

Tokyo Business Continuity

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*Introduction to
Business Continuity
Management*

Finding the problem

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- Competition poaches key people
- Strikes
- Key supplier bankruptcy
- Pandemic
- Floods, storms, earthquakes
- Rogue employee
- Fire

Finding the problem (cont.)

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- The risk of well known events can be mitigated.
- Nassim Taleb's black swans are unpredictable events and their risk cannot be mitigated.
- We DO understand what we could lose.
- We CAN mitigate impact.

What can be lost

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<i>Examples organized By IMPACT of LOSS</i>		<i>Short term</i>	<i>Long term</i>
<i>Local, or organization only</i>	<i>Single system</i>	Internet not available; File server down; SWIFT not available	Business Objects installation inexplicably corrupted, unable to immediately rebuild
	<i>Many systems</i>	Failure of data line to data center resulting in loss of access to all centralized systems	Gas truck explodes near data center.
	<i>Access to premises</i>	Power outage	Fire destroys New York branch and comms room
	<i>Key person</i>	Deadline missed because key staff sick and cannot be reached	Key staff poached by a direct competitor
	<i>Several key people</i>	A cold running through the office, not enough people to authorize transactions on SWIFT	Bus for All Staff Party is in accident with several staff members injured
<i>Market wide</i>	<i>Single system</i>	Bloomberg down	Blackberry network shut down by US court order
	<i>Many systems</i>	Internet overloaded and several vendors disabled	Road work (e.g. tram extension) cuts comms cables in IFSC, Dublin
	<i>Access to premises</i>	Bomb threat in London shuts down financial and other districts	Large scale earthquake in Tokyo
	<i>Key person</i>	Public figure assassinated	Public figure critically ill
	<i>Several key people</i>	Public transport strike	Flu epidemic; Massive terrorist attack

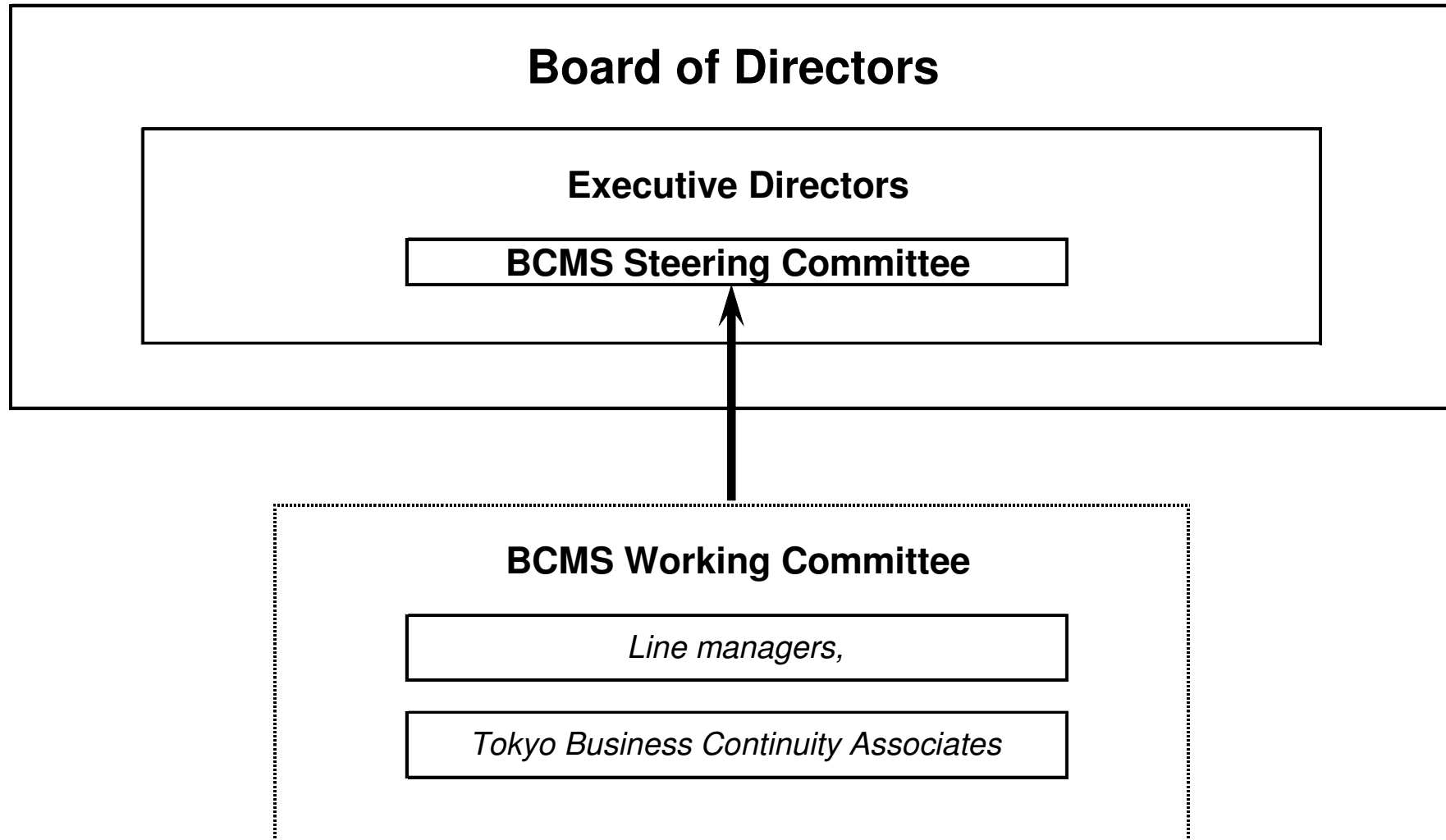
The solution

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Implementing
Business Continuity Management
&
Crisis Management
Systems

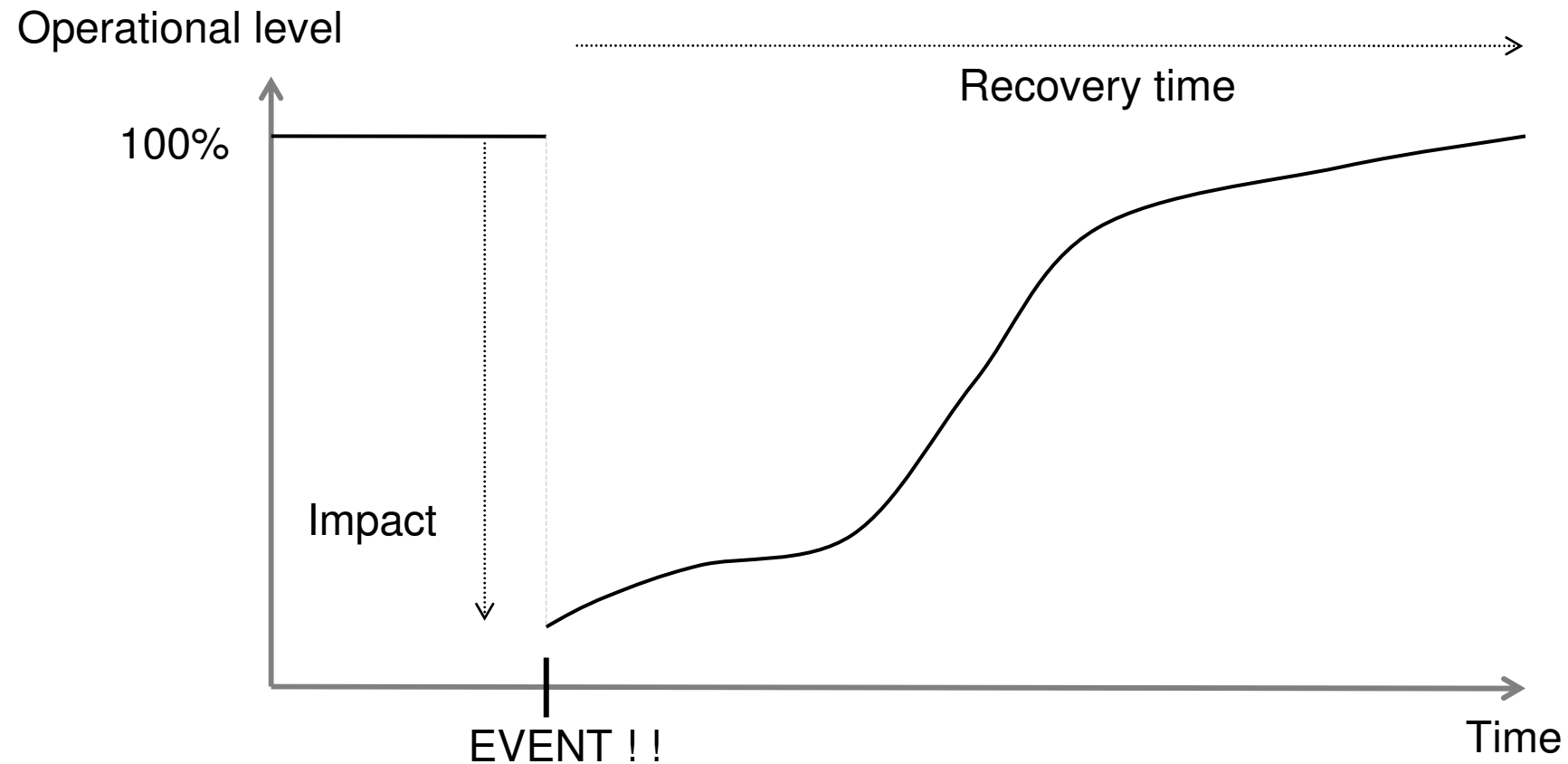
Project governance

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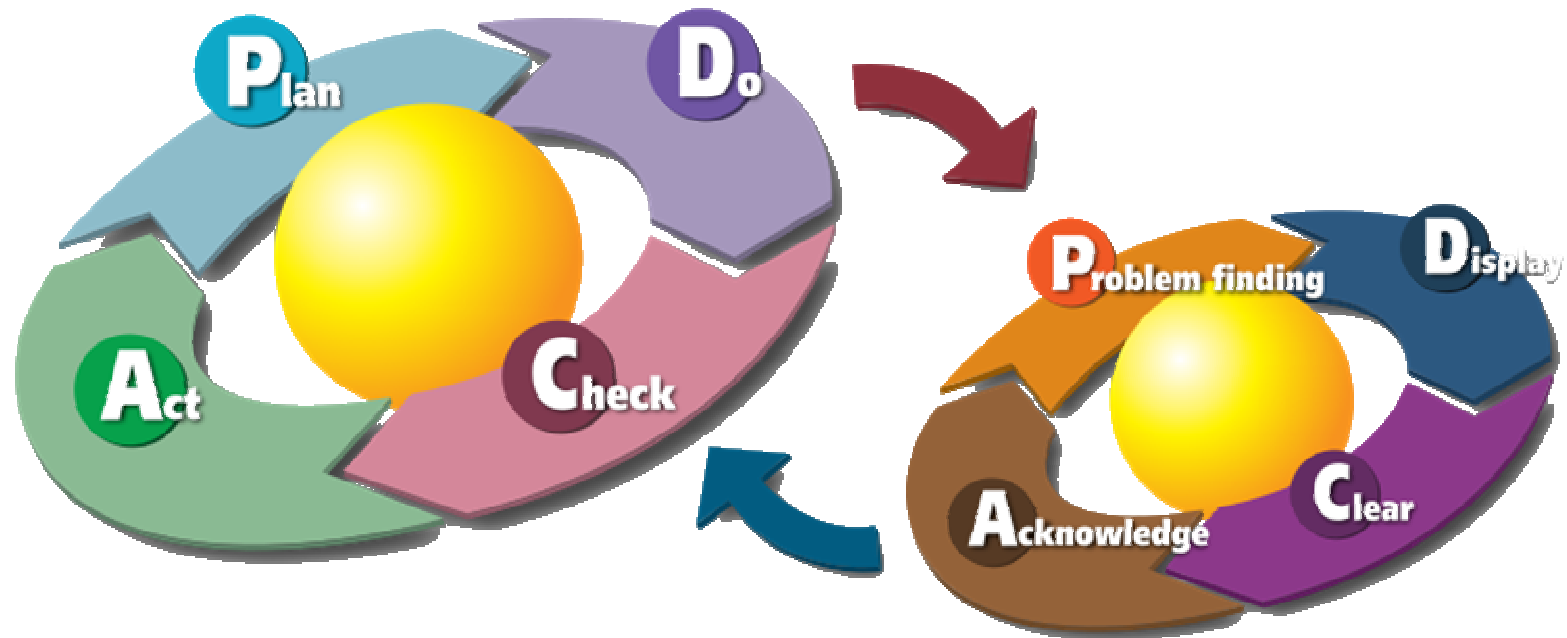
BCMS reduces impact & recovery time of an event

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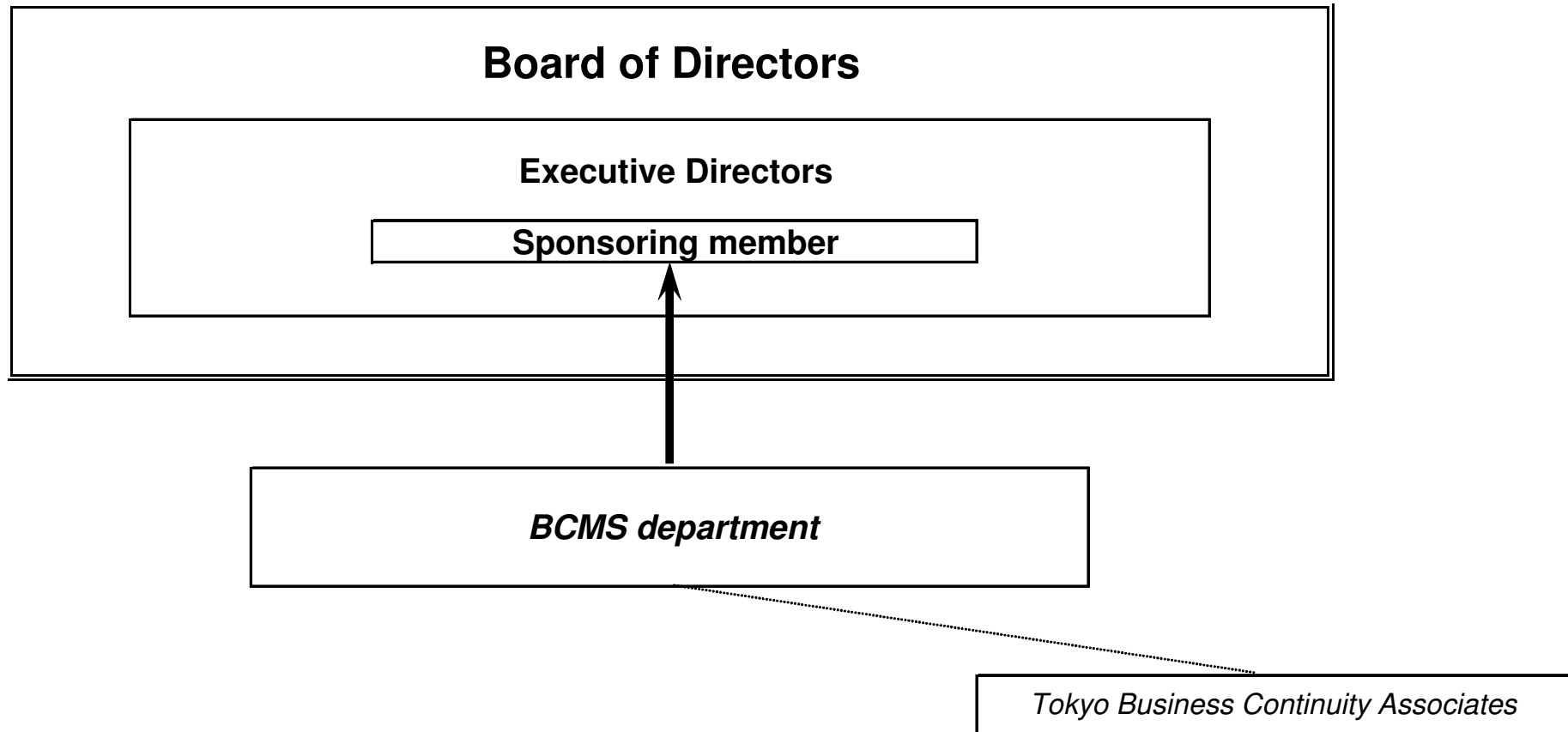
Methodology: British Standard 25999 & PDCA

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BCMS governance after implementation

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Project Overview

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1. Conduct a high level Business Impact Analysis.
(BIA)
2. Implement a stop-gap Business Continuity Plan.
(BCP)
3. Initiate the project.
4. Completion & handover.
5. Establish and maintain your
Business Continuity Management System.
(BCMS)

Step 1: High level BIA

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- A full BIA is conducted for each business line and identifies business processes, people, systems, vendors etc.
- A *high level BIA* identifies business lines in an organization in order to decide which get priority.
- A summary risk analysis is conducted.
- Other key elements are identified.

Step 2: Stop gap BCP

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- A full BCMS may take one or two years to implement. What can be done if a disaster strikes while the project is underway?
- A stop gap BCP can be implemented in a short time by few people.
- Identify key people in the organization and get a three day off-site commitment from them.
- Hammer out a BCP with a communication plan, and a few disaster scenarios.
- Publish, promote, train, and test the BCP.

Step 3: Initiate the BCMS project

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- Conduct a full BIA for each business unit.
- Enlist key people from each unit.
- Sell the function internally to begin embedding in the corporate culture.

Step 4: Complete the project and hand over

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- Complete project, with testing and after action report.
- Identify gaps between stated objectives and actual results.
- Close project and hand over to BCMS management team.

Step 5: Run your BCMS

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