

No.2/November 2010

**MEDIA
PLANET**

BUSINESS CONTINUITY & RISK MANAGEMENT

3

TIPS TO

**IMPLEMENT THESE
SOLUTIONS
SUCCESSFULLY**

Take charge

How to get
your company's
business continuity
plan on track

Cost-effective
technologies

Disaster recovery
is more affordable
for SMBs and
large enterprises



KEVIN RICHARDS
Prevent a security breach from
bringing down your business.

SECURE YOUR BUSINESS

The case for investing in solutions that
ensure continuous operations



CHALLENGES

Numerous **emerging risks** and the many game-changing events have **altered the business landscape** worldwide over the past few years.

The case for risk management

Emerging risks such as natural disasters, cyber threats, infectious diseases, terror-related events, and food safety are characterized by extreme uncertainty and the potential to cause extensive, irreversible damage. This is the flipside of technological and social progress and it means that risk managers need to be armed with a business case for implementing and sustaining an effective risk management program.

Measure effectiveness

In most cases, the advantages of a risk management program are fairly evident to an organization's leadership, especially a program that takes a holistic approach such as enterprise risk management. Many stud-

ies have shown that a very definite, concrete value can be assigned to an investment in risk management tactics. A good risk management program enhances organizational value through reduced costs, decreased variability in financial results, enhanced market reputation, and improved business decision-making—all advantages that can be quantified.

Add value to the organization

That cuts to the essence of any such program, which is to reduce uncertainty and add tangible value to an organization. This has been the core concept behind risk management efforts for years. Risk management has even found ways to place a value on negative events that never happened because the risks that could lead to those events were mitigated or eliminated. One method is to

"...apply an all-encompassing approach that addresses the risks of today and of the future."



Terry Fleming
President, RIMS and Director, Division of Risk Management, Montgomery County, Maryland

track industry peers' losses from the risk events in question. Being able to provide management with such data supports the value of the program, illustrates transparency, and leaves the risk manager better able to estimate and aggregate risks.

Be holistic in your approach

To be exceptionally effective at what they do, risk managers in every industry need to apply an all-encompassing approach that addresses the risks of today and of the future. It means subscribing to business intelligence, looking closely at supply chains, securing organizational data, insisting on business continuity preparation and ensuring the physical safety of employees. Risk managers need to be ready to respond to this ever-increasing risk landscape. This report will aid risk managers, continuity planners, and business leaders in doing exactly that.



WE RECOMMEND



Business intelligence
What you need to know to keep your business nimble and make data-driven decisions.

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Common weaknesses p. 5

Ensure your business continuity plan avoids these mistakes.

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A cyber security breach can severely disrupt operations



Picture yourself: It's a sunny Monday morning. You sit down at your desk when you get the phone call, "We've been hacked. Half of our critical databases have been compromised and we're not sure what systems we can trust at this point. The key applications—order management, accounting, and manufacturing—are all running, but we can't tell what data is real versus what has been changed. Should we declare a disaster and activate our business continuity plan?" That can't be right, you think. It's a cyber incident, why would we need to activate the BCP plan? Then it hits you, unreliable data causes manufacturing to not know what to produce, order management to not know what to ship, accounting to not know what to invoice. Each department is struck—dead in the water—until those key databases become available. It may be time to activate that plan.



"Once the breach has been managed, what part of the infrastructure can be trusted?"

Kevin Richards
President, Information Systems Security Association International;
Vice President of Risk and Security Services, Neohapsis

A cyber threat is a business continuity threat

For most organizations, the primary emphasis is on data availability and redundancy, items aligned with and addressed by an organization's IT disaster recovery plan. Unfortunately, far fewer organizations are prepared for a breach of integrity of their data infrastructure.

The 2010 Data Breach Investigations Report conducted by the Verizon RISK Team in cooperation with the United States Secret Service summarized breach investigation details spanning the last six years, over 900 breaches with millions of

compromised records. While more heavily weighted in the financial services arena, the breaches span all major industries and company sizes. Half of the attacks compromised the company's applications and servers.

Once the breach has been managed, what part of the infrastructure can be trusted? How far back in your backups do you need to go to get to reliable data? The unfortunate truth is that you just don't know; breach activities can go on for weeks or months before they are detected. In many cases, companies "wipe" the server, go back to a base operating system, and build the environment

from scratch which could be literally hundreds of servers and applications, and take weeks or months. The costs to remediate are significant. To get the platform up and running again, companies typically spend several hundred thousand dollars while lost revenue can cost them upwards of tens of millions due to disruption in operations and inability to execute on their business model.

Ask critical questions

Does my company's continuity plan have a strategy for resuming critical business functions without the availability of critical application sets? How long can operations continue with production estimates, manual processes, and reduced capacity? Does our plan have a structure for reproducing critical operational data to support key functions outside of the critical applications? These are critical questions to ask when evaluating your IT security and business continuity plans to ensure your business.



DON'T MISS!

Most businesses are not as prepared as they need to be

■ While 82 percent of businesses feel confident that their IT resources are prepared to support local business operations in the event of a network disruption, 97 percent said their business suffered detrimental effects from network disruptions over the past year.

Whether you're an SMB or large enterprise, you cannot afford to be unprepared

■ Network outages alone costed U.S. businesses approximately \$1.7 billion in lost profits last year, a fraction of all disruptions in operations that occurred in 2009.

Companies unknowingly place themselves in danger of facing severe disruptions in the future

■ One in every five businesses is not planning any immediate changes to their business continuity or disaster recovery plan.

Source: CDW 2010 Business Continuity Straw Poll Report

PUBLISHER'S TIPS

Learn best practices at conferences and industry events that can provide guidance on:

- Risk assessment
- Lean six sigma to increase quality control and decrease risks
- Mission-critical backup
- Business continuity planning
- Disaster recovery solutions



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NEWS

BUSINESS CONTINUITY PLANNING: TIPS TO DO IT RIGHT

Most companies know the importance of preparedness but many are unsure how to achieve it.

Business continuity planning can prepare a company for an event that could compromise operations; however, it requires both resources and dedication to implement effectively. Here are some tips to get your company's business continuity plan on track:

Get the resources and executive buy-in

If your organization doesn't have a business continuity plan, the first step is getting the resources to write one, and that means senior management buy-in. Focusing on the cost of not being prepared is a good start: loss of reputation, market share, and customers can often not be replaced. Even with insurance, many companies find they are unable to fully recover from these types of losses. When addressing senior management, include other motivating factors, spe-

cific to your industry or company. These include customer requirements, regulations, addressing underwriting concerns; and many are trying to protect their bottom line, reputation or market share. When addressing senior management, stay focused on those benefits that will mean the most for your organization.

Focus on ancillary benefits

Business continuity plans hold a lot of critical data to the operations, such as employee, vendor and key customer contact information; inventories of resources and applications; as well as overall business architecture. Understanding business architecture will illustrate



"...stay focused on those benefits that will mean the most for your organization."

Michelle Cross

Director of Public Relations, Association of Contingency Planners; Chair, Grants and Outreach Committee, DRI, International; Business Continuity Practice Leader, Wells Fargo Insurance Services

the impacts of software, process or vendor changes on specific business operations to greatly enhance the change management process. Furthermore, conducting business impact analyses, assessing critical-

ity of functions, prioritizing resources allocations gives those key stakeholders involved in the process a better understanding of the business, both within their as part of the overall organization.

Keep your plan current and tested

The plan is accurate the day it is written; every change that takes place—from a new employee to a different software application—makes your plan that much less effective. Testing your plan is critical to implementing the plan; if a plan—even an updated plan—is not used regularly, it will be forgotten. Key stakeholders need to be comfortable with accessing, referencing and following the plan if they are going to facilitate prompt recovery. Making these stakeholders comfortable with following the plan in a non-crisis setting will better enable them to respond in a crisis event.

COMMON WEAKNESSES IN BUSINESS CONTINUITY PROGRAMS

These mistakes can derail a business continuity plan:

- Out-of-date recovery plan strategies and plan documentation have not maintained/updated to keep pace with business and environment changes

- Plan has never been fully tested
- Overly reliant on key personnel and 3rd parties being available
- Unremedied gaps/flaws identified in previous tests not remediated
- Lack of program executive sponsorship and ownership

- Inadequate training and communication of the plans
- Insufficient or inadequate fail-back planning (transition back to normal operations)
- Continuity risks not properly identified and/or communicated to

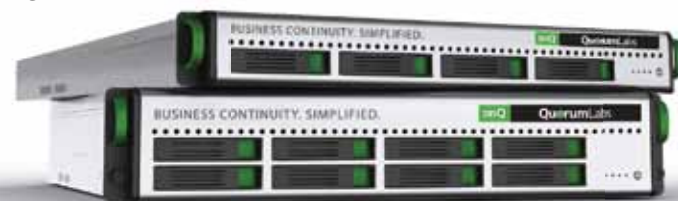
- corporate leadership or the Board
- Inadequate incident response capabilities to meet business resumption expectations
- Lack of formality around post-event debriefing and lessons learned

editorial@mediaplanet.com

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NEWS

Business executives seek every advantage to ensure the survival of their organizations. Any edge, no matter how small, can spell the difference between success and failure, between profitability and loss.

What every executive should know about business intelligence

Yet, there is an inexhaustible source of competitive advantage that we have yet to fully harness. Business intelligence (BI) is the leveraging of information with human intelligence to make informed business decisions.

By building a data foundation within an organization, BI gives workers quick, easy access to clean, integrated, and relevant information and enables them to make smart decisions.

BI can improve all business processes

BI delivers the right information to the right people at the right time so they can take action to fix problems or exploit opportunities before



“...make better, business-driven decisions rather than relying on gut instinct.”

Wayne Eckerson
Director of Research, TechTarget

it's too late. With BI, one can streamline supply chains, optimize store layouts, maximize marketing lift, tailor the customer experience, detect fraud in real-time, predict customer behavior, and make better decisions.

By empowering one's workforce with information, they become more nimble and able to make better, business-driven decisions rather than

relying on gut instinct. And, with the advent of the cloud and open source platforms and an agile vendor community that is increasingly available to small and medium-sized businesses, it no longer costs much to launch a program. With BI, one can create a learning organization that adapts quickly to market changes and stays one step ahead of the competition.



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NEWS

3 TIPS

Tips on implementing IT business continuity

➔ **Focus on Recovery:** Even if your data is safely backed up, how long will it take to recover your systems? Identify all the hardware, software, and steps needed to get your applications running and data available.

➔ **Assess Deployment Options:** Not all solutions are alike. What skills will be required? How long will it take to deploy? Will you need to modify or disrupt your production environment?

➔ **Test!** Having a well-defined plan is of no value unless you are confident it will work when you need it the most. What will it take to perform realistic tests of your plan at regular intervals?

LARRY LANG, CEO, QUORUMLABS
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Every business should invest in disaster recovery solutions



Disasters cause enormous damages

That said, more than half of all business interruptions are caused by relatively normal events such as power outages, system failures, and human error, not widespread regional disasters, according to a 2008 Forrester Research survey on disaster recovery preparedness.

However, most organizations are not as prepared for these common events which can severely disrupt operations. "Having a disaster recovery plan can be the difference between staying and going out of business," said Rachel Dines, an analyst for Forrester Research.

Conduct a risk analysis

Dines recommends proving the value of a plan by calculating the costs of downtime. Conducting a risk analysis and a business impact analysis can help a company assess the costs of such a disruption, including how it would affect suppliers, the company's reputation, and the loyalty of customers. "Organizations that choose not to take disaster recovery seriously threaten their own resiliency as well as their customers," said Bob Arnold, president of the Disaster Recovery Journal.

Cloud and virtualization: Cost-effective solutions

Although disaster recovery pro-

grams were once very costly to build and maintain, advances in technology offer more affordable options. "Having a disaster recovery plan is actually not as expensive as many think. In the past there was a need for service contracts, alternate space, and duplication of equipment," said Dines. "Now, it can be a minimal investment." Virtualization has allowed smaller organizations to initiate or increase their disaster recovery programs, and larger organizations are able to extend their capabilities to target less critical applications. In both scenarios, recovery times have dramatically decreased. Another emerging technology

is cloud computing. Hundreds of server networks are linked to form a "cloud" in which organizations can upload and access their applications and data. The investment in this type of storage is low, since costs are shared among users.

"The options are out there. Everyone can find affordable ways to create a disaster recovery program," said Arnold. Given the lower cost of technology and higher return on investment, every enterprise large or small, should invest in disaster recovery solutions.

JANETTE BALLMAN
Editor, Disaster Recovery Journal
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Jeff Drees
President, Schneider Electric US

"Energy is the largest controllable operating expense in a building, but is often overlooked."

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