

# **Business Continuity Management & Disaster Recovery Planning**

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# What is Business Continuity Management?

- Is a holistic management process that identifies potential impacts that threaten an organization.
- Provides a framework for building resilience and the capability for an effective response .
- Safeguards the interests of its key stake holders, reputation, brand and value creating activities

# Meaning

- This means BCM is therefore inclusive of :

- Disaster Recovery,

- Business Recovery,

- Crisis Management,

- Emergency Management,

- Incident Management,

- Business Impact Analysis,

- Risk Assessment

- Contingency Planning and

- just plain old 'plan B'.

BCM refers to a program that encompasses the development and management of policies and procedures to protect an organization's people, processes and supporting technology.

# Some important definitions

- **Business Continuity Planning** – The process leading to a clearly defined and documented plan for use in the event of a serious incident that impacts the people, functions and/or reputation of the business.
- **Disaster Recovery Planning** - The process of planning your response to an incident that may result in a serious loss of IT systems.
- **Crisis Management** – The management of the specific incident at the actual time of its happening; in particular how communications are handled during the incident.
- **Incident Management** - A process to restore a normal service operation as quickly as possible and to minimize the impact on business operations, thus ensuring that the best possible levels of service quality and availability are maintained
- **Business Impact Analysis** - It is the process of analyzing the effect of interruptions to business operations or processes on all business functions.
- **Vulnerability** –A weakness in an information system that could be exploited by an event to cause disruption in the system

# Some important definitions

- **Threats** – Are any circumstances or events with the potential to cause harm to an information resource by exploiting vulnerabilities in the system.
- **Risk** –The possibility that something unpleasant or unwelcome will happen
- **Risk Analysis** – Is a technique to identify and assess factors that may jeopardize the success of a project or achieving a goal?
- **RPO** - Refer to the age of the data the organization needs to be able to restore in the event of a disaster.
- **RTO** – The length of time from the moment of an interruption until the time the process must be functioning .

# What is Business Continuity?

Mitigate

Response

Recover

Business Continuity is more than just about recovering business function from a disaster

BUT

Ensuring that critical business function continue promptly in the event of a disruptive or disaster

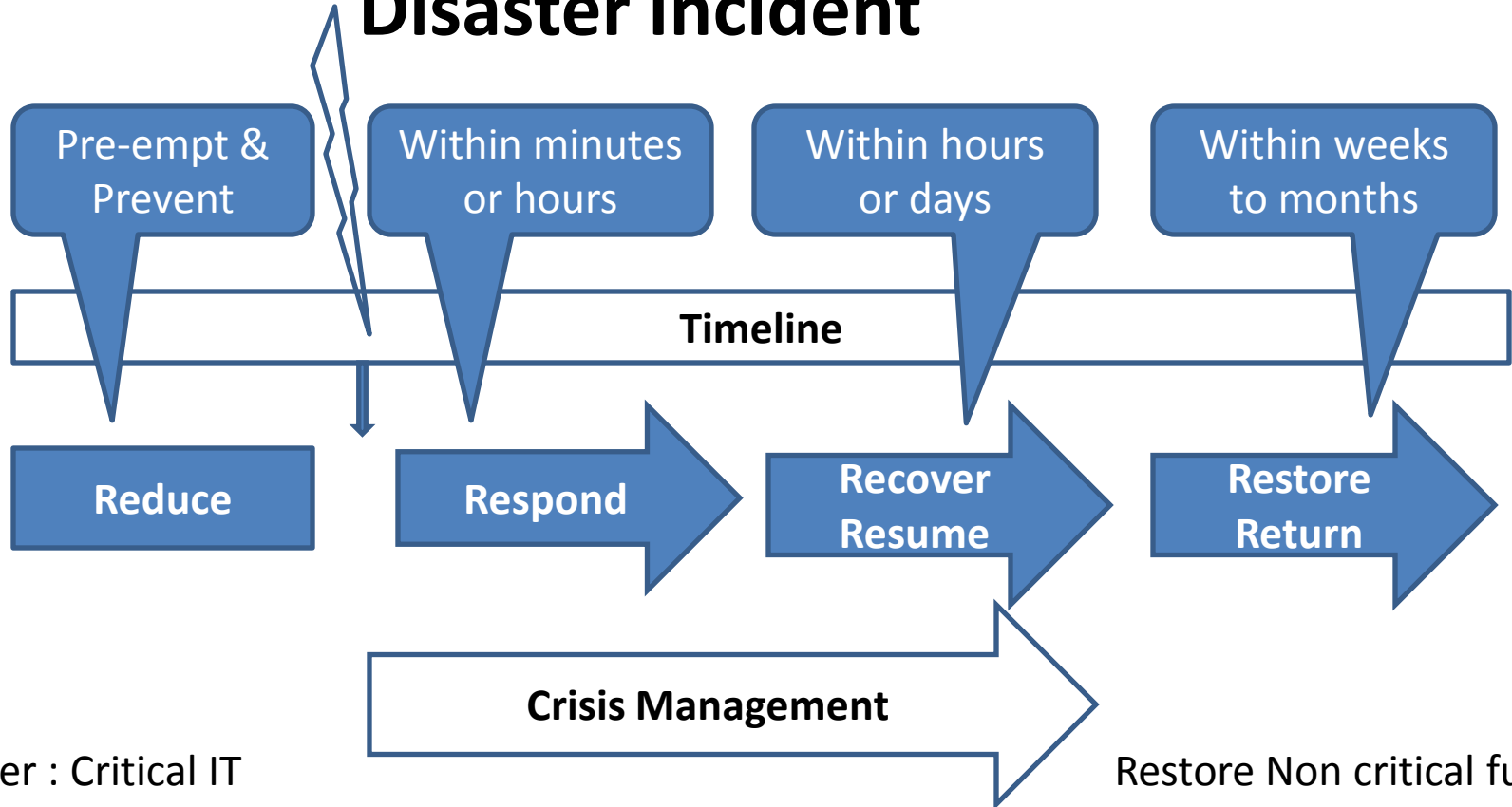
# Drivers of Business Continuity

- Environmental
  - Natural Disasters (Like Earthquakes, Tsunami in South India, Japan, etc)
- Social
  - Terrorism (Like 26/11 attack in Mumbai, Bombing at Mumbai Trains)
- Political
  - Regulations
  - Legislations
- Economic/Business
  - Global marketplace
- Technological
  - Increasingly complex
  - Global connectivity
  - Cybercrime

*Note : BCM should not be driven by focusing on the Threats alone rather than on the Impact of Business*

# Disaster Life Cycle

## Disaster Incident



Recover : Critical IT  
Resume : Critical Business

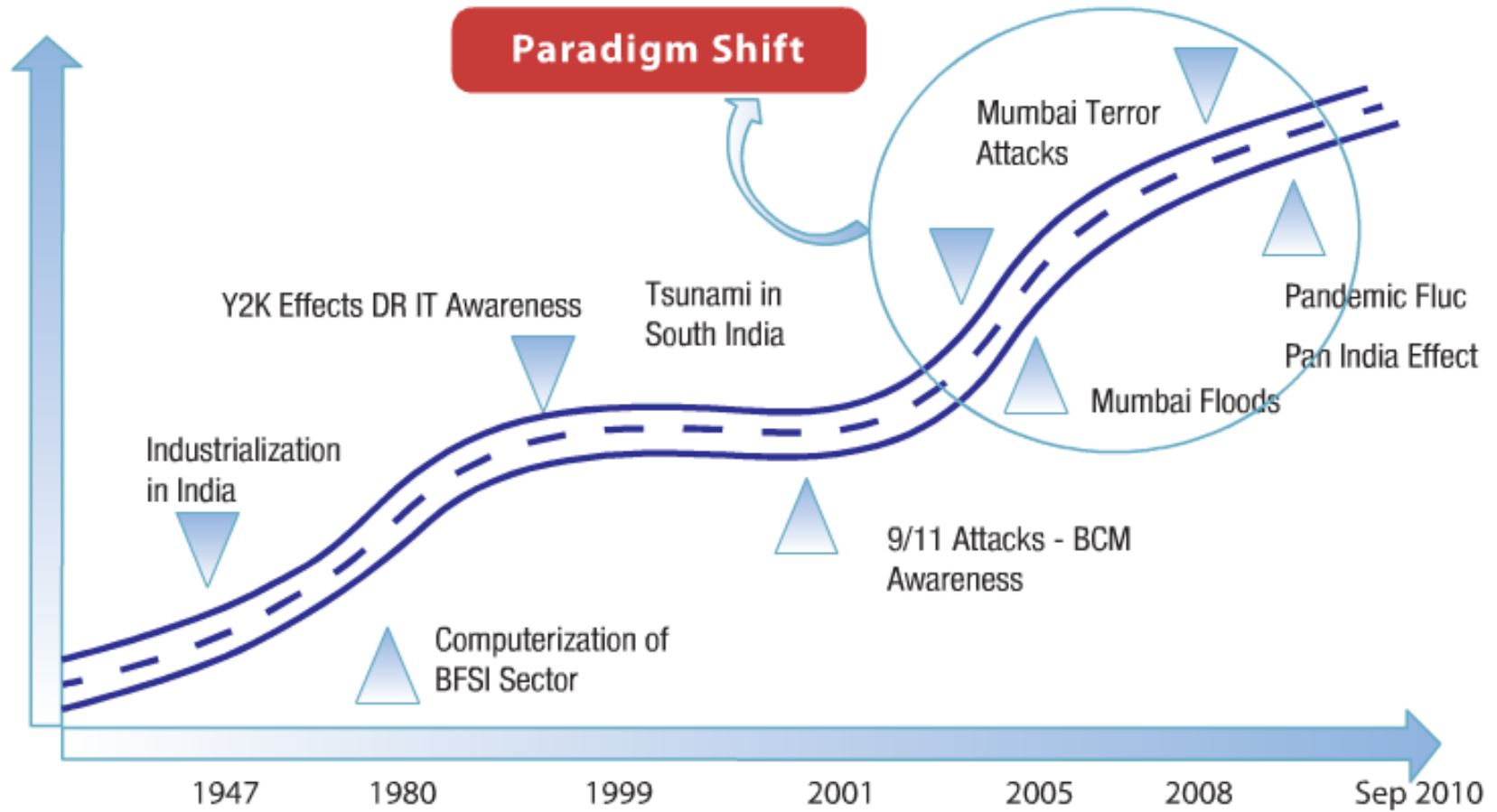
Restore Non critical functions at alternate site  
Return to original location

## Major Plan Components

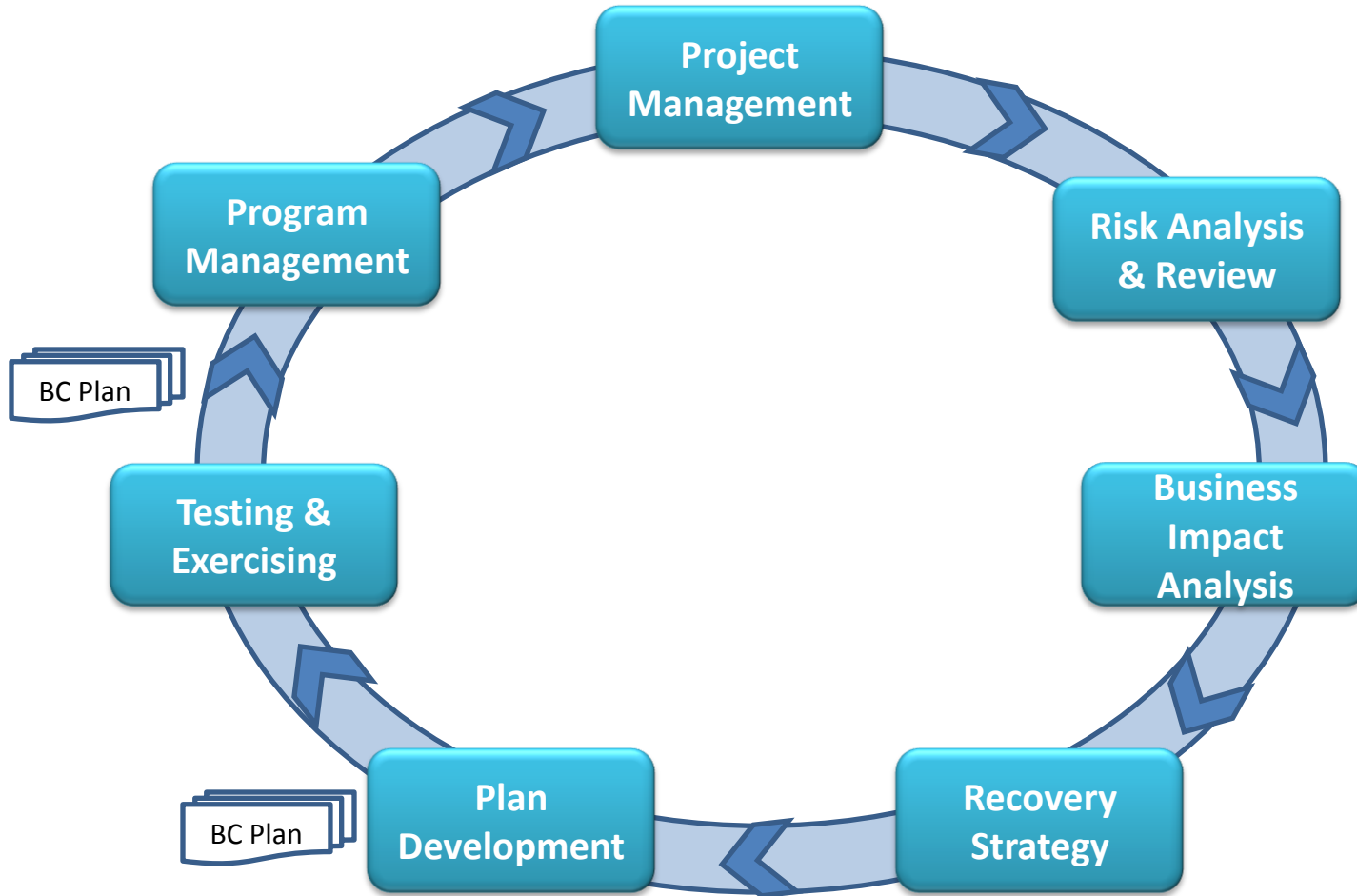
# Why Plan?

- Business Survival
- Minimize financial losses and embarrassment
- Fulfill obligations to employees, customers and shareholders
- React to a disaster/crisis with an understanding of:
  - Critical Business Priorities
  - Sources of support and services that could cause delays; which could be fatal to the organisation

# Growing BCM awareness in India



# Business Planning Methodology



# Key Success Factors

- Senior Management Commitment
- Appointment of department representatives with appropriate authority
- Good BCM awareness
- Project Manager with mandate
- Focus approach

# Business Planning Methodology



# Business Planning Methodology

## Project Management

- Align Executive Management and set expectations.
- Establish the basis for a successful project.
- Establish and communicate the needs for BCM or DR Planning.
- Establish the project expectations.
- Obtain appropriate commitments with clear roles and responsibilities.
- Select the appropriate representation.
- Establish an efficient work plan and realistic timeline.
- Develop budget based on optimal estimate of resource requirements.

# SUMMARY

Solicit Support



Define Scope and Objectives



Form the BC Organization



Prepare Schedule



Request for Budget



Obtain Endorsement

# Business Planning Methodology



# Business Planning Methodology

## Risk Analysis & Review

- Determine adverse threats affecting organizational assets and provide a risk treatment strategy to them.
  - Identify external and internal threats to the organizational assets.
  - Identify existing and potential disaster-mitigating systems/procedures.

# SUMMARY

Identify Threats and Vulnerabilities



Determine and Rank Risks



Mitigate Risks



Establish Key Disaster Scenario



Review Operational Processes



Review Infrastructure



Consolidate Findings

# Business Planning Methodology



# Business Planning Methodology

## Business Impact Analysis

- Identify all Critical Business Functions (CBF), financial and non-financial impacts resulting from disruptions, resources needed to recover these CBFs, recovery objectives, inter-dependencies and vital records.
  - Develop business impact analysis methodology for data collection.
  - Establish criteria for recovery prioritization.
  - Identify and document CBFs, critical processes and critical application.
  - Qualify and/or quantify losses and impacts as a result of such interruptions.
  - Determine the tolerable downtime.
  - Identify the minimum resources needed to recover the critical business functions.
  - Determine Inter-dependencies and intra-dependencies.
  - Identify vital records needed for recovery
  - Analyze, report and present to executive management.

# SUMMARY

Establish MBCO\*



Establish Priority for Analyzing Impact



Establish Critical Business Functions



Determine Requirements to support CBFs\*\*



Consolidate Findings

\*MBCO – Minimum BC Objectives

\*\* CBFs- Critical Business Functions

# Business Planning Methodology



# Business Planning Methodology

## Recovery Strategy

- Identify recovery strategy solutions and requirements.
- Determine business units, corporate-wide, IT, telecommunication recovery strategies
- Develop cost benefit analysis for selected strategy.
- Select alternate sites and offsite storage.
- Identify alternative processing procedure for continuity of critical business functions whilst recovery is in progress.
- Identify and formalize backup for business and IT processes needed to survive a disaster.
- Consolidate strategy and present a list of strategic plans for recovering prioritized business functions to executive management.

# SUMMARY

Identify All Probable Options



Evaluate Strategy Options

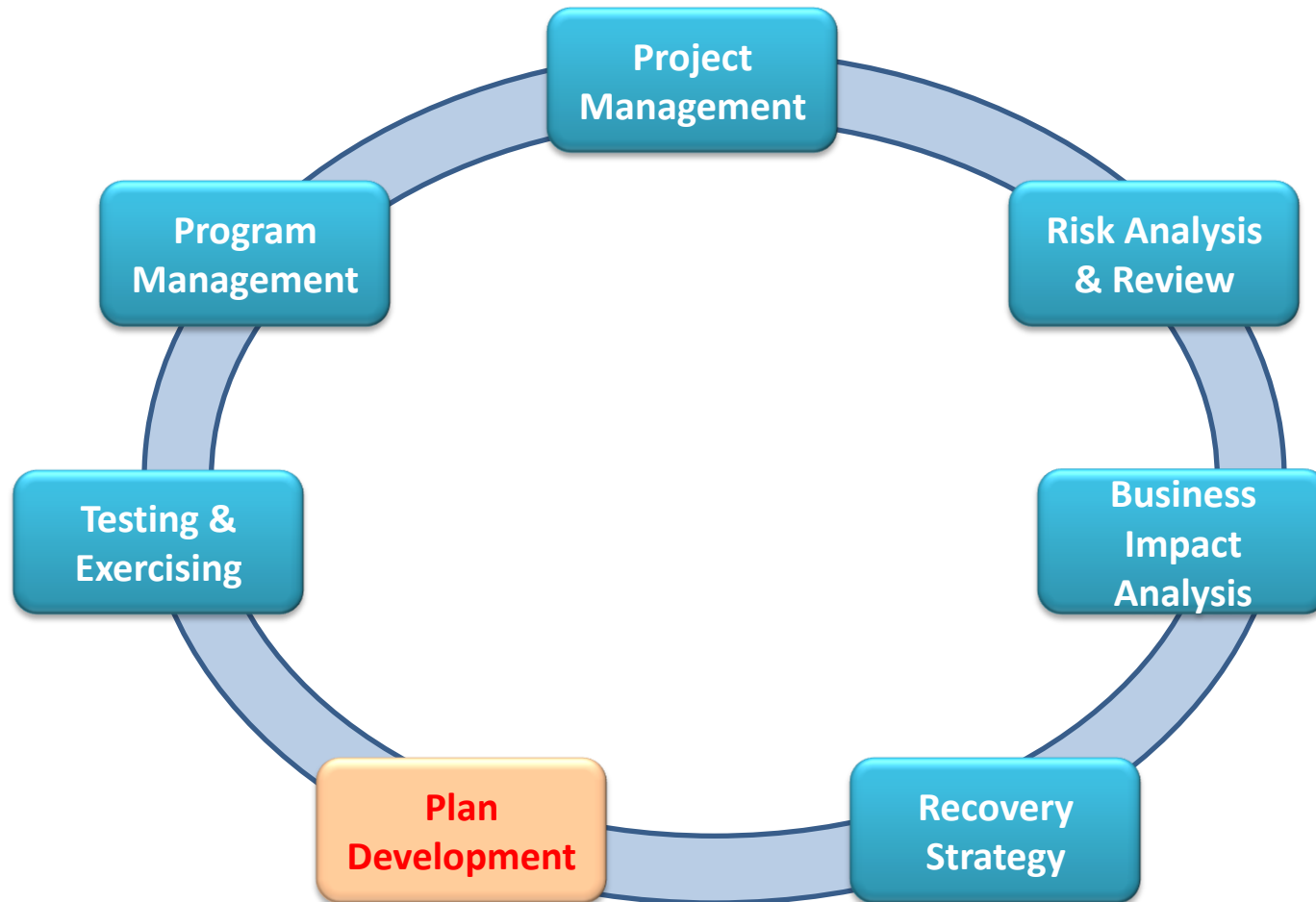


Select and Consolidate Strategies



Consolidate Findings

# Business Planning Methodology



# Business Planning Methodology

## Plan Development

- Put together a choreographed sequence of actions that counteracts or mitigate the effects of the threats or risks identified in the Risk Analysis and Review phase, the critical business function in the Business Impact Analysis (BIA) phase and the recovery strategies from the recovery strategy phase.
  - Create a document which identifies the critical business functions in the organization to re-establishment in the least possible time and lowest cost.
  - Provide easy to use plan templates.
  - Ensure that the plan is easy to navigate and be understood by all participants of the recovery.
  - Propose recovery team structure, staffing of the recovery teams with includes names of specific staff members.
  - Develop and implement procedures to response and stabilize a situation following an emergency or incident.
  - Establish procedures to coordinate with public authorities and external agencies during a disaster.
  - Plan and coordinate the management of media during a crisis situation.
  - Design and implement the BC, DR and/or CM plan.

# SUMMARY

Gather Requirements & Supporting Information



Write the BC Plan



Coordinate & Finalize Commitment

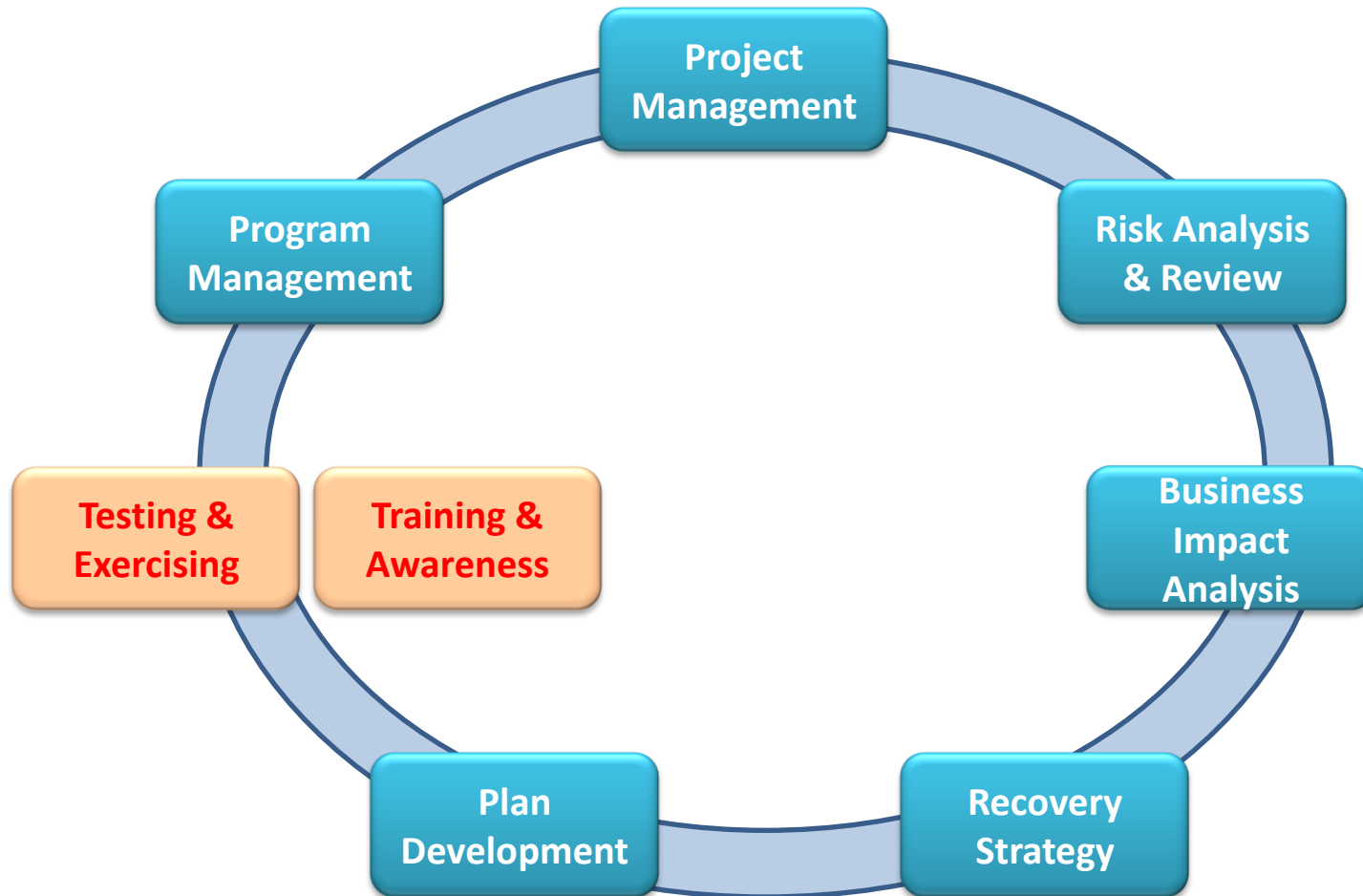


Confirm the BC Plan



Distribute the BC Plan

# Business Planning Methodology



# Business Planning Methodology

## Training & Awareness

- Define Training Objectives
- Develop Various Type of Training Programs
  - Computer based
  - Classroom
  - Test based
- Develop Awareness Programs
  - Management
  - Team members
  - New employee orientation
- Identify Other Opportunities for Education
  - Professional business continuity planning conferences and seminars
  - User groups
  - Publications

# SUMMARY

Identify Audience Types



Identify Audience Needs



Develop Awareness Programmes



Develop Training Programmes



Senior Management Approval



Implement Programmes

# Business Planning Methodology

## Exercising & Testing

- Coordinate, plan, evaluate and validate the testing of a documented plan.
  - Define objectives, policies, guidelines, responsibilities and exercise specifications.
  - Evaluate the effectiveness of procedures and the access to resources through testing.
  - Establish and coordinate the exercise proper.
  - Evaluate, update and report on exercise results to executive management.

# SUMMARY

Training to Prepare Teams for Exercise



Preparation Before Tests and Exercises



Conduct Tests and Exercise



Document and Assess the Results



Identify Corrective Actions



Present to Management for Approval



Implement Corrective Actions

# Business Planning Methodology



# Business Planning Methodology

## Program Management

- Ensure that the plan works and keep it current.
  - Formalize plan maintenance process.
  - Upkeep high awareness level.
  - Link the Business Continuity (BC) effort to the organization performance.
  - Incorporate BC as part of the key decision factors in business strategy formation.
  - Benchmark Business Continuity Plan (BC Plan) and BCM program against international standards.
  - Formulate an objective mechanism to validate the "workability" of the complete plan.
  - Review and amend plan to reflect changes in staff, equipment and procedures.
  - Maintain a Business Continuity (BC) or Disaster Recovery Management culture.
  - Ensure that the BCM program and BC plan is audited periodically.

# SUMMARY

Align BCM to Organizational Mission-Vision



Review Key BCM Elements



Continuous Training & Awareness



Rehearse & Exercise BC Plan

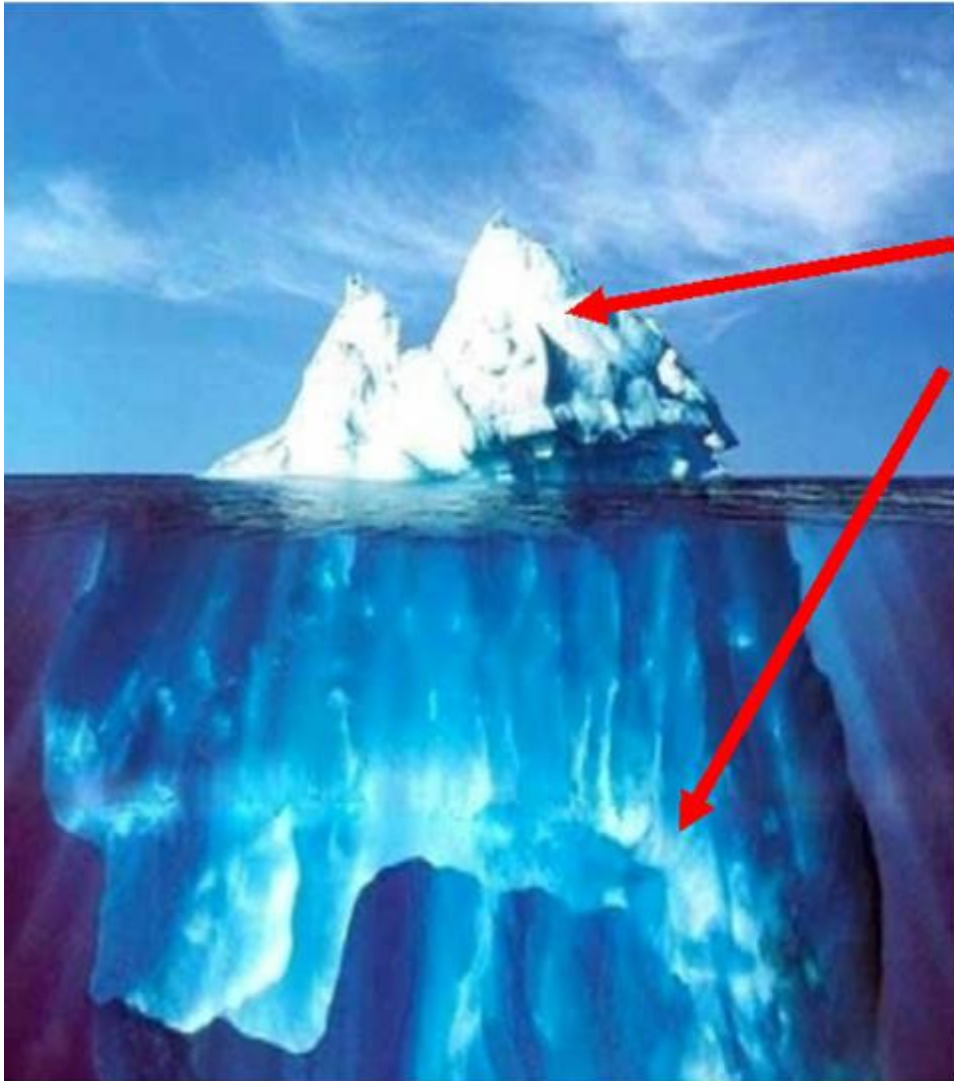


Regular Audit & Assessment



Review BCM Trends & Best Practices

# INVESTMENT VS. RISK



**Does it justify?**

Cost of implementing BCM

Cost of not implementing BCM

*“There are risks & costs to a program of action, but they are far less than long range risks and comfortable inaction”. John F Kennedy*

# Where You Want To Be Placed?



# Where You Want To Be Placed?



# Where You Want To Be Placed?



**THANK YOU  
FOR YOUR ATTENTION**

## Difference between Disaster Recovery and Business Continuity

Category	Disaster Recovery	Business Continuity
1. Area of Emphasis	Data Center	Enterprise
2. Approach	Reactive	Proactive
3. Orientation	Technology	Business
4. Decade of Origin	1970's	1990's
5. Degree of Customer Involvement	Minimal	Extensive
6. Variety of Support Groups	Few	Diverse
7. Number of Users Participating	None	Many
8. Primary Metrics	MTBF/MTTR	RPO/PTO
9. Management Style	Dictatorial	Collaborative
10. Sponsoring Executive	CFO/CIO	CEO/CRO
11. Supervising Manager	Operations Manager	Business Continuity Manager
12. Certifications	Ancillary	Numerous
13. Career <u>Pathing</u>	Limited	Broad