

Business Continuity Management Map

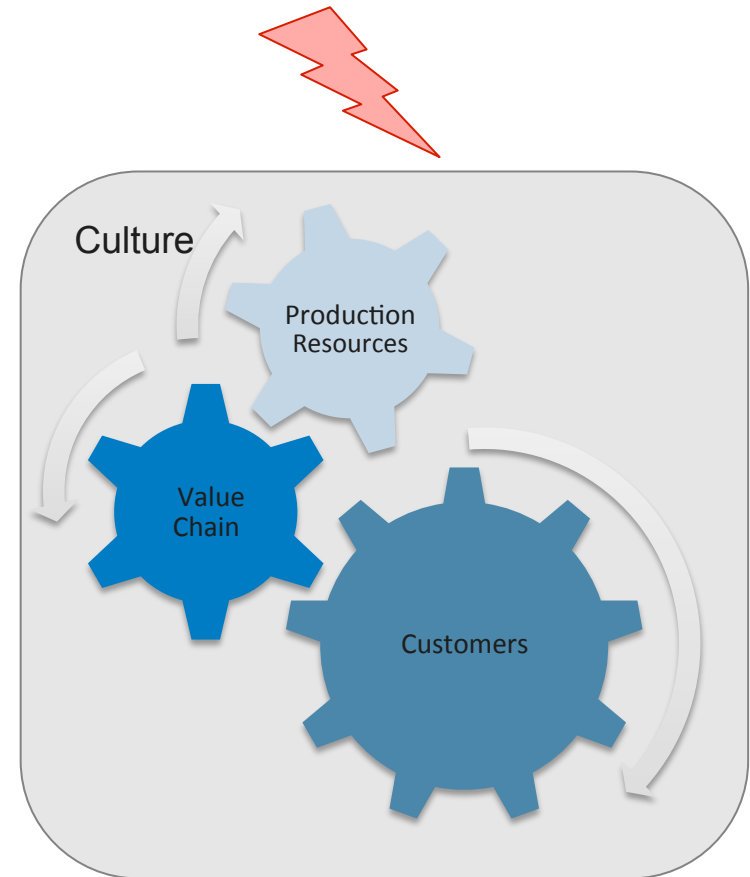
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Business Continuity Management

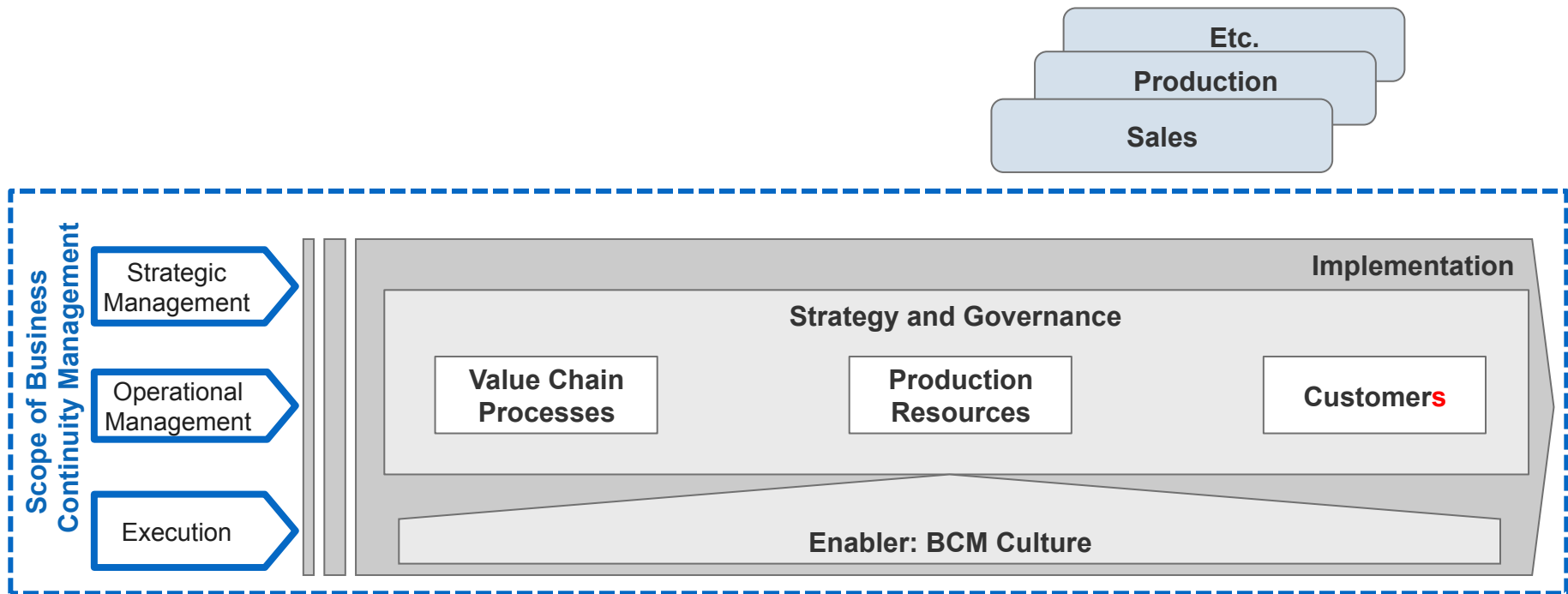
- Business Continuity Management is a management process that identifies potential impacts that threaten an organization and provides a framework for building resilience and the capability for an effective response which safeguards the interests of its key stakeholders, reputation, brand and value creating activities.
- Business Continuity Management is set-up around three major dimensions that are embedded into a company culture
- Business Continuity Management needs to be carefully aligned with the company's risk exposure and risk appetite to prevent over engineering which breaks the company's capabilities and capacity.
- Knowing the own business and its vulnerability is a key success factor for Business Continuity Management



Scope and Purpose

- Scope of the Business Continuity Management Map is
 - All processes and systems (core or supporting) that a company requires to deliver its services and value to its customers
- The Business Continuity Management Map serves the following purpose
 - Overview of major components of Business Continuity Management
 - Communication instrument for identifying, planning and prioritizing change related tasks
 - Review prioritization on already existing and to be set-up programs based on the components

Business Continuity Management Map Structure



- To grasp the complexity of Business Continuity Management we distinguish 6 different knowledge areas that are in direct scope and are further structured into
 - Strategic Management
 - Operational Management
 - Execution

Business Continuity Management Map

Overview

	Strategy and Governance	BCM Culture	Value Chain Processes	Production Resources	Customers	Implementation
Strategic Management	BCM Strategy and Policy	BCM Target Culture	Core Process Description and Impact Analysis	Dependency Analysis	Customer Analysis	BCM Implementation Approach
			Supporting Process Description and Impact Analysis	Threats analysis		BCM Readiness Assessment
				Risk Management Strategy		
Operational Management	BCM Organization	Knowledge Management & Training Approach	Core Process Business Continuity Requirements	Resilience Improvement Approach	Service Level Contract Management Approach	Manage BCM Building Blocks Portfolio and its Prioritization
	BCM Supporting Systems					
	BCM Integration into biz development		Supporting Process Continuity Requirements	Sourcing Management Concept	BCM external Communication Approach	
	Crisis Management Approach	Individual Key Objectives				
Execution	Define Standard Operation Procedures	Deliver BCM Training	Elaborate and Testing of Business Continuity Plans	Implement Disaster Recovery Means	Communicate and adapt Contracts and Service Levels	Establish Crisis Mgmt Organization
	Procurement and Contracting	Review Individual BCM Performance		Implement Sourcing Concept		Implement BCM Supporting Systems
	Liability insurance	Establish BCM Forum		Improve Resilience and Redundancy		Report on BCM progress and maturity
	Knowledge securing and sharing Concept					
	Enforce adherence to Policies and SOP					

Business Continuity Management Map

Strategy and Governance

◀	Strategy and Governance	Components which deal with the basic approach, the governance and the control of Business Continuity Management
Strategic Management	BCM Strategy and Policy	<p>Defining the overall objective and scope of BCM incl. the consideration of external drivers like authorities, SOX, Basel 1-3.</p> <p>Alignment of BCM with overall company strategy and mission statement</p> <p>Defining key BCM governance principles, e.g. via business units or along the value chain processes</p> <p>Defining BCM ownership, responsibility and authority</p> <p>Defining BCM terminology and elaborating of a BCM policy</p>
Operational Management	BCM Organization	Instantiate BCM organization within business units across the company and manage BCM projects according to the prioritized portfolio of BCM initiatives
	BCM Supporting Systems	Selecting systems and means to be used to support BCM. Systems and tools should be independent of standard infrastructure environment
	BCM Integration into biz development	Ensuring that BCM according to BCM strategy forms part of future business development (incl. M&A)
	Crisis Management Approach	What are the cornerstones concerning crisis management, e.g. communication approach, specific crisis RACI, interlinking of various crisis management teams, escalation procedure, exemption of standard processes , etc.
Execution	Define Standard Operation Procedures	Defining Standard Operation Procedures for Business Continuity Plans, BCM testing, redundancy implementation, issue reporting, storing of vital records, supplier management, etc.
	Procurement and Contracting	Updating contracting concerning BCM requirements, ensuring that BCM forms part of procurement where required
	Liability insurance	Purchasing liability insurance where risk response is transfer and liability towards clients could arise in case of a serious business disruption
	Enforce adherence to Policies and SOP	Ensure that BCM policies and SOPs are integrated into daily operations and regular projects and initiatives by performing overall audits to review business continuity readiness – preferably by an independent external party

Business Continuity Map

BCM Culture

◀	BCM Culture	Components which deal with organizations awareness, readiness, willingness and capability to establish BCM
Strategic Management	BCM Target Culture	<p>Define the kind of culture and awareness that is required to meet the BCM strategy targets</p> <p>To make BCM a discipline that is considered being important by the entire company and appropriate BCM support and compliance is rewarded</p>
Operational Management	Knowledge Management & Training Approach	Defining the training needs and approach to raise the bar in BCM maturity and allowing the organization to talk a common language and efficiently use the various BCM systems and tools during preparation and also during crisis
	Internal Communication Approach	To define the communication approach to efficiently and consistently promote the need, the objectives, the expectations and the implementation approach for BCM within the organization
	Individual Key Objectives	To make BCM part of the individual key objectives of managers and employees (according to the BCM strategy)
Execution	Deliver BCM Training	To deliver the defined BCM training according to the training approach to existing managers and employees as well as for new hires and even contractors where needed
	Review Individual BCM Performance	To review whether the individual BCM key objectives have been met
	Establish BCM Forum	To form BCM community that discusses and elaborates BCM means together allowing to be informally better prepared to manage a crisis
	Knowledge securing and sharing Concept	To ensure that key information (contracts, supplier contacts, system documentation, work arounds, etc.) is documented, shared and secured in safe resilient places
	Enforce adherence to Policies and SOP	Ensure that BCM policies and SOPs are integrated into daily operations and regular projects and initiatives by performing overall audits to review business continuity readiness – preferably by an independent external party

Business Continuity Map

Value Chain Processes

◀	Value Chain Processes	Components which deal with the business processes that finally deliver (or support the delivery) the value of the company
Strategic Management	Core Process Description and Impact Analysis	Describe the core processes and organizations , e.g. customer services, order to cash,, development, production, etc. that finally deliver the company's value and analyse the business impact of a process failure due to various risk scenarios
	Supporting Process Description and Impact Analysis	Describe the supporting processes and organizations, e.g. IT, HR, Legal, etc. that are required to perform the core processes and analyse the business impact of a process failure due to various risk scenarios
Operational Management	Core Process Business Continuity Requirements	Define the basic requirements that a core process can be maintained even when seriously disrupted by a risk scenario. Identify and assess workaround options and define Maximum Tolerable Period of Disruption (MTPD)
	Supporting Process Continuity Requirements	Define the basic requirements that a core process can be maintained even when seriously disrupted by a risk scenario. Identify and assess workaround options and define Maximum Tolerable Period of Disruption (MTPD). For IT related processes and systems assess also the Recovery Point Objective, i.e. the maximum data loss
Execution	Elaborate and Testing of Business Continuity Plans	<p>To develop Emergency Response and Recovery Plans allowing to minimize further deterioration, to launch workaround procedures, to manage communication required and to ensure that recovery from the disaster is ensured according to the MTPD defined.</p> <p>To test the plans regularly be it table top or for crucial processes and systems as planned life tests</p>
	Knowledge securing and sharing Concept	To ensure that key information (contracts, supplier contacts, system documentation, work arounds, etc.) is documented, shared and secured in safe resilient places
	Enforce adherence to Policies and SOP	Ensure that BCM policies and SOPs are integrated into daily operations and regular projects and initiatives by performing overall audits to review business continuity readiness – preferably by an independent external party

Business Continuity Map

Production Resources

◀	Production Resources	Components which deal with the process support, i.e. buildings, people, systems, suppliers
Strategic Management	Dependency Analysis	Analyse potential (realistic) threats that could seriously jeopardize business continuity, e.g. storm, earthquake, explosion, fire, social unrest, strike, espionage, cyber attack, accidents, pandemic, key customer bankruptcy, etc.
	Threats analysis	To analyse the production resources required for business processes, i.e. :Buildings (houses, roads, electricity, water, fuel, etc.), People, Systems (production machines, lab equipment, IT systems, etc.), Suppliers (Outsourced services, telephone ,transport companies, etc..)
	Risk Management Strategy	How does the company in general deal with risks, how far can the company absorb a serious business disruption financially, image wise, legally.
Operational Management	Resilience Improvement Approach	To define how the resilience of the production resources can be increased, e.g. life cycle management, continuous updating, redundancy, secured hosting environment, vaccination, knowledge sharing, training, etc.,
	Sourcing Management Concept	To define minimal BCM requirements for suppliers, to refrain from single sourcing for most crucial process support, to review financial health and fitness of suppliers
Execution	Implement Disaster Recovery Means	To collocate crucial production resources, to implement fail (and test) over mechanisms, to contract emergency response procedures with suppliers, to ensure that IT backup procedures are also tested
	Implement Sourcing Concept	To adapt sourcing where required, to spread knowledge on several shoulders
	Improve Resilience and Redundancy	To keep crucial production resources on stock, to share knowledge and expertise within company, to ensure redundancy within basic IT infrastructure (NW, communication, storage)
	Knowledge securing and sharing Concept	To ensure that key information (contracts, supplier contacts, system documentation, work arounds, etc.) is documented, shared and secured in safe resilient places
	Enforce adherence to Policies and SOP	Ensure that BCM policies and SOPs are integrated into daily operations and regular projects and initiatives by performing overall audits to review business continuity readiness – preferably by an independent external party

Business Continuity Map

Customers

◀	Customers	Components which deal with the company's environment and its appetite, capacity and approach to deal with risks and threats
Strategic Management	Customer Analysis	<p>To analyse how the company's customers would be affected by a serious business disruption</p> <p>To analyse impact of an core or supporting process disruption on the value chain processes</p>
Operational Management	Service Level and Contract Management Approach	<p>To ensure that service level agreements are in-line with business continuity capabilities.</p> <p>To encourage customers to establish their own BCM strategy</p>
	BCM external Communication Approach	<p>To define how the company's BCM approach and capability is communicated to customers and other external stakeholders</p>
Execution	Communicate and adapt Contracts and Service Levels	<p>To inform internal and external customers on changes and required adaptations to improve business continuity readiness</p> <p>To change contracts where risk due to missing business continuity capability is too high</p> <p>To elaborate service and operations level agreements that are in line with business continuity capabilities</p>
	Enforce adherence to Policies and SOP	<p>Ensure that BCM policies and SOPs are integrated into daily operations and regular projects and initiatives by performing overall audits to review business continuity readiness – preferably by an independent external party</p>

Business Continuity Map

Implementation

◀	Implementation	Components which deal with the implementation of Business Continuity Management
Strategic Management	BCM Implementation Approach	To define approach, phasing, timing, roles and responsibilities, reporting how the BCM strategy shall be implemented within the company To secure budget and resource for the BCM strategy implementation To secure external support when needed
	BCM Readiness Assessment	To assess the company BCM readiness, e.g. understanding, awareness, available existing means, availability of alternative communication means (smart phones, external), pain points, etc.
Operational Management	Manage BCM Building Blocks Portfolio and its Prioritization	To define and manage a portfolio that allows balancing BCM building block, i.e. the parts that will form the final BCM framework, implementation with the companies financial, resource and BCM absorption capacity and thus enables prioritization and monitoring of the BCM strategy implementation
Execution	Establish Crisis Mgmt Organization	To define, assign, train and test the required crisis management organization (incl. crisis management procedures)
	Implement BCM Supporting Systems	To implement systems that support BCM, e.g. mass notification tools, data base that allows the storing of business continuity plans, contact lists or vital records, secured storage (safes), offsite storage, etc.
	Report on BCM progress and maturity	Regular reporting to the BCM owner on BCM progress and maturity
	Enforce adherence to Policies and SOP	Ensure that BCM policies and SOPs are integrated into daily operations and regular projects and initiatives by performing overall audits to review business continuity readiness – preferably by an independent external party

Business Continuity Management Map

Example: Heat Map

	Strategy and Governance	BCM Culture	Value Chain Processes	Production Resources	Customers	Implementation
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Operational Management	BCM Organization	Knowledge Management & Training Approach	Core Process Business Continuity Requirements	Resilience Improvement Approach	Service Level Contract Management Approach	Manage BCM Building Blocks Portfolio and its Prioritization
	BCM Supporting Systems	Internal Communication Approach				
	BCM Integration into biz development	Individual Key Objectives	Supporting Process Continuity Requirements	Sourcing Management Concept	BCM external Communication Approach	
	Crisis Management Approach					
Execution	Define Standard Operation Procedures	Deliver BCM Training	Elaborate and Testing of Business Continuity Plans	Implement Disaster Recovery Means	Communicate and adapt Contracts and Service Levels	Establish Crisis Mgmt Organization
	Procurement and Contracting	Review Individual BCM Performance		Implement Sourcing Concept		Implement BCM Supporting Systems
	Liability insurance	Establish BCM Forum		Improve Resilience and Redundancy		Report on BCM progress and maturity
	Knowledge securing and sharing Concept		Enforce adherence to Policies and SOP			

Heat map of a company that invested significantly into BCM during the last years and identified some urgent focus areas that require a specific focus on its external providers

Well covered – no urgent need for action

Ongoing initiatives

Urgent focus areas

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