

Leveraging Business Process Intelligence to Increase Organizational Resiliency

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Today's Discussion

- ❖ The Road to Resilience: Where are we and how did we get here?
- ❖ Building your information foundation
- ❖ Understanding each other's operational priorities
- ❖ Leveraging your information foundation to build partnerships and resiliency



Traditional Focus and Approach

The primary goal of business continuity management has been to resume operation of current critical processes to a known point-in-time, following a major disruption

Continuity Focus

- ✘ Assessment & Mitigation
- ✘ Preparedness
- ✘ Response
- ✘ Recovery

Approach

- ✘ Critical business process identification and prioritization
- ✘ Identify process dependencies
- ✘ Develop process recovery and mitigation actions and procedures
- ✘ Critical process validation through exercise facilitation
- ✘ Identify and communicate critical process risks and impacts

Traditional Focus and Approach

Disciplines Engaged

- ❏ Business continuity
- ❏ Disaster recovery
- ❏ Operational risk
- ❏ Emergency management
- ❏ Incident response
- ❏ Crisis management



Traditional Focus and Approach

Historically, Continuity's primary goal has been to resume operation of current **critical processes** to a known point-in-time following a major disruption

- ❖ Critical business **process identification** and prioritization
- ❖ Identify **process dependencies**
- ❖ Develop **process recovery and mitigation** actions and procedures
- ❖ Critical **process validation** through exercise facilitation
- ❖ Identify and communicate critical **process risks and impacts**

Everything starts and ends with the Business Process!

Organizational Resilience – More than a Buzzword

Organizational resilience is the ability of an organization to absorb and adapt in a changing environment to enable it to deliver its objectives and to survive and **prosper**. (ISO 22316:2017)

Pursuit of organizational resilience results in:

- ❖ Improved ability to anticipate and address risk and vulnerabilities, both **gradual** and sudden
- ❖ Enhanced integration of management disciplines to improve coherence and performance
- ❖ Increased understanding of business processes, interested parties, and dependencies that support strategic goals and increase production process efficiencies

Organizational Resilience – More than a Buzzword

Where does BC fit in?

22301:2012 “Holistic management process that identifies potential threats to an organization and the impacts to business operations those threats, if realized, might cause, and **which provides a framework for building organizational resilience** with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities”

Organizational Resilience – More than a Buzzword

Organizational resilience is the result of the interaction of attributes, activities, and contributions made from other technical and scientific areas of expertise. (ISO 22316:2017)

An organization's resilience is influenced by strategic and operational factors:

- ❖ How uncertainty is addressed
- ❖ How decisions are made and executed
- ❖ How people/teams work together

Information is at the Foundation of Increased Resilience

Building the Information Foundation

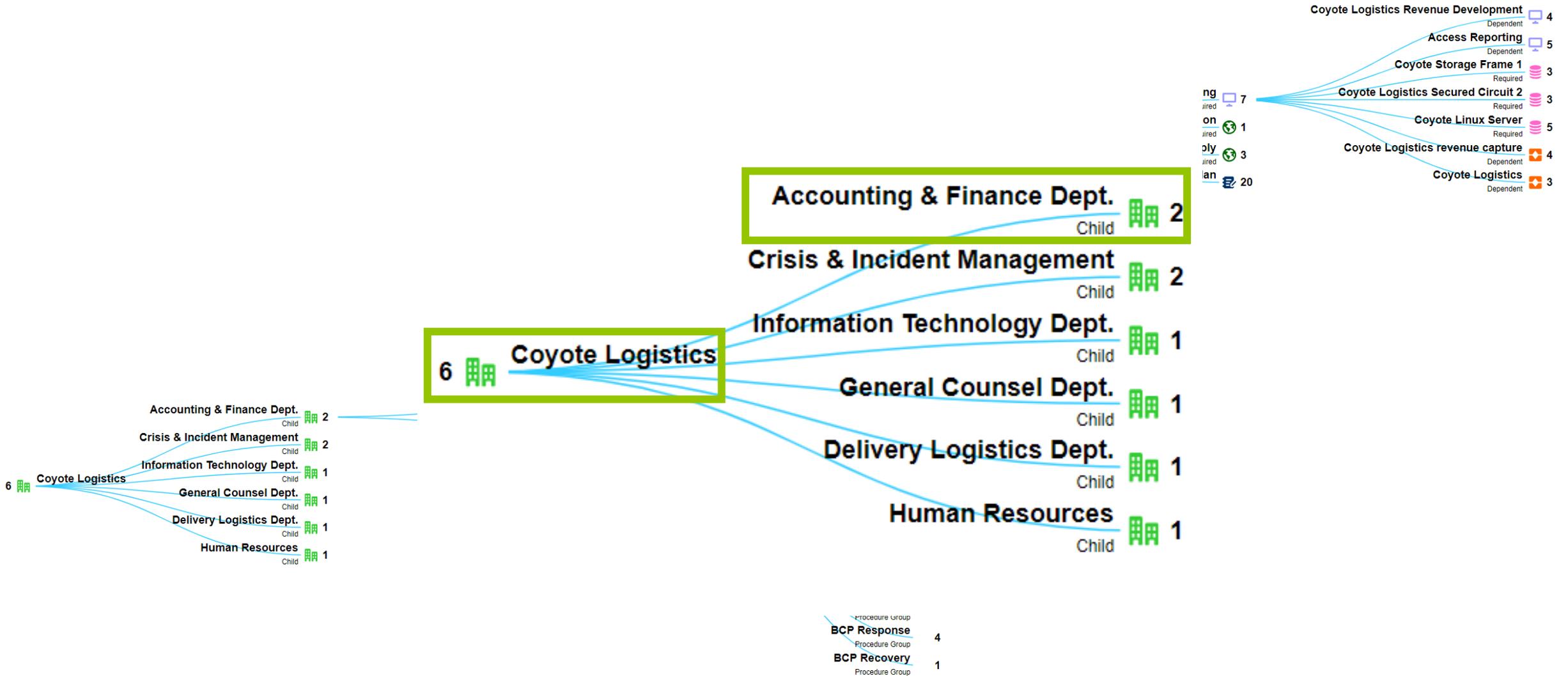
Data is the currency that drives the economy and resiliency of an enterprise. By aggregating information from across the organization, business continuity, disaster recovery, and other functions align to drive organizational resiliency.

- ❖ Business units
- ❖ Information technology
- ❖ Third-party management
- ❖ Risk management
- ❖ Crisis and emergency management
- ❖ Facility management
- ❖ Life safety and physical security
- ❖ Information security

How can you help drive greater resilience?

Understand each other's priorities and share!

The Information Foundation



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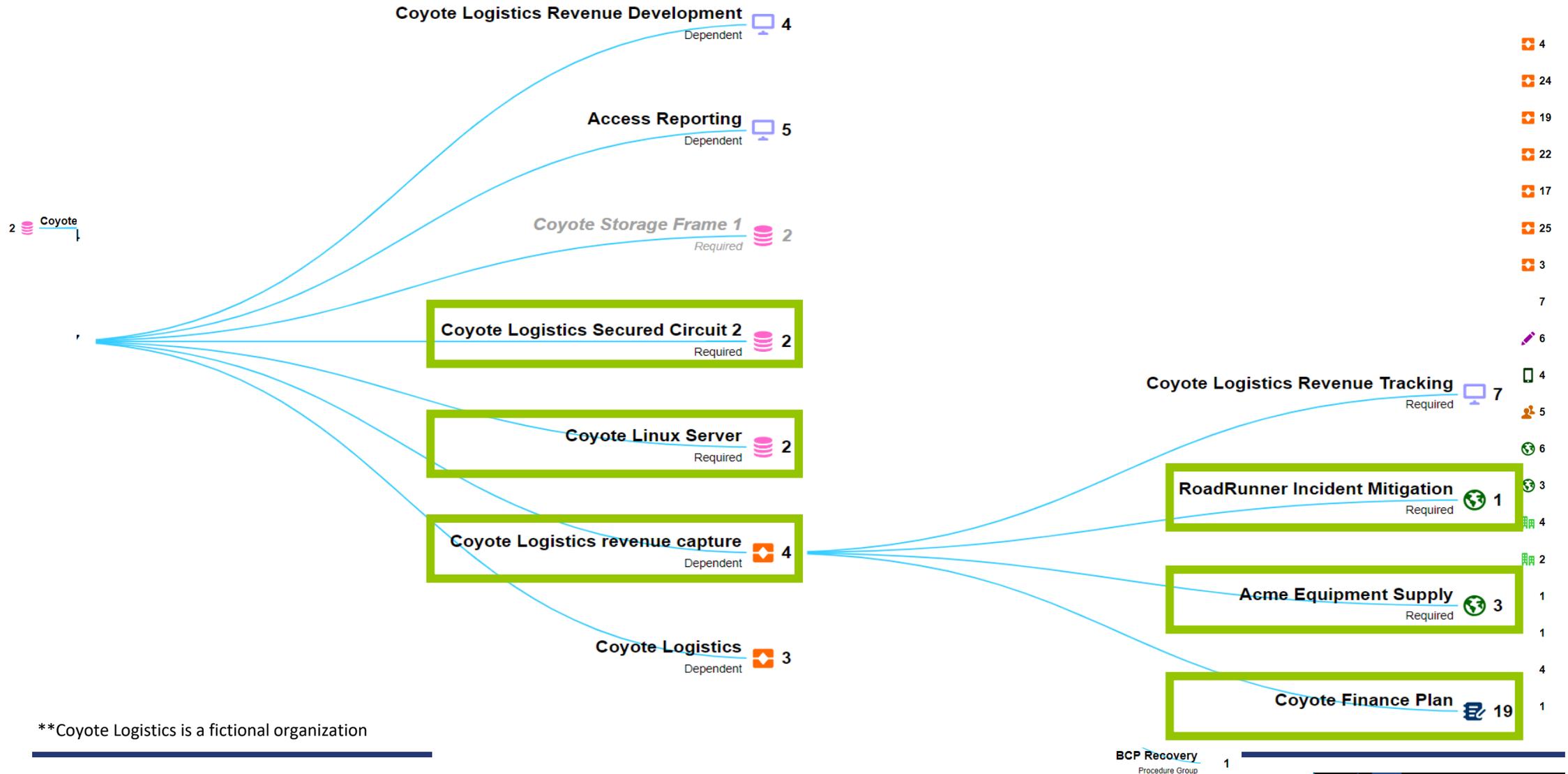


Information Technology Priorities

- ❏ Provide a redundant, hardened processing environment
- ❏ Protect system and data from unauthorized access
- ❏ Ensure data and applications are available to meet business process requirements in production
- ❏ Manage current capacity
- ❏ Plan for future capacity
- ❏ Provide for the recovery of systems and applications that support critical business processes in response to major incident.



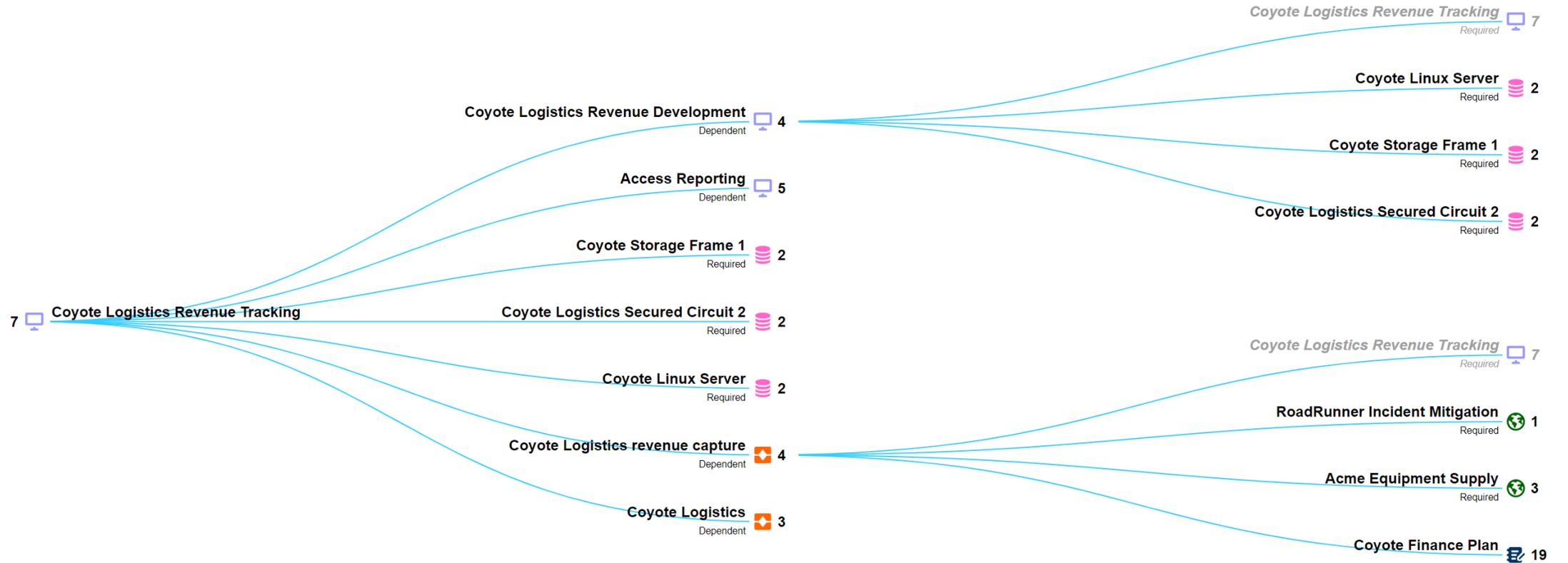
IT Storage Frame Upgrade



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IT Application Lifecycle



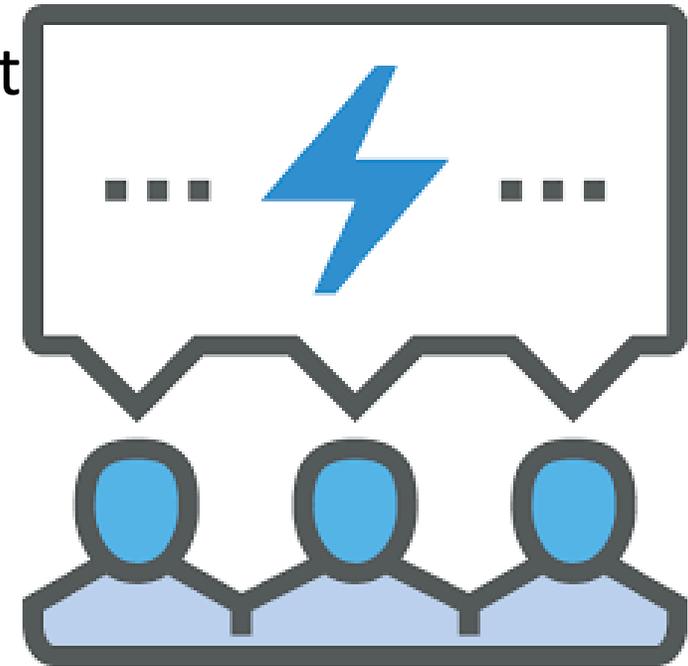
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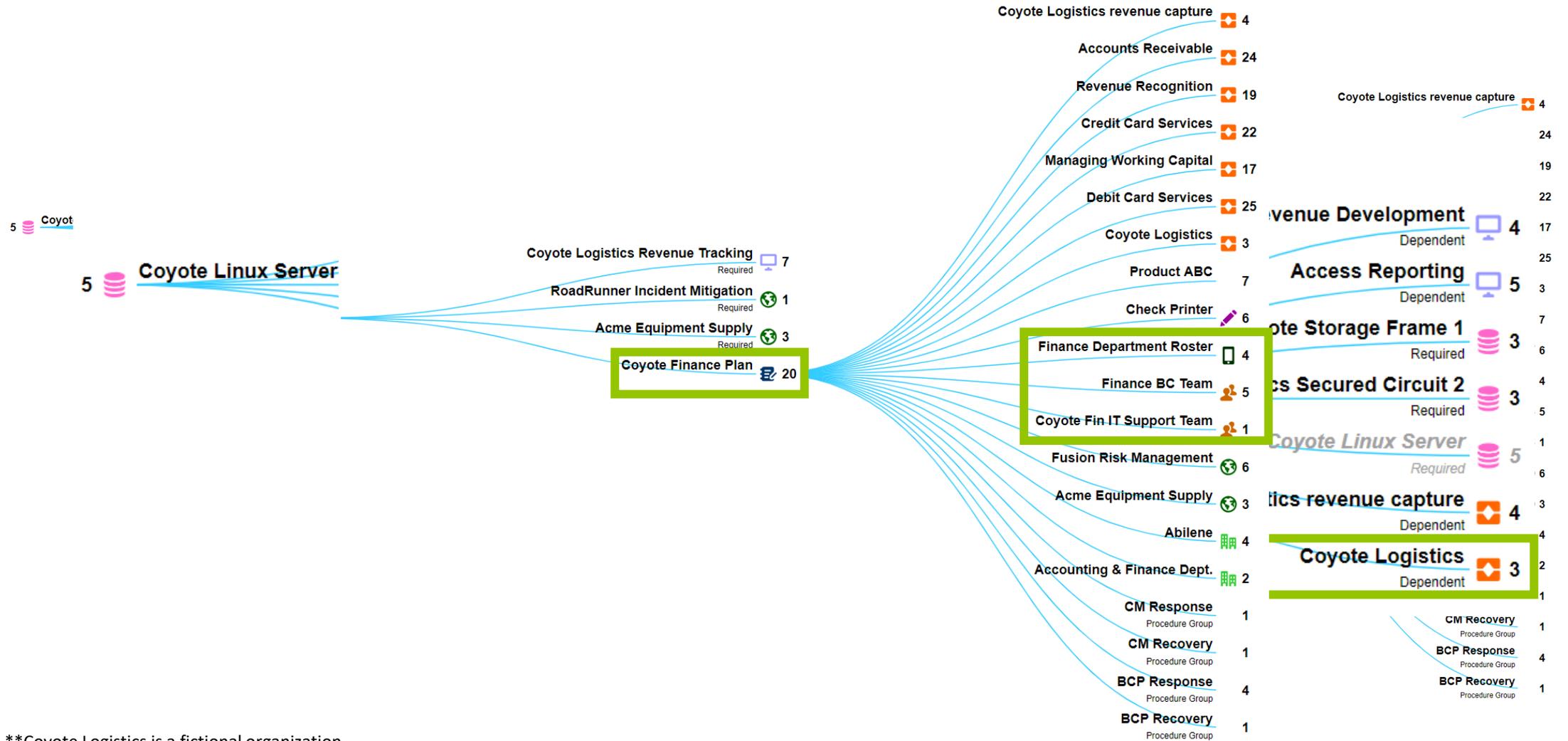


Disaster Recovery Priorities

- ❏ Provide IT infrastructure to support critical applications following an incident minimizing downtime and data loss
- ❏ Oversee technical resources to support recovery
- ❏ Manage resources to support validation without impact on production



DR Component Validation



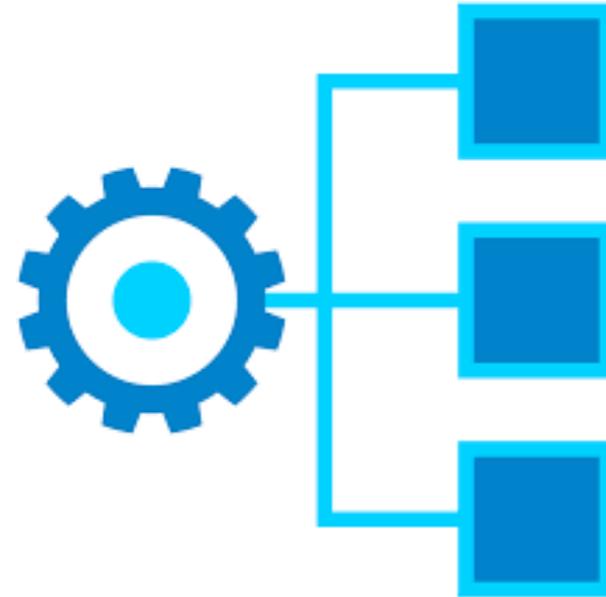
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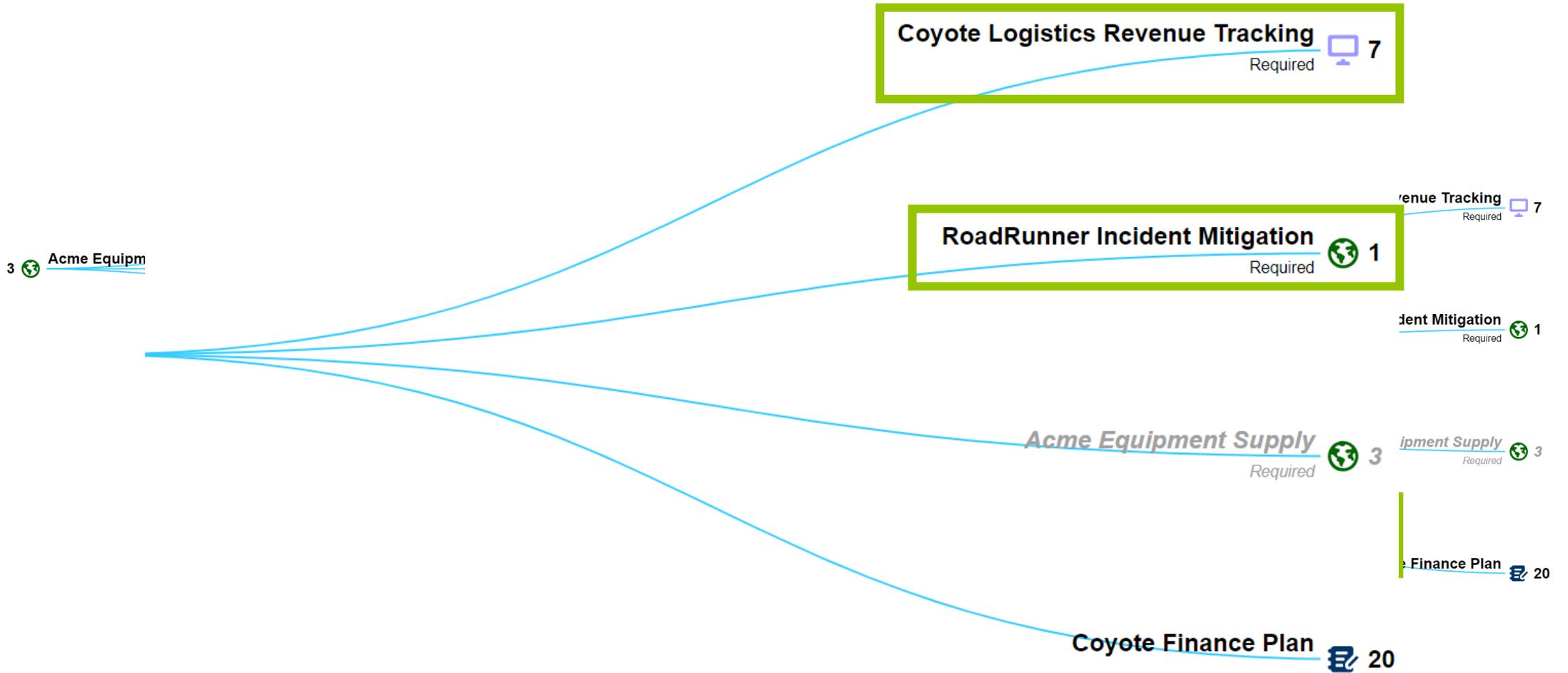


Third-Party Management Priorities

- ❏ Vendor qualification
 - ❏ Contract negotiation
 - ❏ Capability assessment
 - ❏ SLA-focused, i.e. is that adequate
-
- ❏ How can BC and the information foundation provide benefit to vendor management or procurement?



TPM - Vendor Management



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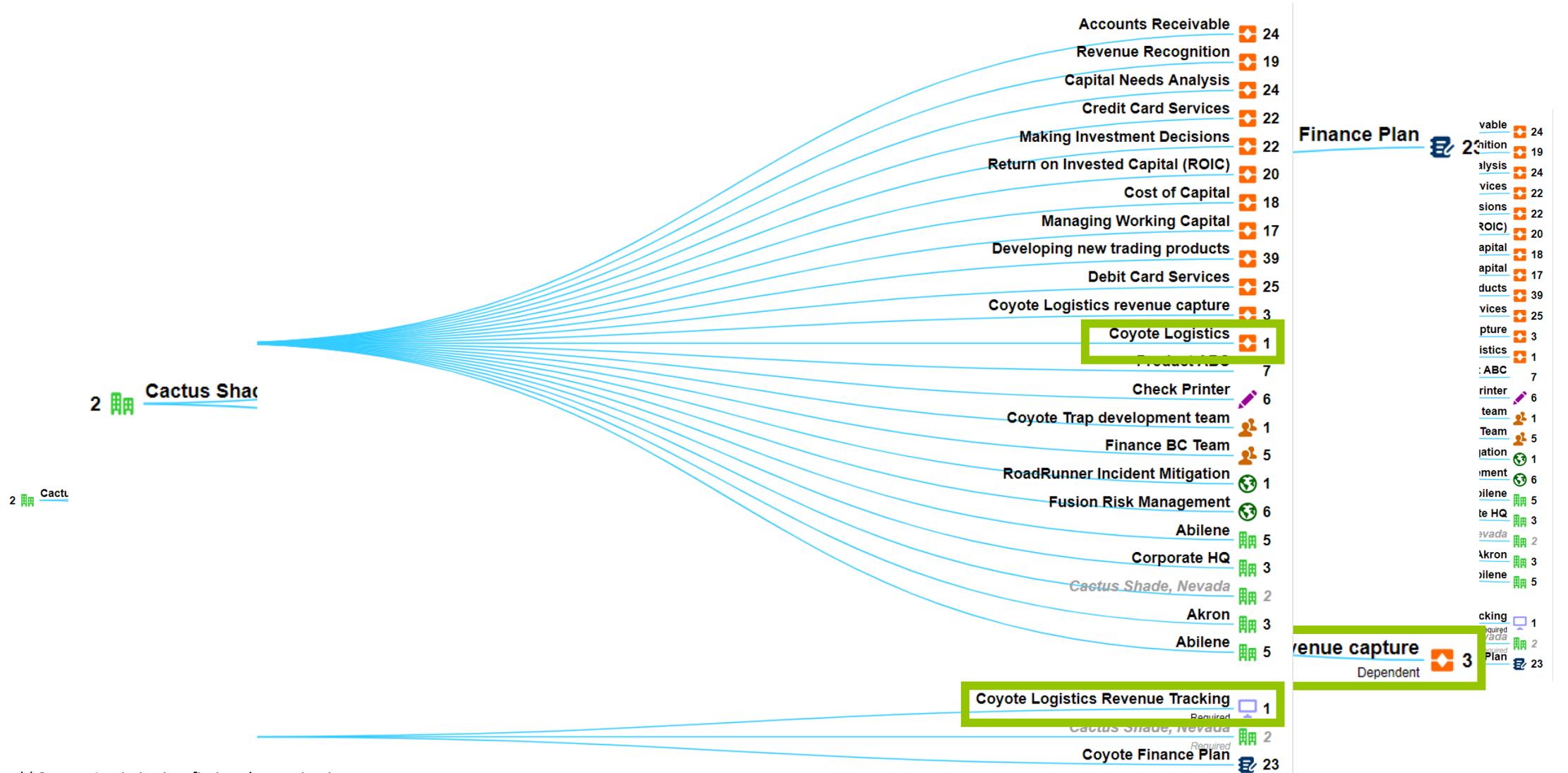


Incident and Crisis Management Priorities

- ❖ Facilitate resolution of incidents of all sizes
- ❖ Quickly determine the scope of impact of an incident
- ❖ Identify impacted locations and processes
- ❖ Notify appropriate teams

How can we benefit Incident Management in non-catastrophic production incidents

Incident Management



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Key Takeaways

- ❏ Review the “big data” process information you have collected with an eye on organizational resiliency
- ❏ Be an evangelist for enterprise resiliency
- ❏ Start the conversion with other enterprise domains
- ❏ Understand each other’s priorities
- ❏ Build and share your Information Foundation to increase resiliency

Everything starts and ends with the Business Process



Questions?

Contact

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