



INFORMATION PROTECTION AND BUSINESS RESILIENCE

Business Continuity Management (BCM) – Bridging the gap

June 2010

ADVISORY

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Business Continuity Management Introduction

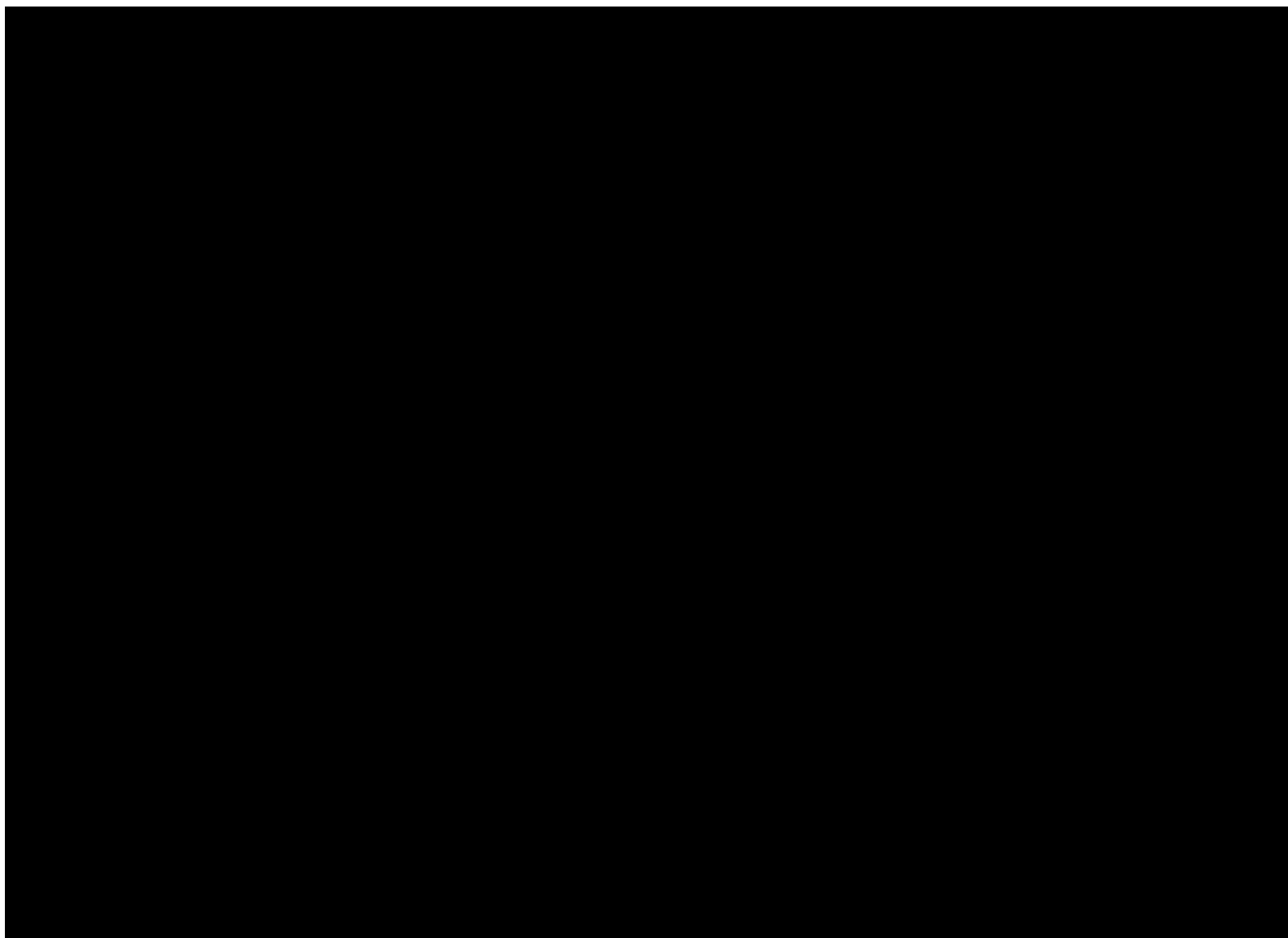
Business continuity management is a business-owned, business-driven process that establishes a fit-for-purpose strategic and operational framework that:

- proactively improves an organization's resilience against the disruption of its ability to achieve its key objectives;
- provides a rehearsed method of restoring an organization's ability to supply its key products and services to an agreed level within an agreed time after a disruption; and
- delivers a proven capability to manage a business disruption and protect the organization's reputation and brand.

Source: BS 25999-2

Business Continuity Management

Gartner's View on BCM



Business Continuity Management Common Issues

- IT usually operates as a “closed” shop - only administer the systems, applications that support the business activities.
- Focus is on recovery of core systems and resources .
- Alignment between IT processes and the business processes. IT involvement and understanding of the business is key.
- Business Impact Analysis (BIA) - understand exactly what is mission critical.
- Some lack of communication between IT and business - don't speak the same “language”.
- “work in progress” – requires board-level involvement - pro-active Risk Management.

Business Continuity Management

How to narrow the “gap”

● An Appropriate Sponsor

- Someone who can speak both the language of the business and that of the technician; and can understand the needs and requirements of both.

● Best Practice and Standards

- **BS25999 part 1** - Best practice information (the Code of Practice)
- **BS25999 part 2** - Specifications of a business continuity management system.
- **Other standards (e.g. BS25777 – Information & Communications Technology Continuity Management Code of Practice)**

● Testing and Exercising

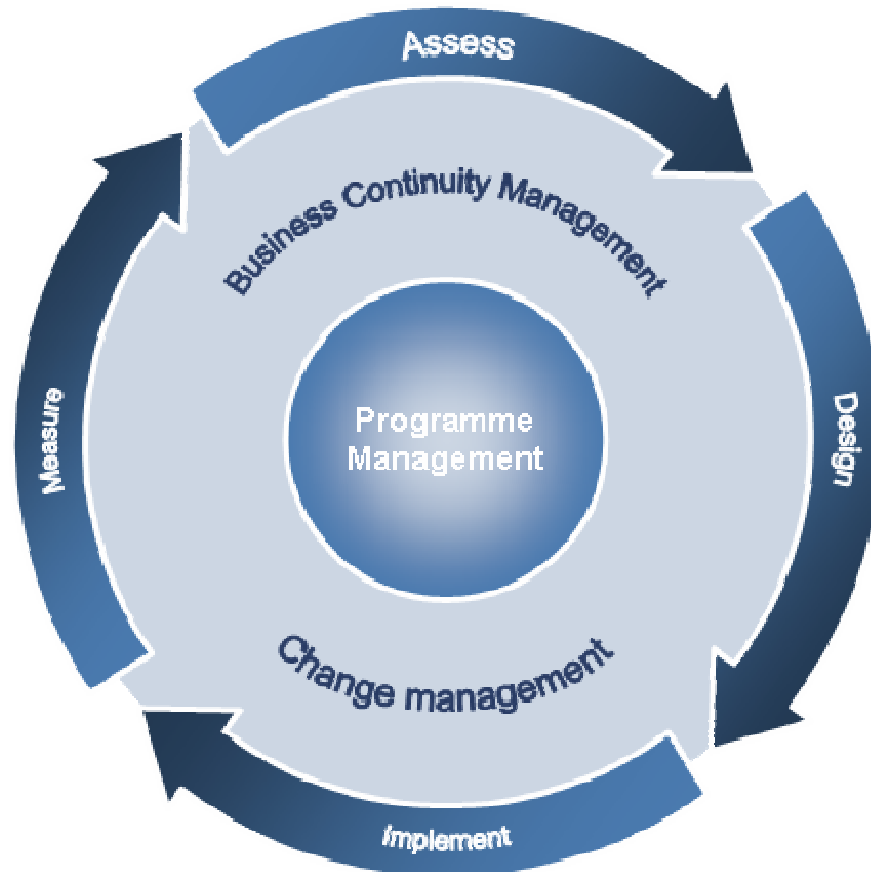
- Ensure that it is fit for purpose and to highlight any weak areas;
- Practice so that everyone understands their role; and
- Brings people together.

Business Continuity Management

Key Questions for Leadership when addressing BCM

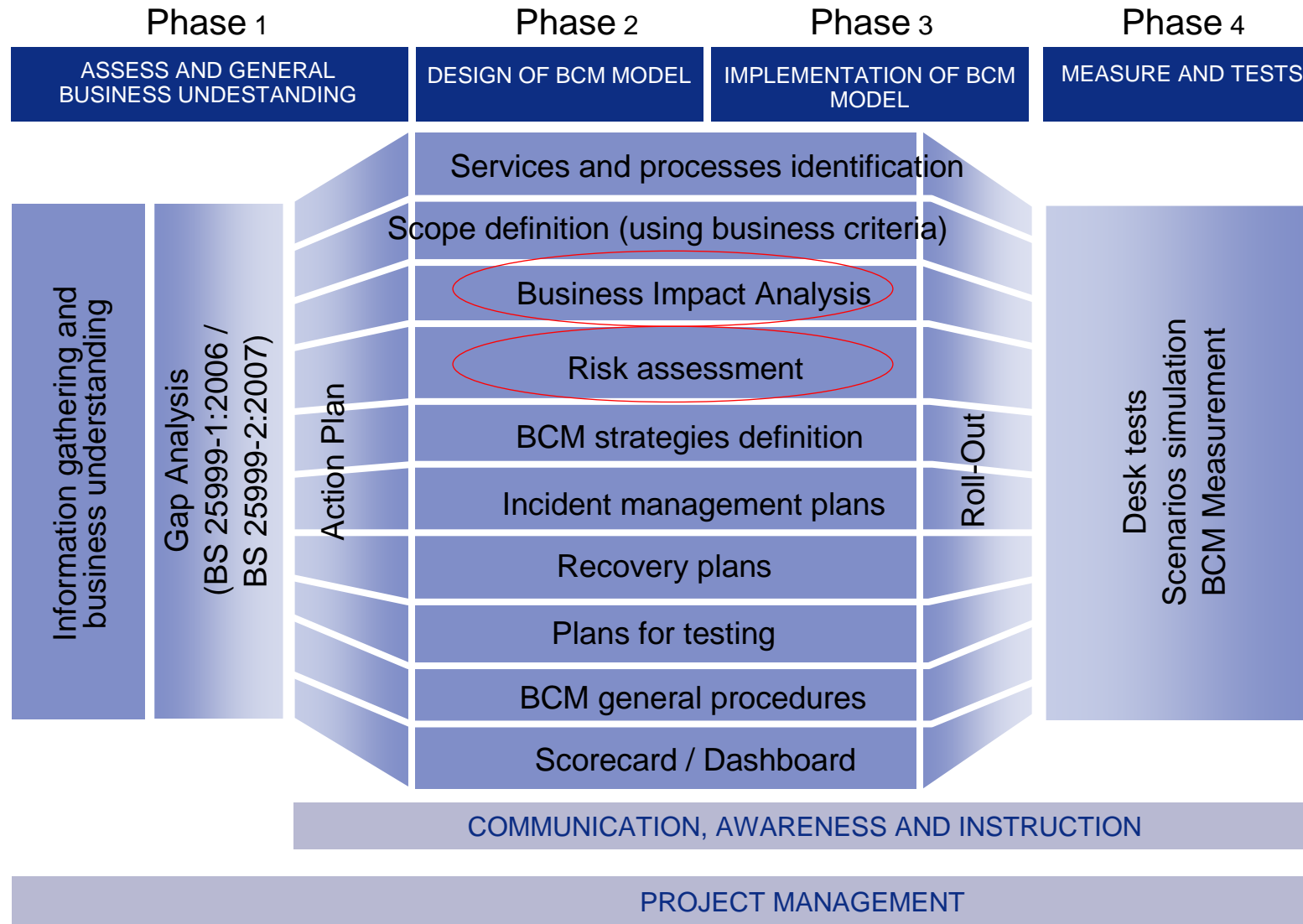
1. How **critical** is information **availability** to our success?
2. Are **capabilities** for managing business continuity **aligned** with organizational **strategy**?
3. Who are our **stakeholders** and what is their **tolerance** for unplanned downtime?
4. Does the risk management program address **people**, **processes**, and **technology** as well as the **extended enterprise**?
5. Does the business continuity strategy eliminate **single points of failure**?
6. Should our business continuity strategy be **event-driven**, or **risk-driven** and **stakeholder-focused**?

Business Continuity Management KPMG's BCM Methodology



BCM Methodology is based on a **continuous improvement cycle** used by companies to mature their Business Continuity Management Program through successive iterations and harmonized with a **change management** strategy.

Business Continuity Management Roadmap for a BCM implementation



Business Continuity Management Conclusion

- Take a holistic approach – for business continuity management program to be effective.
- Avoid to delegate business continuity to the IT department based on the fact that IT has such a central part of many business continuity plans.
- Business continuity **must be led by the business** - the business needs to be able to communicate with the IT department and understand its technical language.

**“Business continuity is not the responsibility of the IT department
It is a company wide effort”**

A young man with short, light brown hair is shown in profile, looking towards the right. He is wearing a white long-sleeved shirt and has a black pen in his mouth. He is sitting at a desk, and his hands are resting on it. In the background, other students are visible but out of focus, suggesting a classroom setting. The lighting is bright and even.

“It’s not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change”

Charles Darwin

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