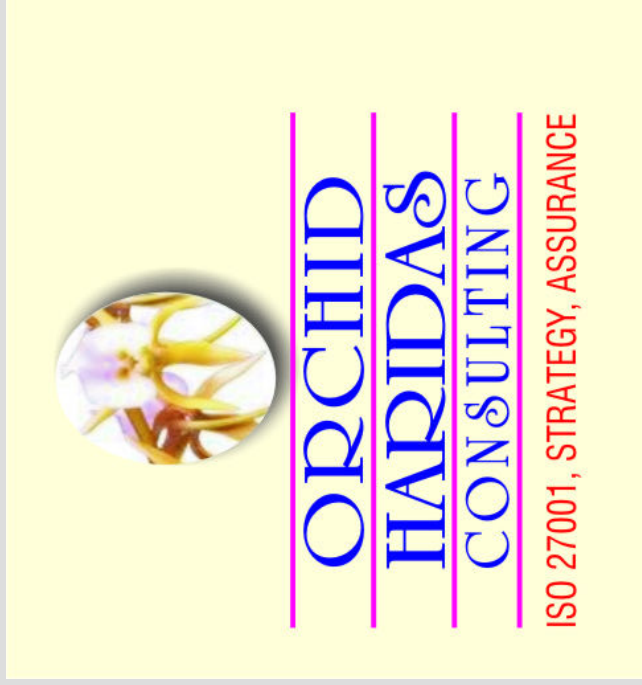


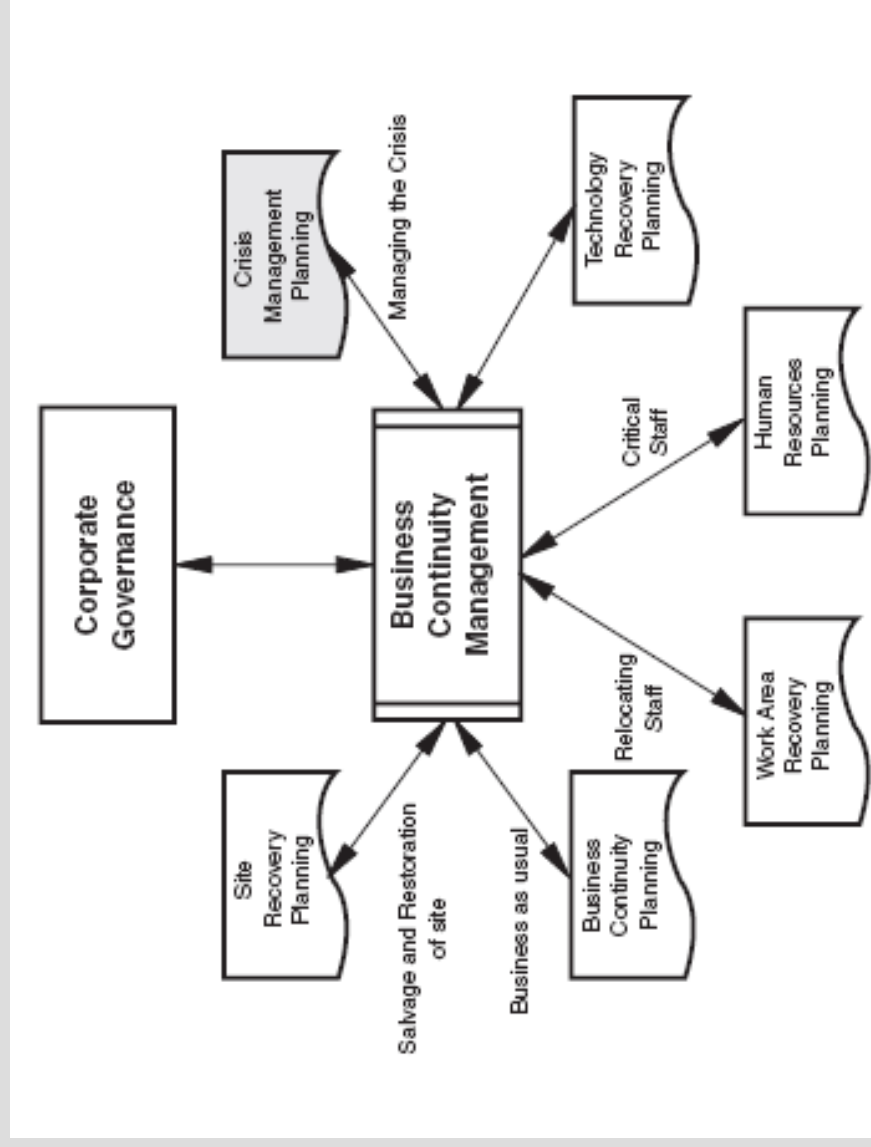
# Business Continuity Management

As per BS 25999 Standards



# Business Continuity Management

- BCM Relationships



# Crisis Management Planning

- Predefined and documented framework and process to enable an organisation to effectively manage specific elements of an incident.
- *E.g. Damage to site, damage to reputation or brand, burglary, website defaced*

# Technology Recovery Planning

- Data center down
- Alternate site / DR Site
- Machinery maintenance
- Machinery Replacement
- Technical personnel

# Human Resource Planning

- No single point of failure
- Primary owner & secondary owner
- Specific Training for BCM Team
- Awareness Training for all

## Work Area Recovery Planning

- Provision of (internal or external) pre-designated work space providing the minimum necessary equipment and services ready for business recovery teams at a short notice

# Business Continuity Planning

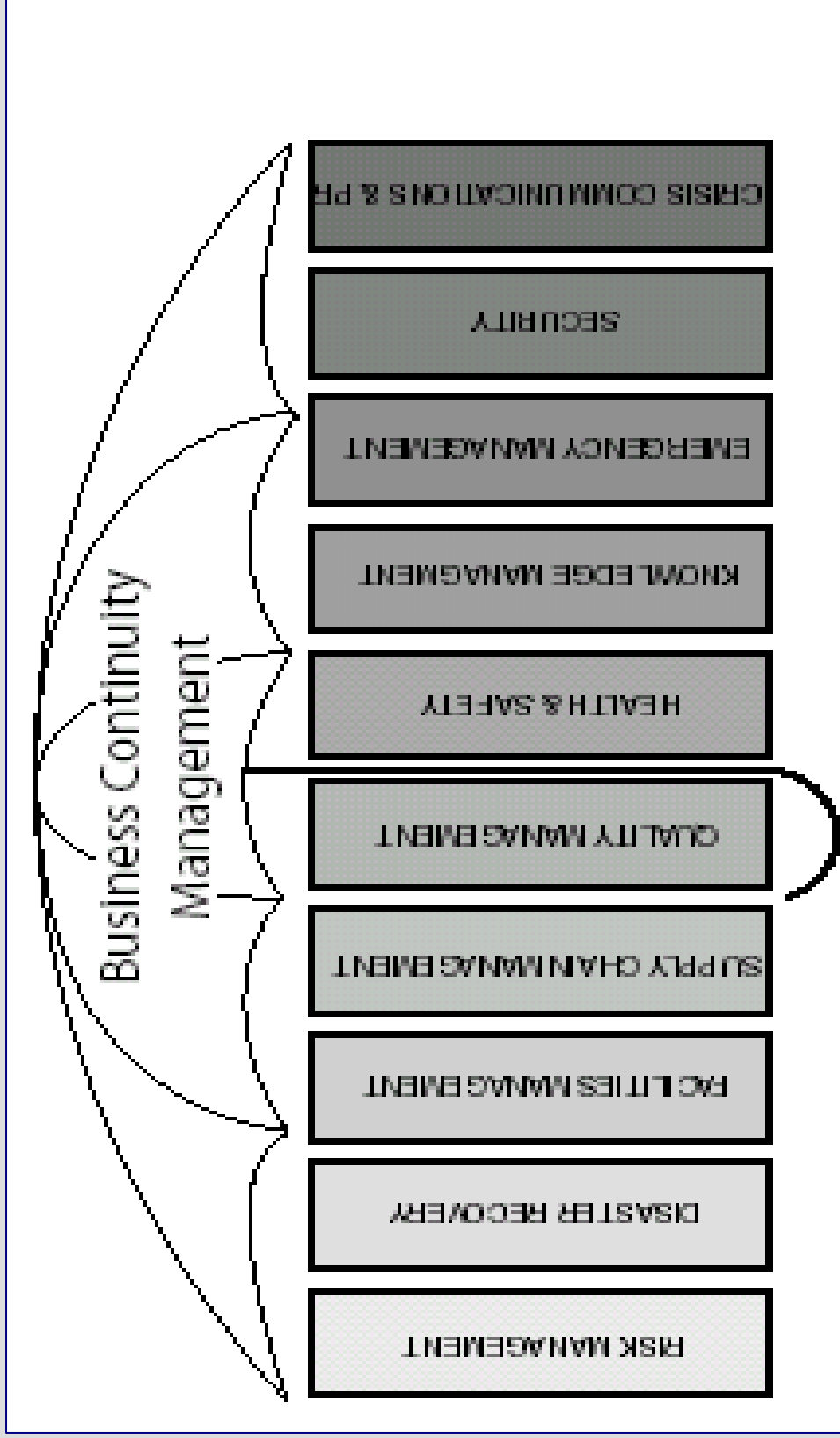
- See “Preparing BCP, step by step”

# Site Recovery Planning

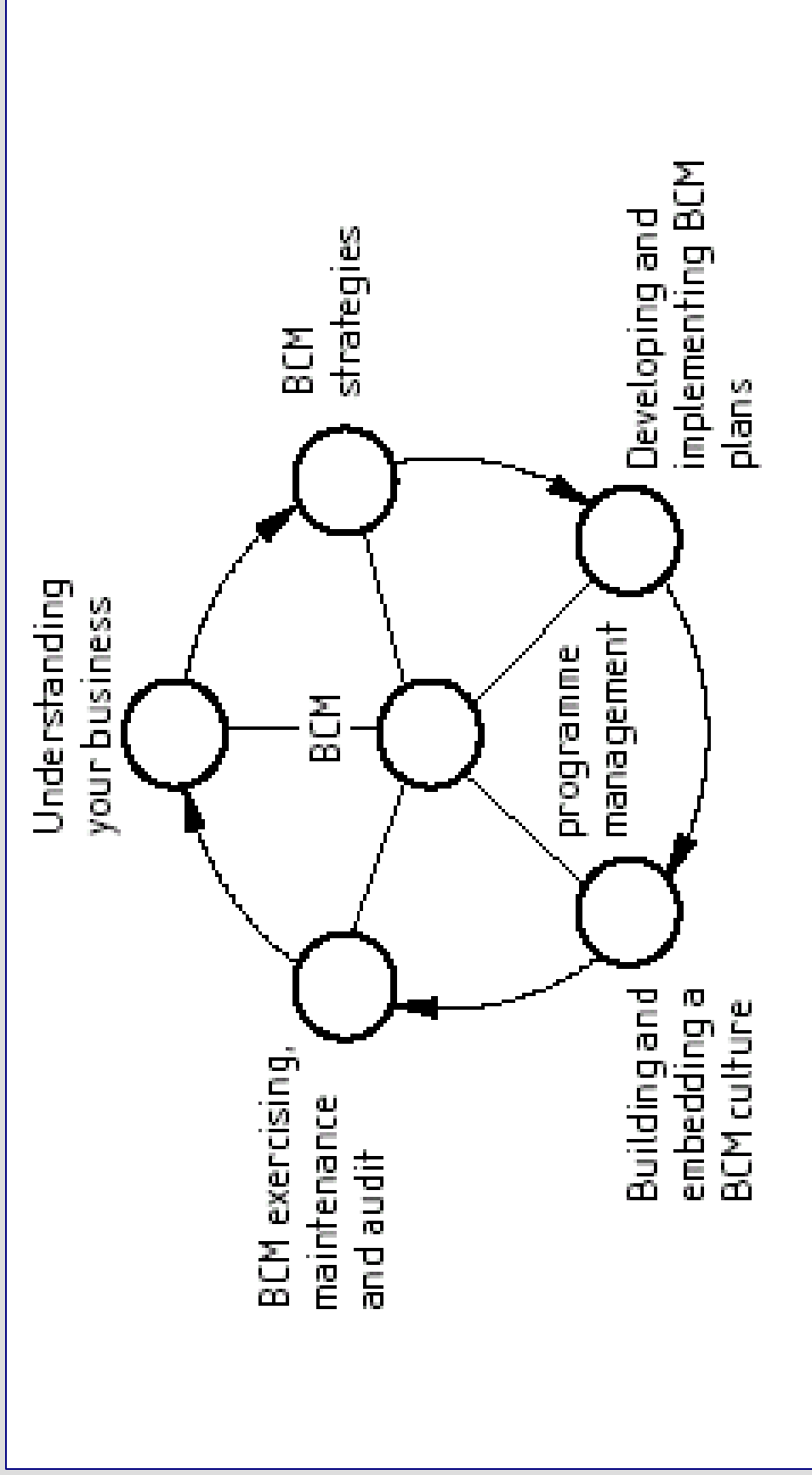
- Original site when collapsed / damaged / burnt
- Recovery operations
- Recovery of assets, personnel, records, valuables



# BCM- The unifying process



# BCM Life cycle Model



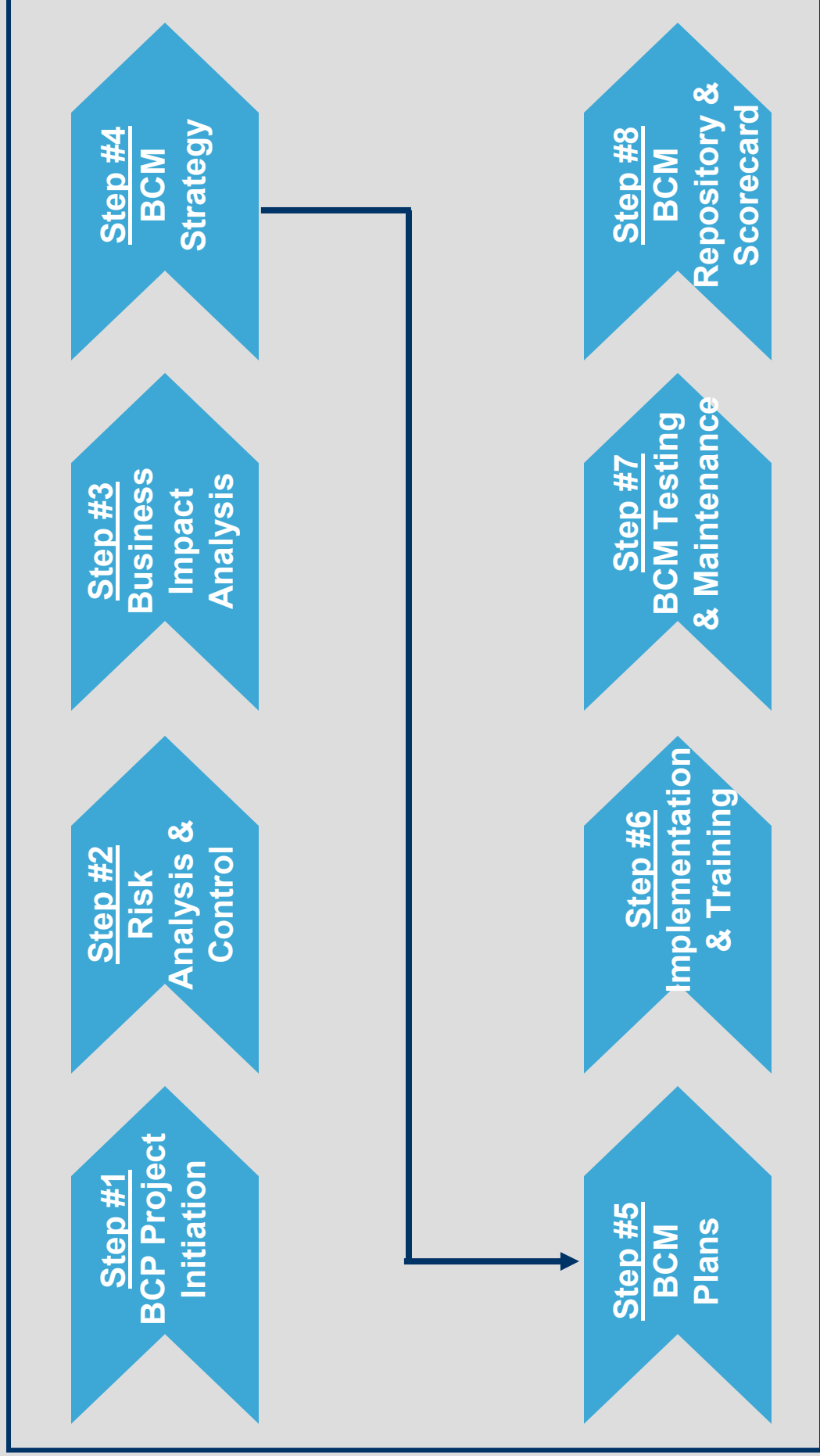
# BCM Program Management

- **The effective BCM is**
  - Driven from the Top of the organisation
  - Fully endorsed & actively promoted by the Board or Executive committee
  - Board member or Executive committee assigned overall accountability
  - Managed at Operational & Organisational level

# Business Continuity Management

- BCM Policy
- BCM Assurance (Performance Measurement)
- **Understanding Business**
  - Business Impact Analysis
  - Risk Assessment
- **BCM Strategies**
- **Developing & Implementing BCM plans**
  - Business Continuity Plan
- **Building and embedding BCM Culture**
- **BCM exercising, maintenance and audit**

# Overall BCM Framework



# Overall Set of Activities

- Study of the existing “Business Continuity Procedures, Business Continuity norms and HO Guidelines and Govt/Central Bank Directives
- Inventory of Information assets, equipment, processes, functions and people
- Identification of Threats to the business operations
- Probability of their occurrence and Risk Ranking
- Business Impact Analysis
- Available options to address each risk (Prevention, Mitigation, Recovery) with cost attached to each option
- Recovery Strategy
- Description of Recovery Procedures in detail
- BCM Team and description of responsibility of each member
- BCM Test Plan
- Role of Internal/external auditor
- Documentation of Test Results of BCM
- Maintenance and Enhancement of BCM

# Overall BCM Objectives

- Limit severity of the event and the magnitude of loss
- Minimize extent of the interruption
- Identify critical resources
- Identify critical functions
- Define a process to protect critical resources
- Define alternatives for continuing critical functions(MCA)
- Minimize decision making during a crisis
- Train personnel
- Continual review and maintenance
- Integration of Business Continuity with Enterprise Strategic Planning

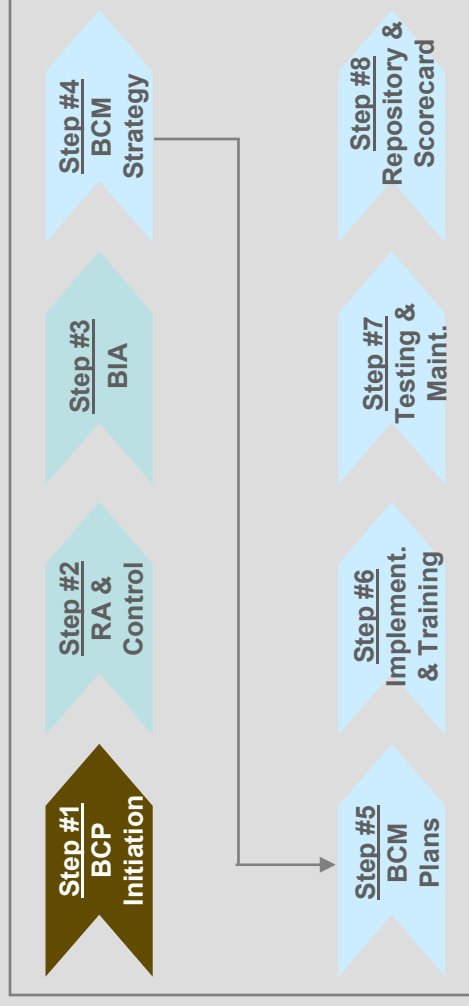
# Individual stages





# Step-1

## BCP Project Initiation



# Objectives

- **Initial Study & BCP Initiation**
  - To establish the need for Business Continuity Planning, recovery objectives and crisis management plans
  - Obtaining management support and initiate the process to complete the project within agreed time and budget

- **BS 25999 Workshop**
  - Top management
  - Key project personnel

## → **Benefits**

- Shared 'commitment'
- Visibility

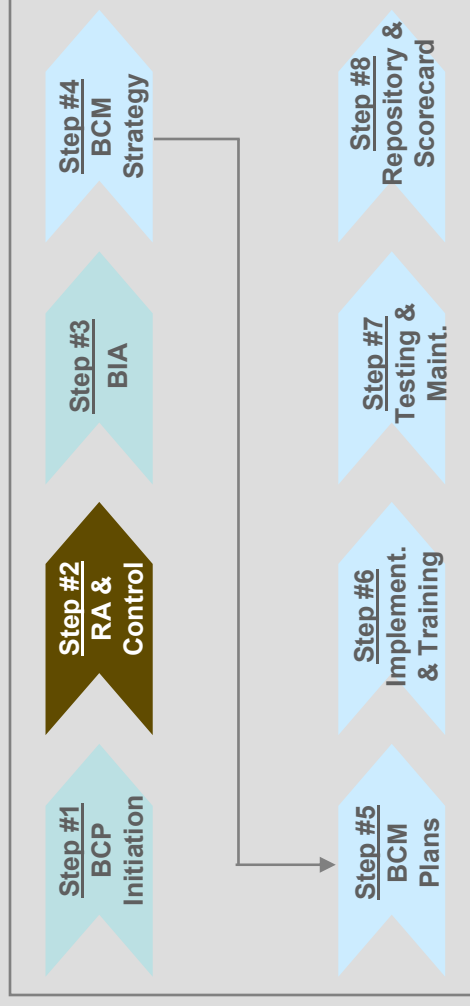


# Activities

- Establish steering committee
- Formulate objectives, policies and CSFs for BCM program
- Obtain organizational structure/ chart, business group details and business process documents
- Review existing continuity plans & preparedness
- Develop project plan
- Conduct kick-off BIA Workshop with key stakeholders

# Step-2

## Risk Analysis & Control



# Objectives

- Determine the events and threats that can adversely affect customer business processes and infrastructure
  - Business disruptions, security failures
  - Damage potential
  - Control requirements
- **Benefits**
  - Know what is protected and what you are exposed to
  - Have a cost-benefit analysis to justify investment in controls to mitigate risks

# Activities

- Review existing risk assessment reports
- Determine events with loss potential
- Determine organization's exposure to such loss potential
- Identify controls and safeguards to prevent and mitigate the impact of loss potentials
- Overall risk evaluation and control

# Illustrative examples of events

- Building (Data Centre) collapsed
- Staff can not report to duties - Civic unrest
- Data Backup not retrievable & database crashed
- Network down
- Key personnel quit in group
- Denial of service attack
- Data Theft

# Risk Specific BCP

*Risks are specific to the Industry, Location and Organization and therefore, each BCP will be based on unique set of Risks*

## BUSINESS RISKS

- Competition
- Industry
- Economy
- Political
- Country
- Trading partner
- Regulatory
- Currency
- Obsolescence
- Acts of God
- Raw Material
- Key Personnel
- Unprofessionalism
- Information Systems
- Capital
- Debtors
- Creditors
- Labour
- Power



# Step-3

## Business Impact Analysis



# Objectives

- Identify the impacts resulting from disruptions and disaster scenarios and techniques to qualify and quantify such impacts
- Determine financial exposures and operational impacts
- Establish critical functions, their recovery priorities and interdependencies to develop acceptable Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO)

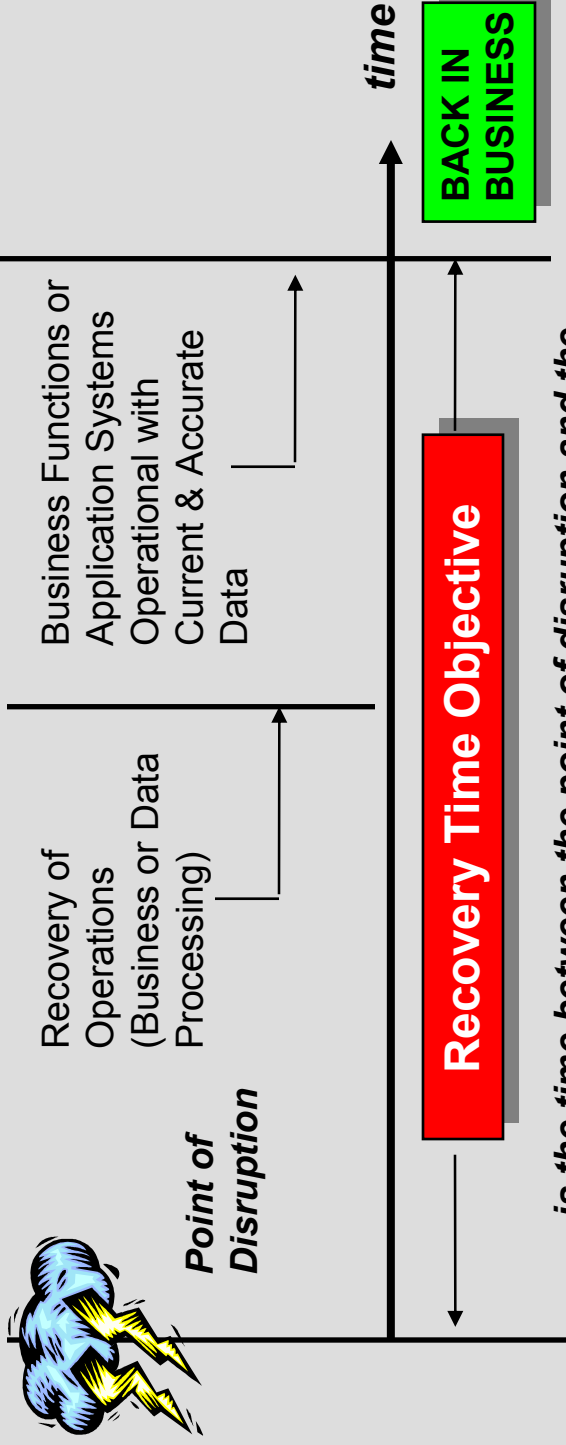
# Activities

- Develop BIA questionnaire
- Design BIA data collection methodology
- Identify critical, time-sensitive business operations, processes and application systems
- Document BIA data
- Determine impact on various dimensions to the organizations for each failure
- Determine recovery timeframes and minimum resource requirements

# Business Impact Analysis

## Recovery Time Objective

*The time within which Business functions or Application Systems must be Restored to Acceptable Levels of Operational Capability to Minimize the Impact of an Outage*



*...is the time between the point of disruption and the point at which Business functions or Application Systems must be operational AND updated with current data*

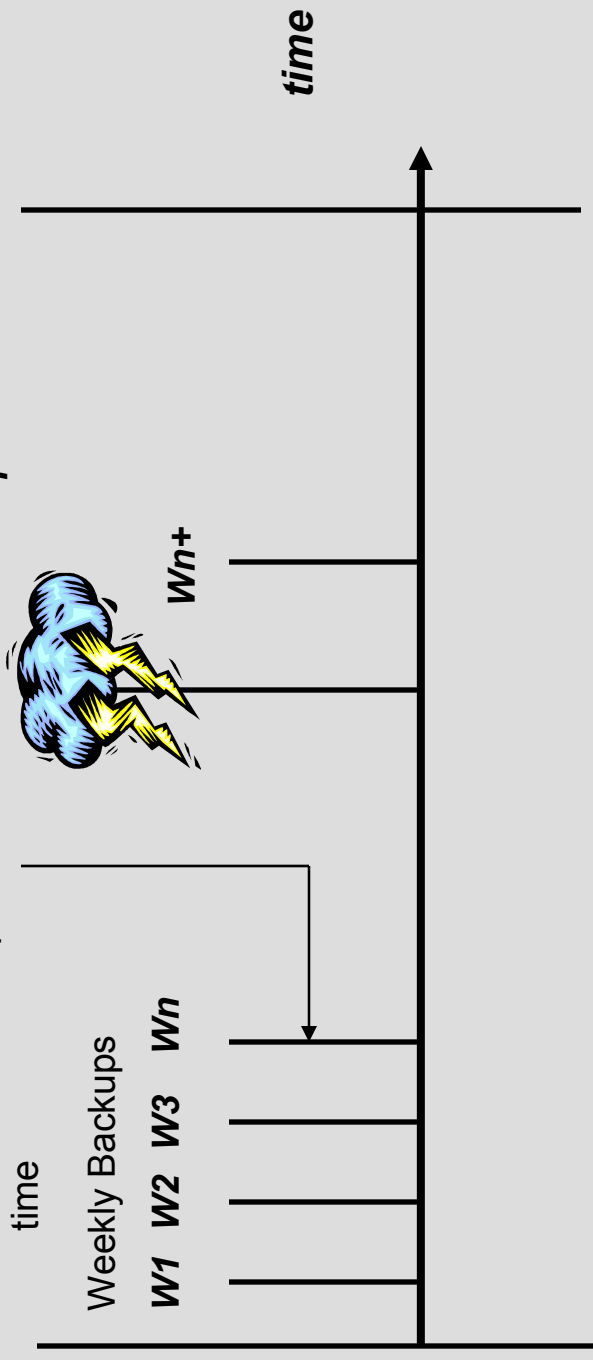
# Business Impact Analysis

## Recovery Point Objective

*The point in time to which systems and data must be recovered after an outage as determined by the business unit*

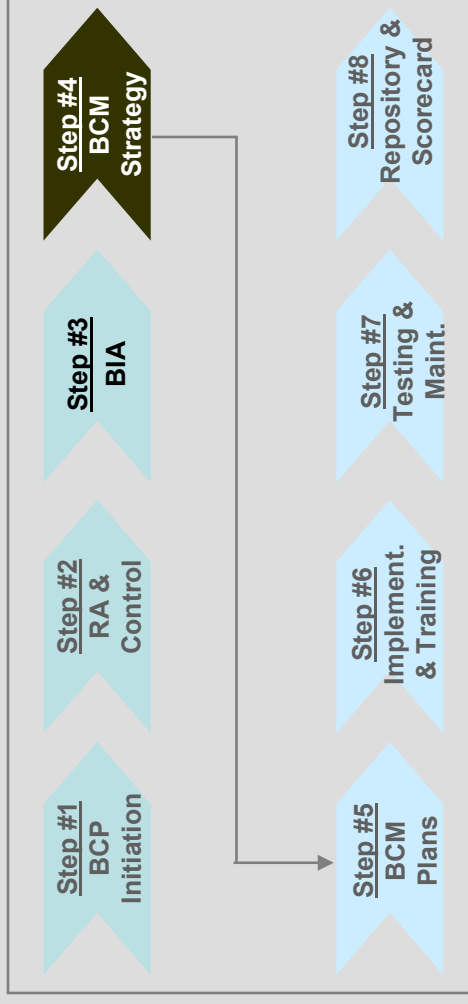
Recovery Point Objective, system and data must be recovered to this point in time

**Point of Disruption**



# Step-4

## BCM Strategy Development



# Objectives

- Determine and guide the selection of alternative business recovery operating strategies for recovery of business operations within the recovery time objectives, while maintaining the organization's critical functions.

Impact	High	<b>Plan for Business Continuity Management</b>	Management decision on business re-design or relocation
	Low		Management decision on risk acceptance
			Manage risk to prevent or minimize disruptions
			High
			Low
			Probability

# Activities

- Identify Enterprise-wide and Business Unit Continuity Strategic Requirements
- Define and Quantify the Cost of Business Continuity Alternatives
- Finalize the continuity strategy for each business unit and for enterprise
- Document BCM strategy
- Determine timeframes, technology, minimum resource requirements for the strategy

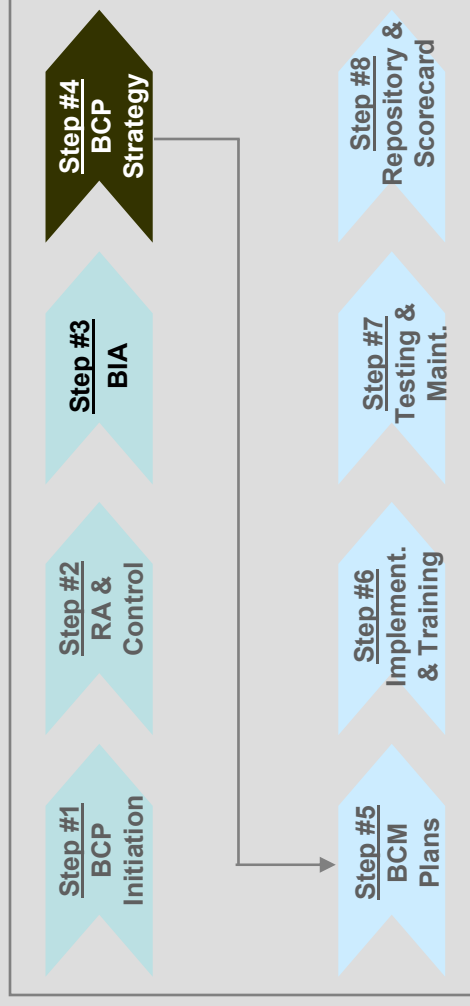


## Example BCM Strategies

- Some strategies for recovery of business processes and information technologies only-
  - High Availability Solutions
  - Standard Recovery Solutions (Tape, etc.)
  - Service Degradation
  - Internal Recovery (Reciprocal Agreement)
  - Commercial Recovery Centers
    - Service Bureaus
    - Hot Sites
    - Cold Sites
    - Time Brokers
    - Buy and Replace
    - Just in time shipping
    - Warm Site
  - Combination Strategies

# Step-5

## BCM Plans Developments



# Objectives

- Design, develop, and document Business Continuity and Crisis Management plans that provide continuity within the recovery time objective and recovery point objective, and support the overall chosen BCM strategies at each enterprise and business unit level
  - Technology recovery plan (DRP)
  - Business processes continuity plan (BCP)
  - Crisis management plan
  - Site recovery plan
  - Human resource plan

# Activities

- Develop emergency response plans for major incidents
- Develop business continuity plan at business unit level and at enterprise level
- Develop business operations documentation under recovery scenarios
- Develop site recovery plan post disaster
  - Salvage and reclamations plan
  - Restoration plan
- Develop plans incidental to continuity plan

# Step-6

## BCM Implementation



# Activities

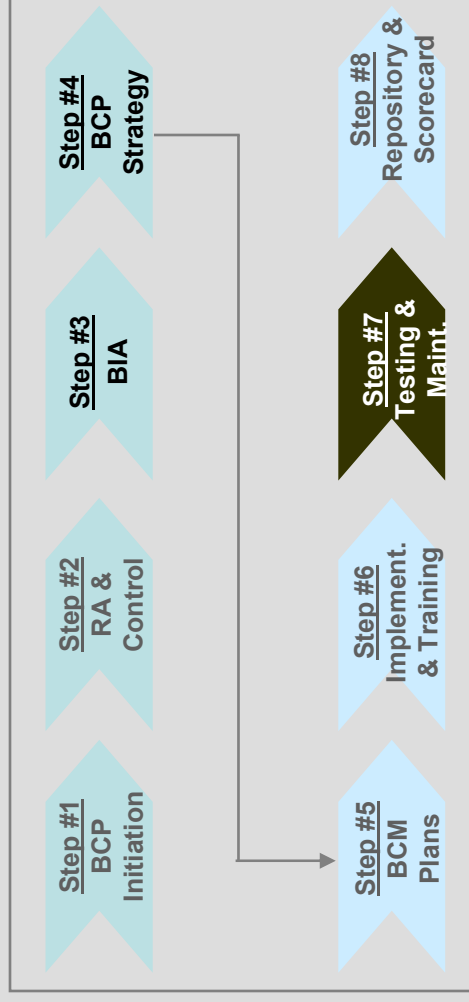
- Defining the BCP team organization
- Provide training to team members
- Provide awareness to management and employees
- **Implementation of technology solutions**
  - For DRP
  - For communications and workflows
  - For plan maintenance
- **Oversee plan implementation**
  - Acquiring any additional resources, equipment or IT systems
  - Entering into contractual agreements
  - Preparing recovery sites, back up and storage sites etc

**Stage of the BCM process:**

<b>Role or function</b>	<b>Responsible R</b>	<b>Accountable A</b>	<b>Consulted C</b>	<b>Informed I</b>
Executive or senior management				
Executive or senior business manager accountable for BCM within the organization				
Business continuity manager				
Operational middle management				
Operational supervisors and staff				
Professional BCM practitioner				
Emergency services				
Local authority emergency planning				
Health and safety				
Risk management (all types)				
Training and development				
Human resources				
Audit/assurance				
Regulatory				
Legal				
Finance				
Telecommunications				
Technology				
Facilities/property management				
Suppliers of specialist BCM resources and services (internal or outsourced providers)				
Insurance				
Security				
Communications and public relations				
Unions and staff associations				
Commercial services management				
Relationship management				
Subject experts (where appropriate)				
Suppliers of business services or products (internal or outsourced providers)				

# Step-7

## BCM Testing & Maintenance





# Objectives

- Pre-plan and coordinate plan exercises, and evaluate and document plan exercise results
- Develop processes to maintain the currency of continuity capabilities and the plan documents in accordance with the organization's strategic direction.
- Verify that the plans will prove effective by comparison with a suitable standard, and report results in a clear and concise manner

# Activities

- **Establish an exercise program for the plans**
  - Create a suitable set of exercise guidelines
  - Define exercise objectives and establish acceptable levels of success criteria
  - Create an Exercise Schedule
- **Facilitate one exercise for plan testing**
  - Create exercise scenarios to approximate the types of incidents the organization is likely to experience and the problems associated with these incidents
  - Audit exercise actions
- **Define Plan Maintenance Scheme and Schedule**
  - Define ownership of plans
  - Prepare maintenance schedules and review procedures
  - Define requirements for unscheduled review of plan based on changes to business and operating environment

## SOME BCP TOOLS RESOURCES

- (1) [BCPTools.com](http://BCPTools.com)
- (2) Gartner guide to BCP Software
- (3) <http://www.linusrevive.com>
- (4) <http://www.e-janco.com>
- (5) <http://www.continuitycentral.com>

# SUGGESTED REFERENCES

- **ISO/IEC 27001:2005 (BS 7799-2:2005)**
- **BS 25999**
- **Business Continuity Best Practices- Andrew Hiles**
- **Business Continuity Institute**
- **Disaster Recovery Institute International**
- **BCM Institute-Singapore**

# THANK YOU



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