
Business Continuity

Defined in 8 frames

Pro-active

- **Business Continuity is pro-active**
 - It is “all-inclusive”
 - It anticipates events based on possibilities and probabilities
 - It is designed to avoid risk or to mitigate risk impact on the organization to
 - Protect people
 - Recover more economically and more efficiently
- **Disaster Recovery is re-active**
 - Event must threaten or occur before action is taken
 - Avoidance and mitigation options usually are not considered
 - Focus typically is on “things” rather than people

Profit center focus

- **Business Continuity focuses on the profit center**
 - Without the profit center, there is no profit
 - Profit centers require a multitude of resources
 - Each organization has a myriad of internal and external interdependencies
 - Accounting, Communications, Finance, HR, Info Tech, Legal, Production, Research, Sales, Shipping & Receiving, Vendor management, more
 - Customers, Governments, Lenders, Market, Regulatory agencies, Vendors, more
 - Focus on profit center demands enterprise approach

All risks considered – Part 1

- **Environment**
 - Cold, Drought, Earthquake, Fire, Heat, Hurricane, Ice, Sink holes, Tornado, Tsunami, Volcano, Water (too little, too much), Wind (too little, too much)
- **Human factors**
 - Espionage, Human error, Lack of personnel (any reason), Someone "going postal," Terrorism, Work (in)action (primary & secondary)
- **Technology**
 - Cooling, Electricity, Heating, Info Tech infrastructure, Internet, Production equipment, Telephone/Fax
- **Transportation**
 - Aircraft accident, Congestion, Fuel prices, HazMat spill, Railway accident, Road closure (any reason), Roadway accident, Waterway accident, Work action

All risks considered – Part 2

- **Change**
 - **Client management, Consumer demand, Cost of doing business, Government, Industry standards, Lender, Lender rates, Location, Personnel (all levels), Process, Product, Production, Regulations, Vendors**
- **Other**
 - **Bond rates, Client failure (to pay), Competition, Continuing education, Facility, HazMat, Holiday, Image, Insurance, Lender failure, Neighbor's "event," Raw material defect, Secondary work action, Stock market fluctuations, Vendor failure, and the ones we still need to identify**

Complete program

- **Business Continuity must be a complete program**
 - **On-going**
 - **Training and Exercises**
 - **Maintenance**
 - **Promotion**
 - **Research to maintain current with discipline advances**
 - **Dynamic; as the organization changes, the program must accommodate the changes**
 - **Competition, Customer base, Financial resources, Personnel, Policies & Procedures, Processes, Product, Regulations, Vendors, more**

Business Continuity vs. Disaster Recovery

- **Business Continuity**
 - Enterprise
 - Focus on profit center
 - People are Priority One
 - All direct and indirect risks identified
 - Profit center Business Impact Analysis (BIA) is “starting point”
- **Disaster Recovery**
 - Typically focuses only Info Tech
 - Ignores non-Info Tech risks to profit centers
 - Concerned with localized failure (e.g. single server or data center vs. facility)
 - Profit center Business Impact Analysis (BIA) is “starting point”

Basic steps

- **Business Impact Analysis**
 - Identify profit center critical processes
 - Identify risks to the profit center critical processes
 - Identify and recommend means to avoid or mitigate risks
 - Prioritize action based on specific criteria
- **Response**
 - Develop personnel awareness & safety program
 - Develop response procedures for each critical process
 - Protect people
 - Protect image
 - Restore functionality within Service Level Agreement
 - Recover operation to business as usual
- **Training**
 - Develop training programs
 - Personnel awareness and safety
 - Restoration of functionality and recovery to business as usual

Who says?

John Glenn (Planner@JohnGlennMBCI.com) is

- a certified Business Continuity & Disaster Recovery planner (MBCI, SRP)
- a mentor to planning tyros and non-planners with planning tasks

He has more than 14 years' industry experience

He is published

- twice-a-year in the profession's leading quarterly, [Disaster Recovery Journal](#)
- frequently in Continuity Central
- occasionally in other professional, trade, and general media

He maintains

- a Web site at <http://JohnGlennMBCI.com/articles.html>
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- active on DRJ's forum and blog
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