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4 PATHS TO INTEGRATED BUSINESS RESILIENCY

BUSINESS RESILIENCY:
SPRINGING BACK FROM DISASTER

It's hard to overestimate the impact of business disruption: One minute you're thriving, the next you're struggling to survive. The financial blow can rise into the billions, whether from natural disasters, man-made events or cyber attacks. And if you think it can't happen to you, think of the damage caused in 2017 alone, whether from hurricanes like Harvey, Irma and Maria or from cyber threats like WannaCry and Petya. Does your business have the resiliency to withstand whatever nature or humankind dishes out? The information in this e-book is designed to help make sure the answer is yes.

15 Number of billion-dollar U.S. weather disasters in 2017[1]

$8 Billion losses attributed to man-made catastrophes in 2016[2]

23% increase in global cost of cybercrime 2015-2017[3]

Source:
[1] National Oceanic and Atmospheric Administration
[2] Insurance Information Institute
[3] Ponemon Institute

ALL TOGETHER NOW:
THE COMPONENTS OF BUSINESS RESILIENCY

There are three components to any sound strategy to be resilient in the face of business disruption: business continuity management, incident management and crisis management. Even though all three are vitally important, they are often disconnected and performed by separate teams with different tools, communication methods and approaches.

Disruptions and crises cause enough damage by themselves, but a disconnected state can make it even worse. Integrating business resiliency functions better prepares an organization to deal with disruptions in more fluid, practical and actionable ways—which can reduce risk and exposure in a catastrophic event.

COMPONENT DEFINITIONS

Business Continuity Management
The combination of business continuity planning (BCP) and IT disaster recovery (ITDR) that allows an organization to both plan for and respond to a disruption.

Incident Management
The routine handling of any small, relatively minor incident that strikes a business before the incident escalates into a full-blown crisis.

Crisis Management
The art of dealing with crisis events, including handling the indirect consequences (things like reputational damage, product recalls or data losses).

4 PATHS TO INTEGRATED BUSINESS RESILIENCY

Integrating the components of business resiliency for an effective response to disruption requires the organization to:

1 PRIORITIZE
Business criticalities and recovery objectives

2 ALIGN
Individual functions with a common system of operations

3 PREPARE
For disruption through constant process improvement

4 VISUALIZE
Critical information and share it across teams

① PRIORITIZE

Today's organization is a complicated tapestry of interconnected business processes, IT systems, locations, people, third parties, information and assets. Given the myriad aspects of the whole, where do you start to build in resiliency? The key is to prioritize resiliency measures, recovery planning and testing, and resources allocated to these efforts.

PRIORITIZATION BRINGS CLARITY TO WHAT IS TRULY IMPORTANT, AND IT REQUIRES:

- **Business impact analysis** to identify the criticality and recovery objectives of business processes (as well as of the systems, locations and other components that support those processes)

- **Alignment of criticality and recovery objectives with** 1 corporate strategies that drive the organization's mission, and 2 products and services that criticality and recovery objectives support

CASE IN POINT: PRIORITIZATION

If a stock trading business's main product is online trading, the organization's trading capabilities can only be down for a minimal time before the disruption starts to materially impact customers. Therefore, the processes and other components supporting online trading—people, processes and technology—must be prepared for minimal disruption and prioritized for resiliency.

② ALIGN

It's tough (if not impossible) to achieve the business resiliency that today's organizations need to survive and thrive if the individual functions of resiliency—business continuity, IT disaster recovery, and incident and crisis management—are disconnected. Alignment among them is vital.

LOOK TO ALIGN HOW THESE VARIOUS GROUPS:

- Track metrics

- Provide reporting

- Use communication mechanisms

- Address issues and events

A consolidated, automated system used by all groups can lead to quicker responses, better resource utilization and reduced losses.

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③ PREPARE

Business resiliency is a complex state that requires planning and practice, which ideally means recovery plan testing coupled with process improvement.
This is critical because the goal isn't just to be able to recover after a disruption; it's to build resiliency into the very fabric of the organization's operations.

ONE MODEL FOR PROCESS IMPROVEMENT THAT'S BEEN WIDELY ADOPTED IN BUSINESS RESILIENCY APPROACHES IS DR. W. EDWARDS DEMING'S PLAN, DO, CHECK, ACT (PDCA) CYCLE:

- **PLAN:** Define the plan

- **DO:** Implement the plan and measure performance

- **CHECK:** Assess the results

- **ACT:** Decide on changes and repeat the cycle

CASE IN POINT: PREPARATION

In process improvement, testing is a critical part of being prepared. For example, what happens when a chemical spill results in a crisis event requiring evacuation of an entire facility? Recovering all the affected business processes and systems across the facility will demand tight coordination across multiple teams. Better to test planned recovery measures before the fact, or execution will suffer when it really counts.

④ VISUALIZE

Visibility is vital to building resiliency. Getting the right information in front of incident and crisis management teams who need it, using dashboards, reports and targeted delivery, is invaluable when decisions are being made fast, and there's no margin for error. That means having the best measures and reporting in place to objectively evaluate and improve, both during and after an event.

VISIBILITY SHOULD BE HOLISTIC, MEANING THAT INFORMATION THAT BUILDS RESILIENCY IS:

- Communicated across teams
- Presented in the context of business impact and value
- Tied to organizational priorities and resiliency funding
- Associated with related disciplines such as risk management and compliance

Visibility also provides learning opportunities after events, helping crisis teams understand the importance of challenges even when they don't affect their immediate roles.

Organizations that focus on building better prioritization, alignment, preparation and visibility into business resiliency programs will be better prepared to endure disruption and better able to "bend but not break" as a competitive advantage.

To learn more about business resiliency,
visit rsa.com/grc.

ABOUT RSA

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