BCM-Expertise
HANS DE WAAL
BUSINESS CONTINUITY MANAGEMENT

SERVICE DESCRIPTION

Business Continuity Management Service

Source text version: June 2024

Publication details

Publisher

BCM-Expertise

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SERVICE DESCRIPTION AND ADDITIONAL TERMS

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Introduction

Companies are legally required to make provisions for risks. Active risk management through Business Continuity Management (BCM) strengthens organisational resilience and may reduce insurance premiums. BCM-Expertise supports active risk prevention with advisory services in all phases: prevention, detection and recovery.

Approach

BCM must be tailored to your organisation, location and processes. The usual market approach is to provide advice that enables you to develop your own BCM. BCM-Expertise focuses on delivering a robust plan that can be implemented immediately. We not only provide advice but also take responsibility for the results of our approach.

We work in phases. First, we identify the processes and determine which are critical. Based on this assessment, we deliver a BCM system (BCMS) aligned with the critical processes. Our experience is that in most cases there are ten or fewer such processes. If desired, we also support ISO certification. When we have also completed the first phase, we guarantee ISO certification.

BCM-Expertise services

Phase 1 - Business Impact Analysis (BIA)

Through interviews, we map the business process landscape. This overview forms the basis for the risk analysis, in which the likelihood of a risk is assessed against its potential consequences. Based on this analysis, we calculate the expected annual loss for each risk. We add recommendations on the desired level of protection and possible control measures.

The Business Impact Analysis (BIA) provides insight and a documented overview. This is a necessary first step towards a BCMS. The final report clearly identifies which business processes are critical and the consequences of severe process disruptions. In phase 2, we develop a structured approach to addressing those consequences.

Steps in the BIA phase

• Identify which business processes are critical

• Identify critical applications and link them to critical processes

• Determine the Recovery Point Objective (RPO) for critical business processes

• Determine the Recovery Time Objective (RTO) for critical business processes

• Determine the worst-case scenario

• Identify the risk factor for each critical business process

• Prepare a Business Impact Analysis report

• Present the findings to management

• Prepare a cost estimate for further BCMS implementation and ISO 22301 certification

Phase 2 - Implementation of the BCMS

Based on the BIA results, we determine the underlying principles and resources required. We establish an Emergency Crisis Management team (ECM team) within the client organisation. This team is responsible for crisis response in an emergency. We prepare a RACI matrix describing the roles and responsibilities of the ECM team members.

We then define policies and procedures. In this phase, we prepare documents describing the organisation, BCM strategy and communication plan, as well as the other deliverables listed below.

We conclude this phase with the necessary training and tests. The newly established ECM team becomes familiar with the BCMS implementation deliverables. We also conduct a crisis simulation facilitated by a professional team of BCPC specialists and actors.

Based on our BCM methodology and lessons learned from existing client projects, we use more than 350 checkpoints to ensure that potential risks and scenarios are covered.

BCMS implementation deliverables

• Lifecycle scoping

• Organisational BCM context

• BCM framework

• BCM regulations and strategy

• Communication plan

• Continuity plan for four scenarios: loss of business premises, unavailability of employees, technology failure and loss of a customer

• Test results

• Training evaluation

• Support during the ISO 22301 audit

• ECM handbook

Dependencies and assumptions

• The client is expected to cooperate with our consultants and provide the required information in a timely manner. The expected client commitment is five hours per business process examined, plus time for training and presentations.

• We assume that process descriptions are available for all business processes.

• Identifying possible measures to mitigate identified risks is included. Implementing those measures, such as additional infrastructure or off-site backups, is not included.

• ISO certification costs are not included. Certification is carried out by an independent external party.

Note

RPO stands for Recovery Point Objective (maximum acceptable data loss). RTO stands for Recovery Time Objective (maximum acceptable recovery time).