



Towards a Resilient Organisation

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

It is a fact: the more resources you rely on, the more risk you are exposed to. However, you need those people, facilities, systems, data, and business parties 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 organisation's strategic objectives, reputation, revenue stream, etc.:

- Cyberattacks, e.g. hacking, ransomware, denial-of-service attacks
- Loss of critical data and/or information
- Technological failures
- Failure of a key third party arrangement
- Major workforce disruption, e.g. due to a pandemic or strike
- Power failure
- Natural and infrastructure disasters
- Acts of terrorism

The need for an effective 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 IT systems and other critical resources after a business interruption. Deloitte's 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's Crisis & Resilience professionals can help to take you to the next level.

BCM projects have their own special parameters and requirements. This is why we have designed our framework to be modular, so we can tailor our approach to meet your particular needs. Our BCM methodology comprises the following four phases:

1. **Analyse** – 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. **Design** – we work toward attaining your continuity and resilience goals by:

- Identifying appropriate crisis and resilience strategies that will meet your recovery objectives, and minimize downtime and business impact
- Developing and validating appropriate crisis and resilience plans, such as crisis management plans, emergency response plans, business continuity plans, and (IT) disaster recovery plans

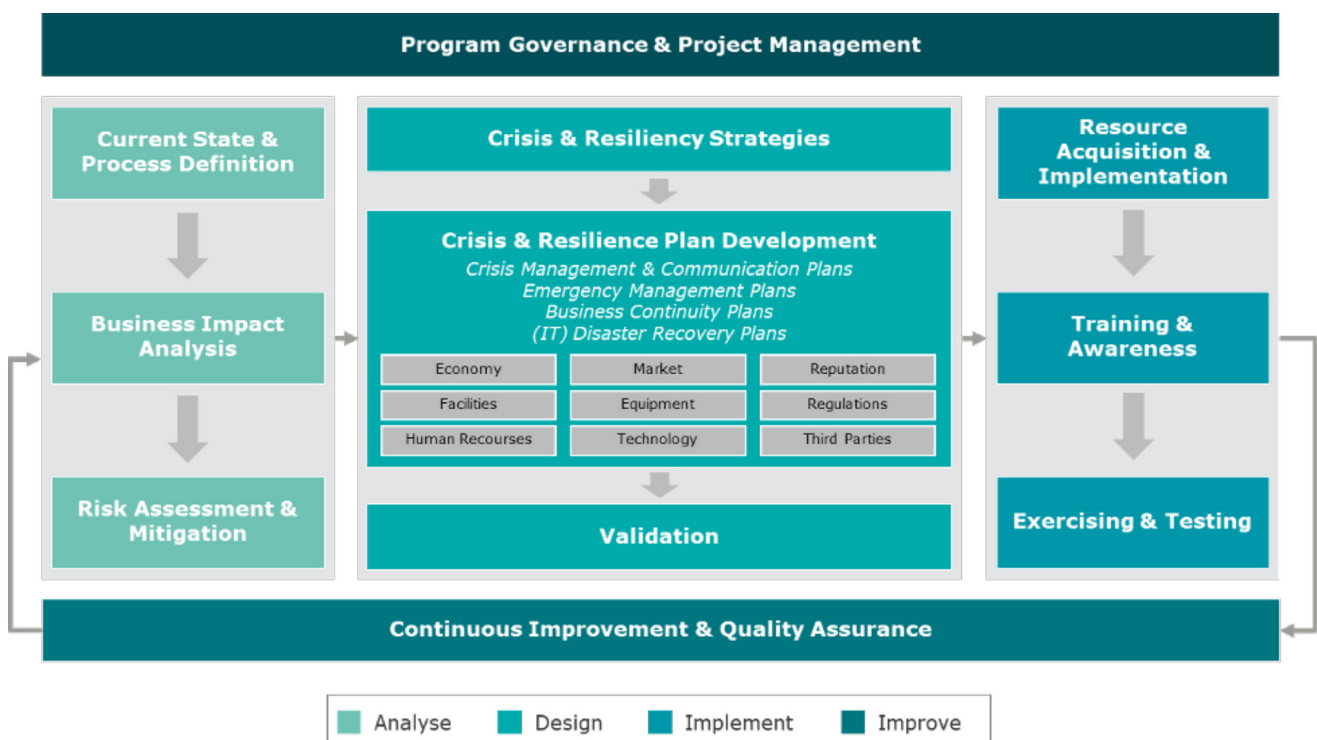
3. **Implement** – we assist in carrying out recommended strategies by:

- Acquiring and implementing work-around solutions for the recovery and

resumption of key business processes

- Developing a training and awareness programme that embeds business continuity within your organisational culture
 - Developing an exercising programme with the planning, execution and post-exercise action plan to validate recovery capabilities
- #### 4. **Improve** – recognizing that even mature programmes need improvement and that business needs are constantly changing, we assist by:
- Planning for the constant evaluation and improvement of programme tools and capabilities
 - 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 BCM programme will provide widespread benefits for your organisation by:

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

We can help

Deloitte has assisted 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 and emergency plans
- Planning the response to cyber and information security threats, such as ransomware, 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 nonphysical 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 Crisis & 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 boardroom, 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 sensing, 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.

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