



Business Continuity Management Towards a Resilient Organisation

Helping you to identify
and be prepared to
respond to threats
before they strike.

It's a fact; the more resources you rely on, the more risk you are exposed to. But you need those people, facilities, computer systems, telecommunications, equipment and business partners in order to do business. The reliability and continuity of these operations are critical to your business survival and to building competitive advantage.

The challenge comes in managing the complexity of these operations across multiple entities as you integrate business partners, suppliers and even competitors. Whether you do business domestically, in just a few countries or across the globe, many more factors than ever before converge on a daily basis, with the potential to affect the success of your business .

Recent events have highlighted the vulnerabilities of businesses around the world. Consider how the following events could negatively affect your company's revenue stream and brand image:

- Power failure
- Natural and infrastructure disasters
- Technological failures
- Major workforce disruption, e.g. due to a pandemic
- Security attacks, such as computer viruses, worms and denial-of-service attacks
- Loss of critical information
- Failure of a key third party arrangement
- Acts of terrorism

The need for an effective risk reduction and Business Continuity Management (BCM) programme has never been so evident.



A proactive approach

Traditional approaches to BCM have focused solely on recovery – that is, replacing information systems and other critical resources after a business interruption. Deloitte member firms’ framework also seeks to create resiliency, helping you to identify and be prepared to respond to threats before they strike.

Whether you are starting from scratch, building on an existing programme or have sophisticated capabilities around the globe, Deloitte member firms’ Business Continuity & Resilience professionals can help to take you to the next level.

BCM projects have their own special parameters and requirements. This is why Deloitte member firms have designed their framework to be modular, so they can tailor their approach to meet your particular needs.

We use a proprietary BCM methodology comprising the following four phases:

1. **Assess** – we help you to understand:

- Your organisation’s current state of preparedness
- The business impact from major unplanned disruptions
- The risks to continuity and vulnerabilities of operations

2. **Architect** – next, member firms work toward attaining your continuity goals by taking the following steps:

- Planning appropriate Business Continuity programme management and governance
- Identifying appropriate resilience and recoverability strategies that will meet your recovery objectives, and minimize downtime and business impact
- Developing business continuity, emergency response, crisis management and (disaster) recovery plans so that personnel know their roles, responsibilities and actions in the event of a serious interruption of operations

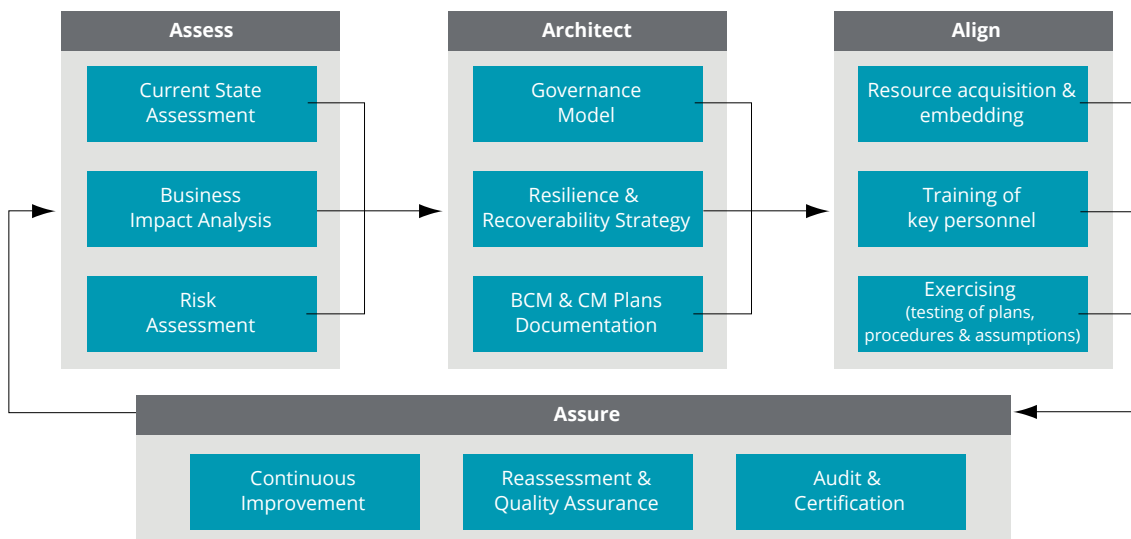
3. **Align** – in order to carry out recommended strategies from the architect phase, we assist with these tasks:

- Acquiring and implementing alternate site and work-around solutions for the recovery and resumption of major business processes
- Developing a training and awareness programme that embeds Business Continuity within your organisational culture
- Putting in place a testing programme with the planning, execution and post test action plan to validate recovery capabilities

4. **Assure** - recognizing that even mature programmes need improvement and that business needs are constantly changing, Deloitte member firms offer the following services:

- Planning for the constant evaluation and improvement of programme tools and capabilities
- Performing root cause analysis of shortcomings to prevent the repeat of programme failures
- Establishing roles and responsibilities for the objective periodic quality assurance reviews
- Integrating change control for a constant state of readiness

Deloitte's Business Continuity Management Methodology



“It is not about believing you are prepared, it is about taking the relevant and pragmatic measures to be prepared for disruptive events“

Koen Magnus
Deloitte Belgium

Benefits to your organisation

An effective Business Continuity programme will provide widespread benefits for your organisation by:

- Improving awareness about threats and vulnerabilities
- Better protecting people
- Protecting reputation and shareholder value
- Improving supply chain resilience
- Determining and protecting time-critical business processes
- Meeting customer and regulatory demands
- Accelerating effective decision-making in a crisis
- Improving the ability to respond to major incidents effectively
- Providing a better case when negotiating business interruption insurance premiums

We can help

Deloitte has helped many of the world's largest organisations to plan and prepare for unexpected events. In all cases, our ability to bring multi-disciplinary skills, with global reach, is a key benefit enabling us to address issues such as:

- Accounting for people and preparing humanitarian assistance plans
- Planning the response to information security threats, such as denial-of-access attacks or information leakage
- Advising on solutions for IT disaster recovery and resilience where complexity of technologies and volumes of information are a real challenge
- Integrating crisis response plans for non-physical incidents with those developed for operational disruption
- Advising on regulatory and compliance requirements, which are increasing and often differ around the world
- Conducting supply chain continuity planning with key third parties
- Planning and exercising the transfer of critical operations across the globe

Why Deloitte?

Our Business Continuity & Resilience professionals have led the development and implementation of continuity programmes across a diverse range of industry sectors, building a wealth of knowledge. Services span from the data centre to the board room, having developed many business and technology plans and managed numerous reviews and exercises. The team has a solid understanding of regulations regarding specific continuity requirements, industry guidance and trends, and prides itself on the ongoing enhancement of continuity and resiliency solutions in line with the changing profile of global risks.

The team is able to leverage the multi-disciplinary skills of the entire Deloitte organisation, and offer an all-encompassing service covering topics such as risk intelligence, threat analysis, emergency response, technology integration and assurance, supply chain and quality management. Through working together, we can improve the preparedness and resiliency of your organisation, and increase the organisational value of BCM.

Contacts

For more information, please contact:

Johan Van Grieken

Partner Risk Advisory
Tel. + 32 2 800 24 53
jovangrieken@deloitte.com

Koen Magnus

Director Risk Advisory
Tel. + 32 2 800 24 43
kmagnus@deloitte.com

**For further information,
visit our website at www.deloitte.be**



Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee (“DTTL”), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as “Deloitte Global”) does not provide services to clients. Please see www.deloitte.com/about for a more detailed description of DTTL and its member firms.

Deloitte provides audit, tax and legal, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte has in the region of 244,400 professionals, all committed to becoming the standard of excellence.

This publication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively, the “Deloitte Network”) is, by means of this publication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No entity in the Deloitte Network shall be responsible for any loss whatsoever sustained by any person who relies on this publication.