

## Presenting BCM as part of the Corporate Strategy to Management and Board

LSEC BCM Seminar 2007

Brussels, 11 December 2007

## Agenda

- Introduction
- What is BCM
  - Definition
  - Components
- Why is BCM important
  - Objectives
  - Outcome
- Impacts of BCM on the organization
  - First implementation
  - Long term
- To be expected from BCM
  - Answers
  - Results
- BCM maturity level

# Introduction

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CONSULTING, EDUCATION AND AUDIT

## About ContinuityLink

- A consulting firm specialized in Business Continuity Management (BCM) services. The privileged partner of major organizations in North America and Europe.
- Consulting
  - Expertise
  - Recognized approach
  - Services adapted to our customers requirements
- Education
  - Adapted to each level of experience
  - ContinuityLink training
  - DRI International education and certification programs
- Audit
  - Plan validation and optimization
  - Evaluation based on recognized Best practices
  - Practical findings and recommendations

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# What is BCM

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## Definition

BCI:

- A holistic management process that identifies potential impacts that threaten an organization and provides a framework for building resilience with the capability for an effective response that safeguards the interest of the stakeholders, reputation, brand and value creating activities

BS25999-1:2006:

- Ongoing management and governance process supported by top management and appropriately resourced to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and plans, and ensure continuity of products and services through training, exercising, maintenance and review

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## Definition

BCI:

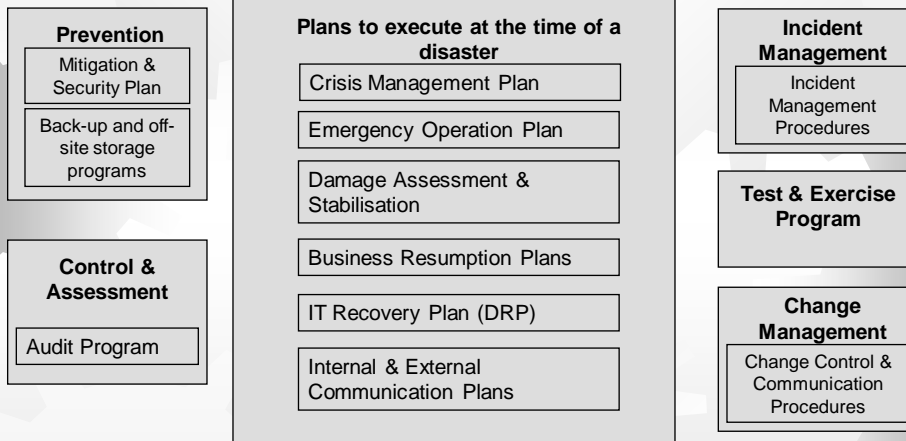
- A **holistic management process** that identifies potential impacts that threaten an organization and provides a framework for building resilience with the capability for an effective response that **safeguards the interest of the stakeholders, reputation, brand and value creating activities**

BS25999-1:2006:

- Ongoing management and governance process **supported by top management and appropriately resourced** to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and plans, and **ensure continuity of products and services** through training, exercising, maintenance and review

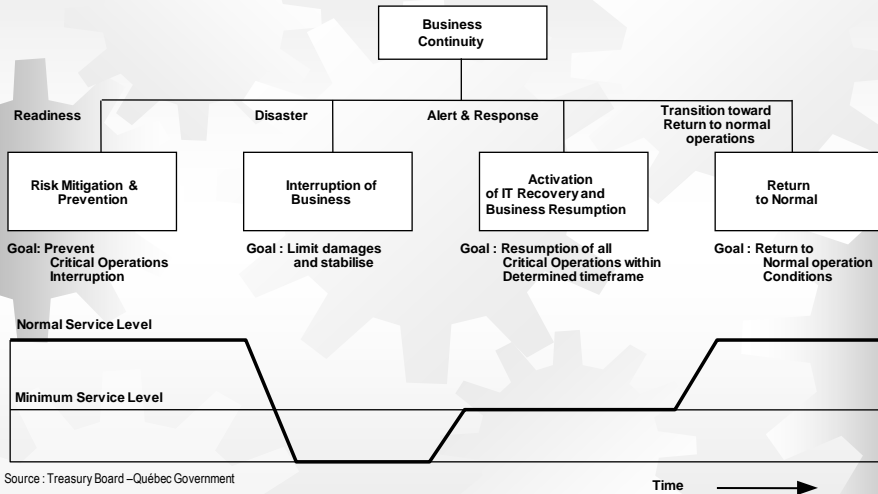
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## Components



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# Components



Source : Treasury Board –Québec Government



# Components



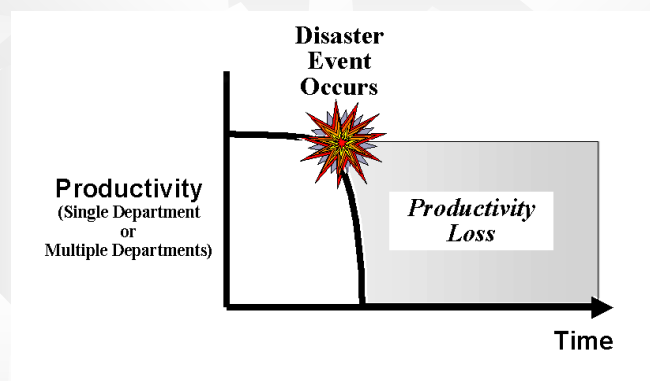
BS 25999-1:2006



# Why is BCM important

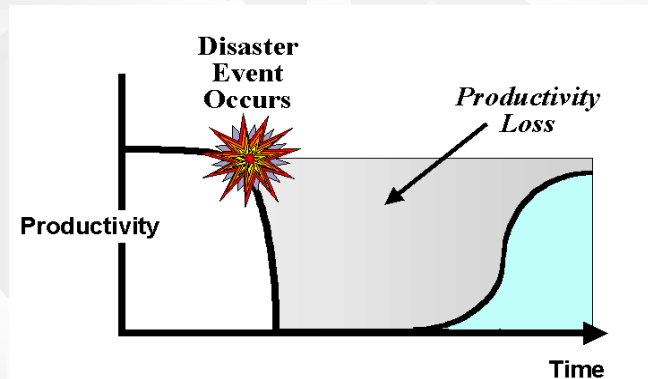
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## Scenario 1: No BCM program



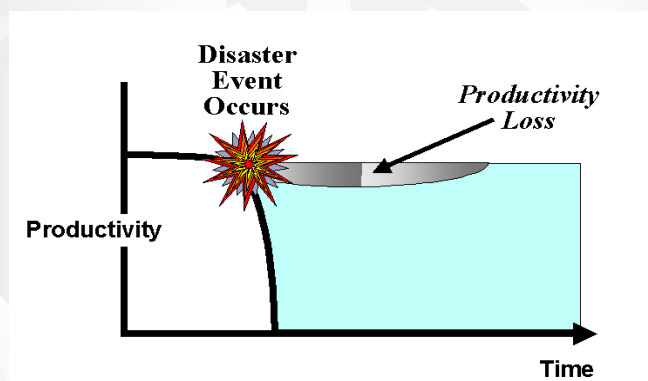
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## Scenario 2: Technology recovery protection only



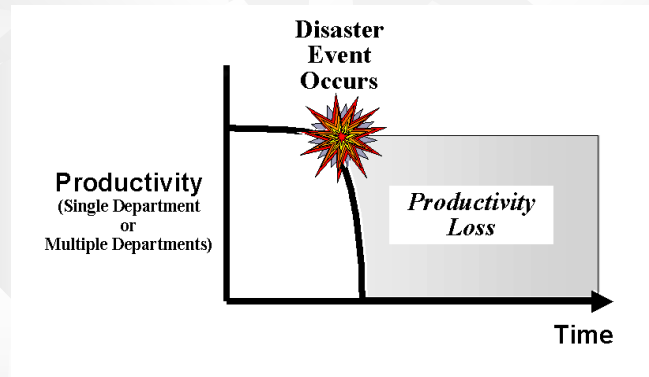
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## Scenario 3: BCM program protection



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Oh, by the way, this is what we have  
at the moment ...(!)



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## Objectives

- Control risks and exposures with preventive measures
- Provide protection of people, assets and reputation
- Take control of any interruption
- Ensure continuity and survival of organisation
- Facilitate timely recovery of critical business activities
- Minimize loss of data, revenue, customers
- Ensure compliance with legal and audit requirements
- Maintain competitive advantage
- Protect market share
- Safeguard reputation and public image
- ...

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## Outcome

- Safeguards human life
  - Minimizes critical decisions in a time of crisis
  - Reduces dependency on specific personnel
  - Facilitates timely recovery of critical business activities and minimizes loss of information, revenue, customers
  - Maintains public image and reputation
  - Allows for compliance to regulations
- All in all, it is good business practice to have a BCM program

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To be expected from BCM

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## Answers

- What is a disaster?
- When do the impacts begin? How much loss can be tolerated?
- What are the options?
- What will BCM cost to implement and maintain?
- How much is enough?

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## Results

- Employees, reputation and assets are protected
- Critical activities are identified, prioritised, protected with adequate, tested and proven plans
- Requirements are met (legal, customers expectations, regulatory, industry specific, contractual, shareholders expectations on profitability)
- In other words, adequate resources are being spent on permanent solutions that take care of the problem

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# Impacts of BCM on the organization

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## First implementation

- This is a major, long term project that needs high quality project management
- Requires significant effort (human resources) and material resources (mostly ¥ € \$) to
  - Produce multiple analysis that define the BCM requirements
  - Design and implement solutions that meet the requirements
  - Document the emergency response and the recovery plans
  - Implement an awareness and training program
  - Implement a test and exercise program
  - Implement a plan maintenance program

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## Long term

- Some solutions imply:
  - New permanent controls
  - New permanent responsibilities
  - Changes in the way business activities are performed
  - Changes in locations
  - New business activities
- Therefore, additional on-going cost to be budgeted

## Long term

- Senior Management support is required
  - Understand and accept overall responsibility for BCM
  - Understand the limits of BCM
  - Give visible support to BCM
  - Demonstrate permanent interest
  - And...
  - Include BCM considerations in all business decisions

# BCM maturity level



## BCM Program Maturity Levels

BCM Maturity Level		Program Basics			Program Development		
		Sr. Mgmt Commitment	Professional Support	Governance	All Units Participating	Integrated Planning	Cross-functional
Level 1	Self-Governed	No	No	No	No	No	No
Level 2	Supported Self-Governed	Marginal	Partial	No	No	No	No
Level 3	Centrally Governed	Partial	Yes	Partial	No	No	No
Level 4	Enterprise Awakening	Yes	Yes	Yes	Yes	No	No
Level 5	Planned Growth	Yes	Yes	Yes	Yes	Yes	No
Level 6	Synergistic	Yes	Yes	Yes	Yes	Yes	Yes

Increasing Business Continuity Management Maturity

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*Evolution from « crawling » to « Olympic runner »*

[http://www.virtual-corp.net/html/bc\\_model.html](http://www.virtual-corp.net/html/bc_model.html)



## Now ... and beyond

- What is the maturity level of your BCM Program?
- What is the target level you are aiming at?
- When and how do you want to get there?
- ... This is for you to decide



Questions, comments...

**Thank you!**

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