



Business must go on.

Prevent disruptions.

Business Continuity Management

MANAGING RISK





Is your organisation ready to respond?

All organisations, large or small, are exposed to unforeseen incidents that can interrupt their business. Whatever the business model, we are operating in an increasingly global, complex and demanding risk environment.

Many different events can interrupt business activities. They may be economic, social, environmental or technical. Natural disasters, product tampering, pandemic diseases, financial crises, terrorist attacks, production halts and other incidents can disrupt the business and have a significant impact on performance and growth. Business interruption can jeopardise a company's value and even survival. For this reason, getting your operations back to normal is an immediate goal and of vital importance.

You need to identify all business interruption risks, whether caused by major disasters or minor incidents, and define a tactical and strategic plan to mitigate the risks through proactive management and consider how to recover the situation as quickly as possible. The time to recover is fundamental in limiting damage and maintaining supplies of services and products. For the well prepared organisations, business will go on.

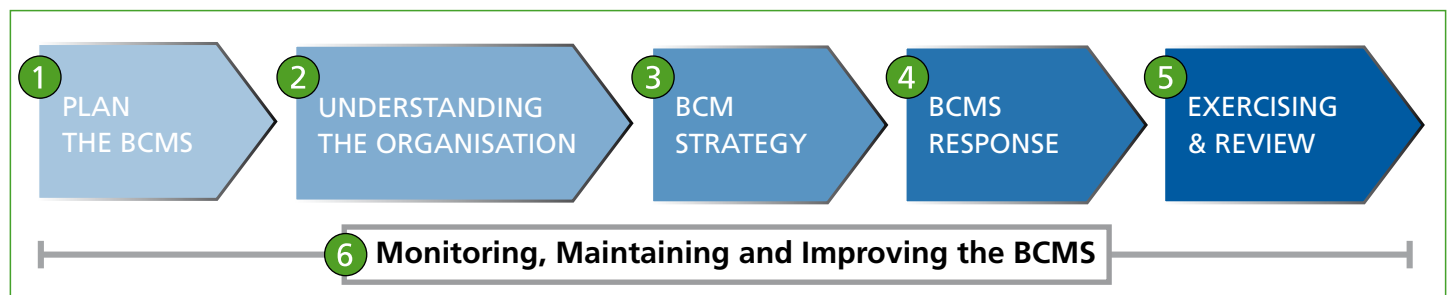
Minimise potential disruptions.

Having a robust **Business Continuity Management System (BCMS)** is now recognised globally by many organisations as a key component in their risk management framework. It gives a level of assurance to the organisation that they can effectively recover or continue business critical activities in the event of a significant disruption, enhancing the ability to operate mid- and long-term.

Demonstrating that your organisation has a best-in-class approach provides confidence to customers and recognition of your commitment to deliver key services or products throughout a disruption. It can also help protect your brand and image during an incident.

Business Continuity Management (BCM) is about creating a systemic management approach that identifies potential threats to the business, determines a course of action to reduce the impact, and provides a framework for building a response that can be activated quickly to safeguard the brand, reputation and interests of key stakeholders.

The life cycle of the BCM process consists of six stages:



Applying Business Continuity Management, based on BS 25999, to your organisation can help you get a competitive advantage, benefit your reputation and contribute to continual business improvement. BS 25999 is a generic BCM standard for assessing, planning and testing contingency plans which help build organisational resilience.

A holistic approach to BCM makes it possible to identify potential threats to the organisation and their impact on business operations. It helps your organisation understand critical processes in all business areas, i.e. production, IT, finance, supply chain, health and safety, security, etc. This provides a framework for building organisational resilience.

Working through the BCM process creates a clear understanding of how the entire organisation operates. Although the process is looking at potential points of failure it can also be an excellent opportunity to enhance service levels and improve processes within the organisation that benefit customer service.



The six stages of Business Continuity Management.

By following this process your organisation can show a structured approach to creating a BCM system that is based upon well established principles.

1 - Plan the BCMS

By understanding the scope of the Business Continuity Management System (BCMS), your organisation can then determine specific BCMS objectives. Focusing on key products and services you can create a policy that is both realistic and achievable for the management to adopt. A significant factor is to ensure the top management is aligned to the initiative and they can nominate appropriate resources to the BCMS activities. Within the planning stage it is fundamental to a successful outcome to embed Business Continuity Management into the organisations processes through awareness and communication to all concerned.

2 - Understand the organisation

We all understand our organisations; the question is how well do we understand how we would respond during a disruption?

To try and reduce the uncertainty, an approach within the BCMS is to deploy the following techniques:

- A Business Impact Analysis
- A Risk Assessment of the impacts identified in the Business Impact Analysis
- Consideration of options to reduce the likelihood and impact of the risks identified
- Determine the Recovery Time Objectives for each key process or business function
- Identify the Maximum Tolerable Period of Disruption after which your organisation may not be able to provide products or services to the customers

3 - BCM strategy

There is no “One size fits all” approach, and a BCM strategy must be created for your organisation based upon internal and external factors. Financing a strategy will be a considerable factor for your organisation, and as your business strategy changes the BCM strategy needs change accordingly. Critical activities will feature in your strategy ensuring they can be recovered within the defined Recovery Time Objectives.

Strategies will almost certainly include your:

- Personnel
- Facilities
- Technology and supporting systems
- Stakeholders
- Suppliers

4 - BCMS response

From all of the previous activities, an appropriate response can be developed for your organisation.

This will primarily focus on:

- The structure of the Incident Management Team
- The creation of a Business Continuity Plan

The Incident Management Team is responsible for responding to the immediate incident, they have authority to act by following the Business Continuity Plan and taking appropriate measures to safeguard your personnel, facilities and supporting systems. The team may be allocated different responsibilities dealing with the specific incident on site and at the recovery location.



The Business Continuity Plan must be accessible to the Incident Management Team; it will determine communication channels and key tasks for those with specific roles and responsibilities during the immediate phase of the disruption.

Typical content of the Business Continuity Plan document:

Recovery stage

- Objectives and scope
- Plan ownership
- Strategies for recovery

Key requirements

- Internal processes
- Suppliers of services
- Equipment requirements
- Workplace recovery
- Data accessibility
- Resources

Communications

- Internal escalation and cascade
- External key stakeholders and media response

Recovery teams

- Incident Management Team
- Salvage operations

Recovery procedures

- Checklists or flowcharts

Restore to normal working

- Actions

5 - Exercise and review

To validate the plan testing is essential.

Testing can provide significant benefits such as:

- Training for personnel
- Highlight weaknesses in the plans
- Providing areas of improvement
- Creating ownership for the workforce

There are many forms of testing, each with a degree of complexity and associated cost. The exercises can range from simple workplace discussions following the plan documentation to full scale exercises relocating people to recovery sites whilst accessing data and telecommunications. Whatever the test, the key is to monitor and learn from the exercise, consider the changes, assess the risks and then amend the Business Continuity Plan.

6 - Monitoring, maintaining and improving the BCMS

The BCM system should be a living process, it must be aligned to change management and organisational restructures, this way it can always meet the needs of your organisation. Through management reviews and audit processes your organisation can be assured that the BCM system is implemented, maintained and continually improved. The process should also bring assurance that the BCM system is adequate and effective in its purpose to sustain operations during an untoward incident.



How DNV can help you

To help you protect your staff, preserve reputation and continue your operations and trade, we work with your organisation to enhance your Business Continuity Management. What we offer includes a range of services based on risk management practices developed globally.

1) Through our global services, we provide pre-assessments if you are considering implementing BS 25999. We offer assessment tools to help you benchmark and provide assurance.

2) Through our training courses, we help you understand and implement the business continuity management standard BS 25999. The standard helps any organisation put the fundamentals in place. Our trainers help you understand the requirements of BS 25999, how to implement the standard and create your own contingency solutions.

3) We can also assess and certify your Business Continuity Management system against the BS 25999 standard. For all management system certification audits, DNV uses its Risk Based Certification™ methodology, allowing us to tailor each audit to your unique needs. By focussing on the most significant BCM issues for you, our audits help you identify key improvement areas while also checking compliance against the standard.

4) BS 25999 can be successfully combined with our Enterprise Risk Management and IT-Risk services.





Why partner with DNV?

DNV is a leading provider of services for managing risk, combining in-depth technical expertise and industry knowledge to help organisations to enhance their performance responsibly. As an independent foundation with the objective of safeguarding life, property and the environment, we believe in a partnership approach to sustainable business.

Founded in 1864, DNV is a market leader with a global reputation for excellence. We operate from more than 300 offices worldwide; our employees speak your language and understand your local needs, customs and market. Through our range of certification, assessment, training and advisory services, we help businesses manage their risks and achieve operational excellence. We offer competence and expertise in all sectors and have a global capability to deliver Business Continuity Management services consistently. Our experienced personnel work with customers to deliver solutions that are practical and cost effective.

Our risk management approach guarantees optimisation of your resources to obtain results conforming to internationally recognised standards and best practises, giving you a competitive advantage. Pro-actively managing your risks will effectively protect and build your brand, while demonstrating to stakeholders that you are committed to quality, safety and sustainability. We work with our customers to build trust and confidence and assure sustainable performance.

DNV is a gold partner with Business Continuity Institute, a leading BCM organisation working to promote the art and science of Business Continuity Management worldwide.



Det Norske Veritas (DNV)

DNV is an independent and autonomous foundation working to safeguard life, property and the environment.

As a world-leading certification body and global provider of solutions for managing risk, we help businesses build trust and confidence and assure sustainable performance.

To learn more, visit www.dnv.com
Contact us at business.assurance@dnv.com