCM Life Cycle

Business Continuity Management  
Life Cycle



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# Pitfalls

## Pitfalls

- Must Have  
But no real senior sponsorship
- One shot, one project  
But no responsible and/or maintenance of plan
- Critical processes for department  
But department not business critical for company
- Recovery Time Objective (RTO) identified  
But is more a wish list (nice to have) than reality (need to have)

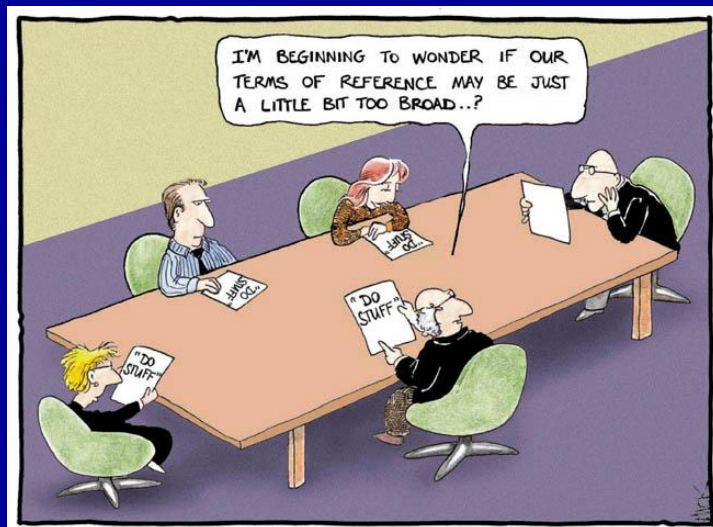
## RTO's Achievable ?



## Pitfalls Ctd

- Full Risk Assessment  
But without linking to continuity impact and strategies
- Full BCP within 6 months  
But not taking implementation & training time into account
- External recovery provider  
But is the same provider for neighboring companies
- People make the plan work  
But no link to evacuation plan (so not knowing who can be activated)

## Do Stuff



## Pitfalls Ctd

- Basic plan with basic tasks  
*But not completed nor tested by departments*
- Key employees named in plan  
*But not being informed about it*
- Disaster Recovery tested  
*But business not included*
- Based upon national directives (CBFA, CSSF ...)  
*But no international approach*

## Plans



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## Slogan

Plan for the worst and test for the rest !!!

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QUESTIONS ???