

## Building Stronger Business Continuity Management Systems

Establishing a culture of continuity, ensuring consistency,  
and coordination of resilience efforts across the enterprise



**Entities in all industries face a significant rise in threats to operations, leading to unforeseen major events or breaches with the capacity to cause considerable disruption. Compliance challenges rank among the most critical issues to address.**

Despite persistent efforts to enhance technical and organizational safeguards, the risk of systems or information being compromised remains noteworthy. Effective handling of incidents or violations can lead to unforeseen emergencies, necessitating adept and prompt management by leadership and specialists.

Additionally, the compliance ramifications can arise in inadequately prepared companies, which must strive to showcase consistent proactive and reactive approaches during crises.



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**Deloitte’s Business Continuity Management System (BCMS) aims to assist firms in establishing robust operations, addressing how vulnerabilities could adversely impact their financial flow and public perception.**

The table-top exercises are designed and developed granting a high customization and different levels of complexity, on the basis of the client’s current maturity levels and specific objectives. It is addressed to the Top Management, Operations, Cybersecurity & Business Continuity Leaders and has a duration of 2-3 hours in which the teams are requested to respond to the incident.

**What possible vulnerabilities could affect organizations?**

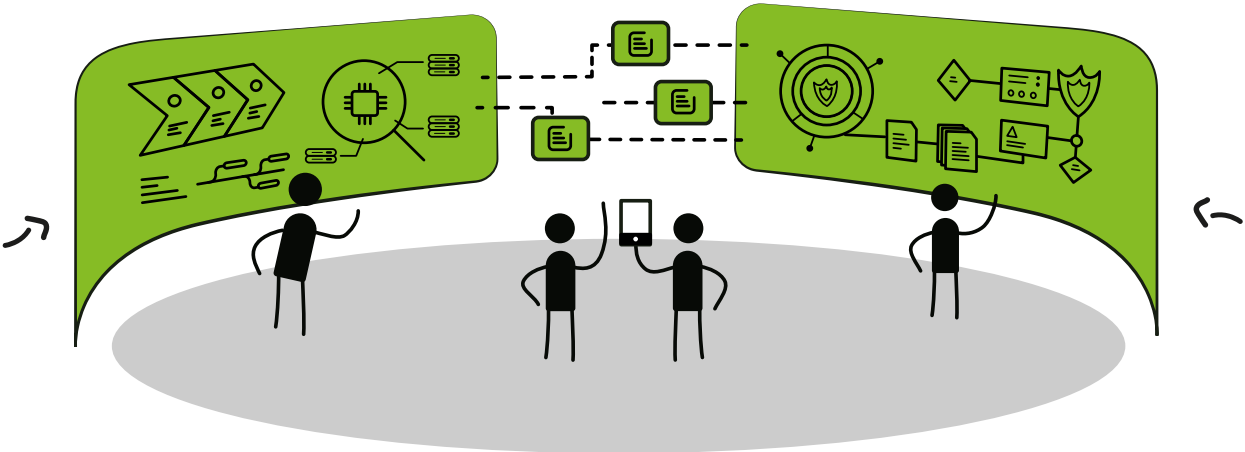
- Unexpected incidents: environmental and mechanical catastrophes, threats to both logical and physical infrastructure, and personnel;
- Cybersecurity risks like malware, worms, and service interruption attacks;
- Expanding data quantities and expensive downtime owing to data loss or unavailability;
- Heightened interconnections among systems and applications;
- Complex and evolving regulatory and compliance demands;
- Managing operations across various nations due to globalization;
- Impacts on business continuity due to outsourcing and reliance on vital external partners;

**How does the BCMS provide solutions?**

Deloitte’s approach is not only focusing on recovery but on nurturing organizational resilience by identifying potential risks and being prepared to act in advance of their occurrence.

**Key advantages** when using Deloitte’s BCMS:

- Focus on operational resilience by identifying and mitigating issues proactively to prevent losses;
- Promotes cost-effective decision-making for safeguarding organizational future and long-term continuity;
- Modular and adaptable for customization based on organizational needs and maturity;
- Alignment with globally recognized business continuity standards such as ISO 22301, and others, such as the Good Practice (BCI) Guidelines.



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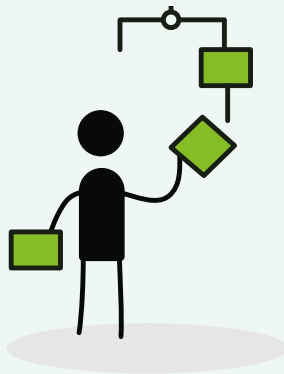
## Phase 1: **Analyze**

Assistance in understanding current state of preparedness, risks to continuity of operations and the business impact of unplanned disruptions;



## Phase 2: **Develop**

Planning an appropriate business continuity program, identifying relevant availability and recovery strategies, as well as developing emergency response, crisis management and recovery action plans;



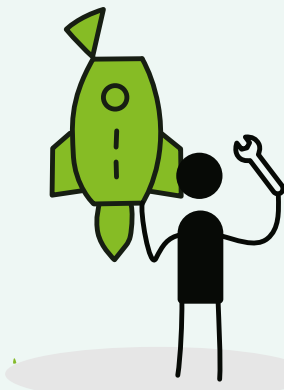
## Phase 3: **Implement**

Assistance in implementing a solution, including testing and awareness & training;



## Phase 4: **Maintain**

Continuous improvement of the Business Continuity Management, including plan and coordinate annual update of TRA, BIA, and BCP, considering business environment and emerging risks.



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## Assistance with execution of Threat and Risk Analysis (TRA) & Business Impact Analysis (BIA)

- identifying the most relevant crisis/disaster scenarios in four dimensions: people, facility, equipment and technology, 3rd parties
- conducting and calibrating meetings with business stakeholders

### Why is it relevant for organizations?

- To understand and prioritize potential threats by evaluating the impact of risks.
- To consolidate Business Continuity Plans inputs, such as strategy, key responsible and responsibilities etc.

## Development of Business Continuity Plan (BCP)

- documenting and elaborating the business continuity plan
- defining specific scenarios and drafting operational action plans to support recovery procedures
- defining Business Continuity Management (BCM) through policies outlining the crisis and continuity management organization.

### Why is it relevant for organizations?

- To ensure the ability to maintain essential functions during and after a disaster or disruption, offering:
- risk mitigation
  - operational resilience
  - financial stability
  - reputation management
  - compliance and legal obligations
  - employee safety
  - customer trust
  - strategic advantage

## Business Continuity Plan (BCP) Scenario Testing exercise

- elaborating in detail the testing crisis/disaster scenario (including, pandemic, natural disaster, geo-politics, key people migration, major cyber-attack), while considering implications on four dimensions: people, facility, technology, 3rd parties.
- coordinating test execution and support with collecting testing live log.
- consolidating and reporting results.
- supporting with internal communication.

### Why is it relevant for organizations?

- To ensure preparedness and resilience in the face of unexpected events, offering:
- weaknesses identification.
  - preparedness enhancement.
  - improves leadership decision-making when encountering real-life challenges.
  - validates the effectiveness of existing plans or their adjustments if needed.
  - builds confidence and competency among employees and management teams on their roles and responsibilities during emergencies.
  - facilitates communication among different departments and stakeholders, ensuring alignment.
  - reduces recovery time, allowing organizations to practice quick and efficient responses.

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## Conducting Business Continuity Management (BCM) internal awareness and training program

- developing tailored awareness and training content to strengthen employee understanding of BCM principles and practices.
- planning and executing training sessions and workshops with internal resources.

### Why is it relevant for organizations?

To quip their employees with the knowledge and skills needed to maintain robust business continuity practices, consolidating:

- organizational culture
- compliance
- prompt incident response
- reputation management

## Alignment with Business Continuity Management (BCM) Standards and Guidelines

We assist organizations in aligning their business continuity efforts with standards such as ISO 22301, DORA Regulation, NIS2 Directive, and BCI Good Practice Guidelines, ensuring strategies stay in line with current operations and compliance requirements.

- Review already existing BCM documentation against standards to assess the BCM maturity of the organization
- Conduct gap assessment against standards to identify BCM governance and improvement opportunities.

### Why is it relevant for organizations?

- To build confidence among stakeholders, including customers, investors, and partners.
- To minimize the impact of disruptions, ensuring the continuity of operations.
- To comply with legal and regulatory mandates, avoiding penalties and legal issues.
- To make informed decisions about risk management and resource allocation.
- To provide a structured approach to BCM, helping organizations allocate resources efficiently and effectively in preparation for potential disruptions.

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## Maintenance of Business Continuity Management System

- complementing or substituting the role of the Business Continuity Manager.
- planning and coordinating annual update of Third Risk Analysis (TRA), Business Impact Analysis (BIA) and Business Continuity Plan (BCP), considering the changing business environment and emerging risks.
- developing and introducing annual trainings and specialized drills for Management functions and key BCP responsible.
- support for any other requests on demand.

## Why is it relevant for organizations?

- To ensure that the BCM plan remains aligned with current operations, structures, and compliance requirements.
- To help identify and implement improvements, enhancing the organization's resilience against disruptions.
- To ensure that all personnel are familiar with their roles and responsibilities during a crisis.

# Contacts

For further questions regarding the Deloitte Crisis Simulation Exercise, please don't hesitate to contact us.



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