

Leaders in business continuity and resilience: the key lessons for the next decade

September 2011



Commissioned by

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Foreword

As a business leader or business continuity professional you could be forgiven for thinking that your business had business continuity management mastered or you had done enough to mitigate most known predictable risks.



The fact is, though, that few businesses really have. Events continually conspire to remind us that our view of the world – risk related or otherwise – is open to challenge. Despite improved awareness of business continuity since 9/11 and 7/7, with the recent Arab Spring, not to mention other potential technological, social or politically induced risks and disruptions, should any organisation feel completely confident?

One recent conversation that I had with the director of a multi-national enterprise, who relied on suppliers in Japan, should serve as a wake-up call to us all. This conversation highlighted that a disaster or disruption is not always a predictable single event, but, as in the case of the Japanese earthquake, is often a series of knock-on events and failures on an unimaginable scale that combine to disrupt not only the local economy but supply chains, business processes and operations around the world. Who could have predicted that Japan's business culture, which values loyalty, long-term strategy and business relationships, would also conspire to exacerbate the disruptive effects of the earthquake?

Long-held Japanese business values, often articulated as the foundation for profitability, in this case led to the clustering of key suppliers and single sources of supply, which in turn became single points of failure for the supply of components and materials. How many of our science and technology parks reflect this model today?

On the positive side of the Japanese disaster, some companies collaborated on a massive scale in the recovery phase, realising that together with great human spirit and a determined and adaptable workforce they could clear roads of debris and return to work sooner.

As sponsor of this report, SunGard Availability Services recognises that disruptions on the scale of what we've seen in Japan are rare and should not be overstated; however, the more commonplace aspects of disruption such as location risk, supplier resilience and technology outages can be anticipated and addressed. Harnessing good business continuity practice with the latest developments in workplace recovery, cloud computing, virtualised desktops and telephony can play a significant part towards ensuring your people stay connected to their information, customers and stakeholders.

And the common themes that you will find from the business continuity leaders – or trailblazers – identified in this report are those of championing the case for business continuity management, obtaining buy-in from the top of the organisation and embedding responsibility and skills within the business culture.

Above all, these trailblazers strive for improvement and have both the vision and the willingness to explore new tools and recovery models to adapt to an ever-changing world.

Mike Threlfall

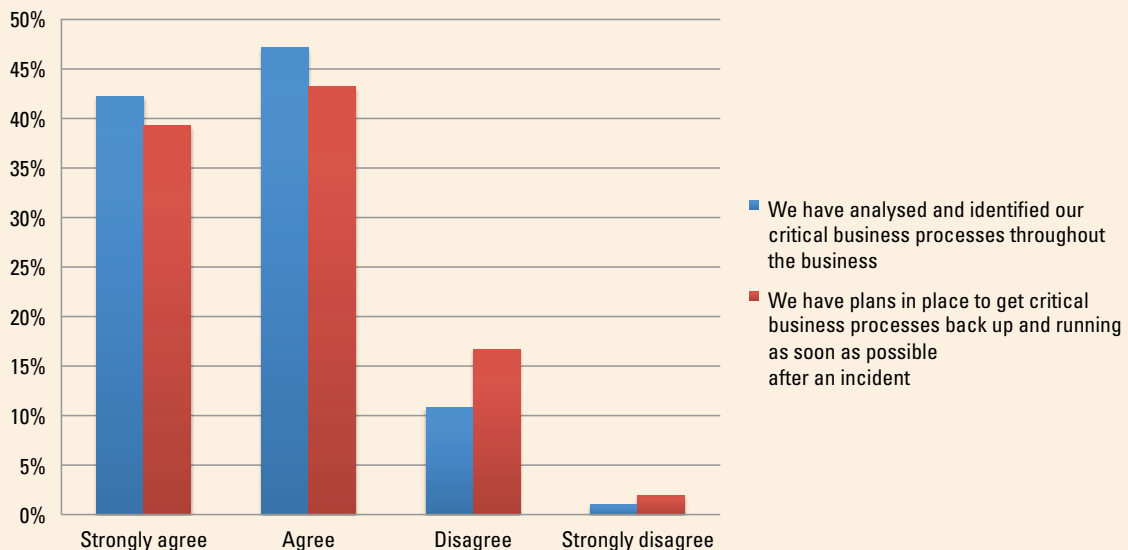
European, UK&I Consulting & Software Director, SunGard Availability Services

Taking business continuity to a new level

Earthquakes, ash clouds, strikes, pandemics and severe weather frequent the news and, as the global economy becomes ever more entwined, there are few organisations that haven't been affected by some kind of disruptive incident over the past twelve months. Given this environment, most large companies claim to have business continuity management in place. On the surface, large organisations in the UK would appear to have cracked business continuity – based on our recent survey of companies with 500 or more employees in the manufacturing, retail and professional services sectors, nearly 90% have analysed and identified critical business processes and almost as many have plans in place to get critical business processes back up and running as soon as possible after an incident.

Figure 1

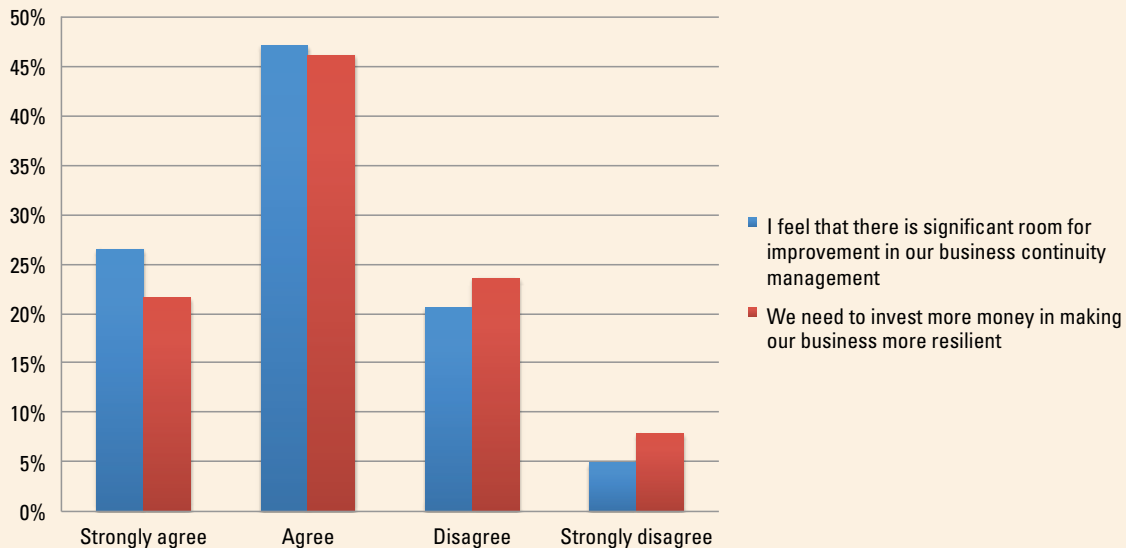
What business continuity measures do organisations have in place?



However, there is a strong sense that more can be done – 75% of respondents see significant room for improvement in their business continuity management, and 68% believe that they need to invest more money in making their businesses more resilient. In the same way that having strategy management does not necessarily imply a company has a competitor-beating strategy, simply having business continuity management does not necessarily mean a truly resilient organisation.

Figure 2

Is there room for improvement?



In order to look beneath the surface and to better understand how potential disruptions are really being managed in organisations, we interviewed 22 business continuity practitioners across retail, central government, professional services, manufacturing and finance in 2011. This in-depth research highlights that even amongst organisations that tick the box in terms of having business continuity management, there exist very different levels of business continuity management maturity. Although we see some common themes across the group as a whole, a small group of organisations set themselves apart and can be described as trailblazers in business continuity management. These are the organisations that have truly embedded the necessary processes, skills and mindset and the ones we believe to be most resilient to future disruptions. From our conversations with these companies, we can identify eight key characteristics that set these trailblazers apart from many other organisations.

Trailblazers in business continuity management:

- **Have a respected and influential business continuity manager**
- **Embed responsibility for business continuity throughout the organisation**
- **Keep plans as simple as possible**
- **Consider objectively a range of resilience options**
- **Put business resilience to the test**
- **Recognise that we're all human**
- **Ensure business resilience features in key business decisions**
- **Think broadly about business continuity issues and strategy**

Have a respected and influential business continuity manager

With nearly two thirds of C-suite executives in our survey agreeing that it is difficult to get senior managers in the organisation to invest time and resources in business continuity management, a vital, but often overlooked, element of successful business continuity is ensuring that the right person is chosen to drive forward business continuity management.

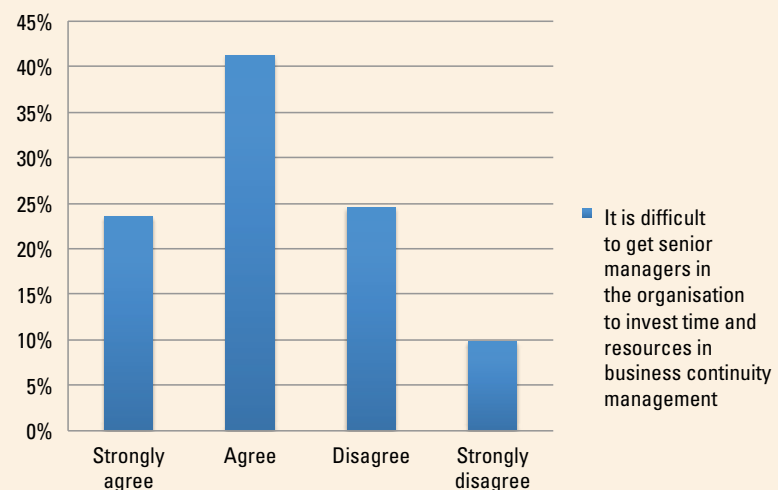
Some trailblazing business continuity managers are grown within the organisation, perhaps having been responsible for some aspects of what we now see as business continuity management within IT or facilities management. Others move to business continuity management from a more operational role. What seems to be key in developing a business continuity manager internally is to find a respected manager who has a solid grasp of both company operations and politics, and to enable that person to develop the additional skills and knowledge needed in business continuity management.

An alternative approach is to import someone with a strong background in business continuity management whilst recognising that time will be required to build relationships and to gain respect throughout the organisation. According to one of our interviewees who had travelled this path, "You have to do things slowly – you can't come in all guns blazing, you have to build your reputation first of all."

Whether they needed to build their knowledge of business continuity management, or their network and reputation within the organisation, all of our business continuity trailblazers recognise the need to understand the company and to influence key people. Really successful business continuity managers know executives throughout the company and get them onside by demonstrating the benefits to each individual. These successful managers are politically astute and know how to work with the board to ensure top-level support for investing time and money in business continuity management.

Figure 3

How easy is it to implement business continuity management?



Business continuity is no different from anything else – everybody wants to see what the added value is, and if you can't articulate what the benefits are you're going to have a problem. You have to know what business continuity means to other people in the organisation and you've got to ensure that the message and timing are right. Like everything else, there are many elements which need to be considered to bring success. These may be financial, political or understanding the business, and the managers who do not manage these will struggle to meet their aims. Often, the most effective managers are the ones who have worked in operations – they know which things to drive home, and they know what they don't need to focus on. Picking your sponsors is always important – you need to know who, on the executive, is going to be particularly supportive – and work with them. In some organisations, the business continuity manager may be at a level where their ability to influence is limited, the task may be more difficult but a communication link into the highest level has to be cultivated to ensure success. It is therefore important that business continuity managers are at a level where they can effectively influence and manage the most senior relationships. Even the best business continuity manager in the world will not succeed if they can't get any traction because they can't influence the right people.

Mario Pascoe, Centrica

Embed responsibility for business continuity throughout the organisation

Exploring the history of companies who are leading the way in terms of embedding business continuity management points to a common route in terms of the spread of responsibility. For most organisations, the roots of business continuity management lie in the IT department and are associated with disaster recovery of IT systems and infrastructure.

Over time, the scope of business continuity management broadens and the team grows, often moving out of IT into a different function. As one of our respondents says, "If business continuity is simply seen as IT disaster recovery, then the focus will just be on the IT side of things. You won't gain the full engagement needed across the whole business." At this stage in the maturity model the central team, with input from people in the organisation, are producing and updating plans and controlling all aspects of business continuity management.

As organisations and the business continuity programme evolve, the scope of the business continuity manager may broaden to incorporate risk management and security. At the same time, the central team contracts again as responsibility for business continuity management shifts out to the wider organisation. The role of the business continuity manager becomes centred on securing top-level support, providing guidance and frameworks to different parts of the organisation, and ensuring consistency and compliance.

In the last two years we have devolved full ownership and accountability for business continuity into the business which resulted in the removal of our small dedicated central team of business continuity experts. We have strengthened and developed our 'virtual' team of senior business representatives (departmental directors, one level below board level) and coordinators in each division of our business. This has been achieved by, amongst other things, greater clarity of roles and responsibilities as well as providing business continuity-related performance management objectives that they can be measured by. This is important because with the exception of the IT division there are no other full-time resources for business continuity, apart from myself.

My job is about providing a business continuity management (BCM) programme that is acceptable for our business to implement and which is based on good practice. Whilst the Sainsbury's BCM programme is not BS25999 accredited, everything we do is based on the BS25999 'Life Cycle' model. Before each of our quarterly business continuity steering group meetings I will sit down with each division and go through the current status of each key component of the programme relating to their specific business area. This will include items such as plans in place that are up-to-date and exercised, critical suppliers who have been identified and assessed and BIA requirements that are up-to-date. The output from these meetings is a BCM programme 'dashboard' that highlights, through the emotive colours of red, amber and green their respective position of preparedness. The 'dashboard' is then a focus of discussion at the steering group meeting. It's amazing the power and influence of colour!

Going back to the 'virtual' team we have in place I would also add that I play a key role in making sure that the right people are on board. If I am reliant on others who have no direct reporting line responsibilities to me and in a number of cases the senior representatives are in more senior positions than me, then having the right people involved with the right approach, knowledge and commitment is critical for our success.

There are clear signs emerging that with this change in approach it is making our business even more resilient. For example, a couple of years ago I would have been required to activate our business continuity management team (Incident Management) to deal with events such as last winter's severe weather disruptions. Now the business has developed its own business continuity capabilities to the point where they just get on with it by managing the situation as business as normal, just in more challenging circumstances. I think that's how business continuity can provide longer-term benefits for an organisation rather than just being associated with the low probability, high impact events – important though that is.

Steve Mellish, Sainsbury's

This embedded model of business continuity is extremely beneficial in ensuring that people throughout the organisation are thinking about business continuity and their responsibilities, and that plans are appropriate for each part of the business, are kept up to date, and are used when an incident happens.

Keep plans as simple as possible

When organisations first embark on a business continuity programme, they often find themselves developing detailed plans to cover every eventuality at every level of the organisation. Some of this detail can also be attributed to the need to provide theoretical guidance and 'how to' checklists because of a lack of training and understanding within the organisation. Unfortunately, these plans are often less useful than they first appear. Too numerous and too detailed, the plans are difficult to update and therefore tend to slip into obscurity. Our interviewees also pointed out that, even if the plans are kept up to date, people are slow to consult large detailed documents in search of some key piece of information.

Our business continuity trailblazers take a different approach to planning. Firstly, there is less need for theoretical concepts and 'how-to' guides because there are trained members of staff throughout the organisation who understand the business continuity management process and their role within it. Plans are also simpler because these organisations recognise that events lead to a relatively small number of disruptions, broadly summarised as loss of data, systems, premises, people or suppliers. Organisations can therefore plan for the loss of each of these five elements rather than creating a plan for each of the numerous, and ever-changing, risks in the environment. They also take a more tailored approach to creating plans so that the detail is only created where it is really required, for example in recovering a particular system. For other parts of the organisation, the focus is on collecting key information such as which people are needed for which processes, agreeing the fundamental principles of what will happen in the case of an incident, and giving people the tools to assess and manage incidents as they occur.

Although superficially similar, it's important to highlight the differences between this approach and an approach often seen at action-orientated organisations that thrive on the 'excitement' of crisis management. Crisis management junkies can become extremely effective at pulling together a team and making decisions when an incident occurs. However, this effectiveness in the moment masks a lack of forethought and the fact that the situation could have been much easier to manage with effective analysis and planning before the event.

Each department has their own business continuity plan. These plans describe the key people in the department, their critical tasks, and who can replace them if they aren't available. The plans cover what IT systems are used and what can be done if these systems are down. They also look at what can be done if there is no access to this building – where else could they work and what could they do. Centrally, we are very clear about who and what systems we need in what order of priority if an incident were to occur.

Caroline Bailey, LexisNexis

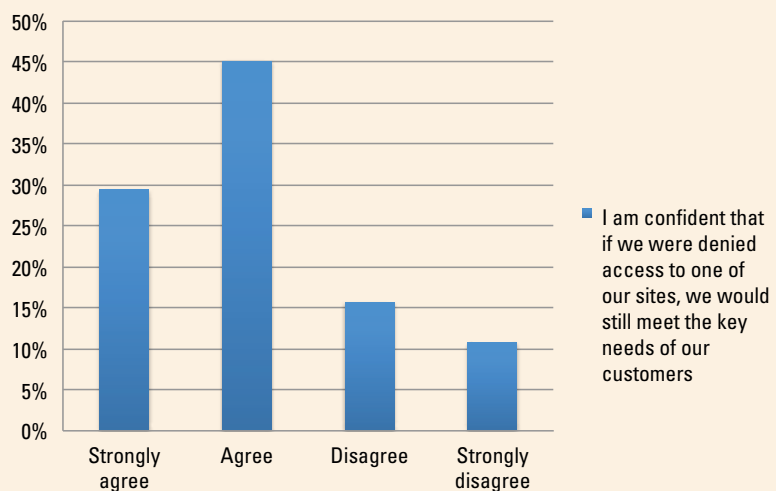
Consider objectively a range of resilience options

As organisations mature with respect to business continuity, they tend to think more broadly and more objectively about their business continuity options and about recovery from loss of data, systems, premises, people or supplies.

In the early stages of business continuity management, organisations tend to focus on data and systems alone and, even in more mature organisations, there can be a disconnect between the efforts of the IT department with respect to disaster recovery and the true requirements of the business. In contrast, for the trailblazing organisations, ICT resilience and continuity measures are driven directly from the business’s analysis of what is critical. They recognise the need to protect critical data and, where relevant, use real-time data replication to ensure data is backed up and available when needed, sometimes turning to cloud services to achieve this aim. These organisations have clear elapsed time targets and plans for recovery of systems and quite often use external partners to provide support to achieve their objectives.

Figure 4

Are organisations confident about managing a loss of premises?



We have remote working capability but it's not something we rely on in our recovery planning. Remote working is great for enabling people to be more flexible but if you've got key dependencies on people for certain business processes then you need to make sure there's the right kind of provision there, whether it be work area recovery or split responsibilities across sites.

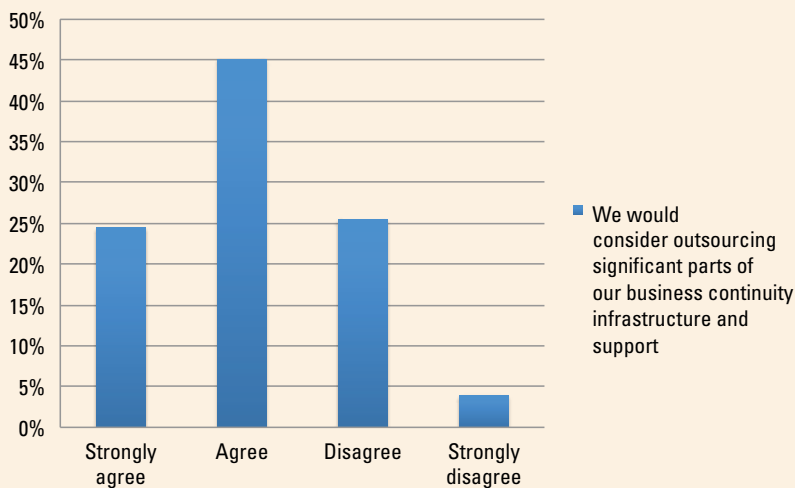
Daniel Bridge, Nationwide

In our survey, nearly three-quarters of respondents were confident that if denied access to one of their sites, they would still meet the key needs of customers. Mirroring this confidence, a significant proportion of our interviewees expressed a lack of concern about being denied access to a particular building because their employees had laptops and could work remotely. However this confidence may be misplaced and, as the more mature organisations pointed out, working remotely is not the answer to all problems – many teams actually need to work together to operate effectively, and many people do not have the space, facilities or appropriate environment to work effectively from home. Information security also needs to be addressed for people working outside the protected corporate environment. This suggests a continuing need for fixed workplace availability services even in light of the more mobile options available.

Although remote working forms part of their plans with ‘thin client’ or ‘virtual desktops’ to access systems, all of our trailblazers rely upon other options whether that be diversely located self-owned buildings or using external organisations to provide dedicated or shared workplace recovery centres. This use of external support is becoming more and more valued and 70% of survey respondents say they would consider outsourcing significant parts of their business continuity infrastructure and support. Whether supplied internally or externally, this backup obviously requires investment and the trailblazers are clear about which processes are critical, what is needed to maintain these processes in the case of an incident, and the cost to the business of this not happening if an incident were to occur.

Figure 5

Are organisations open to external support?



Organisations appear less prepared for what happens if key people aren’t available at all – either working at business premises or from home. In our interviews, only the trailblazers were talking about being prepared for this scenario. These organisations develop their ability to shift key processes between teams and offices, and invest money in cross-skilling staff.

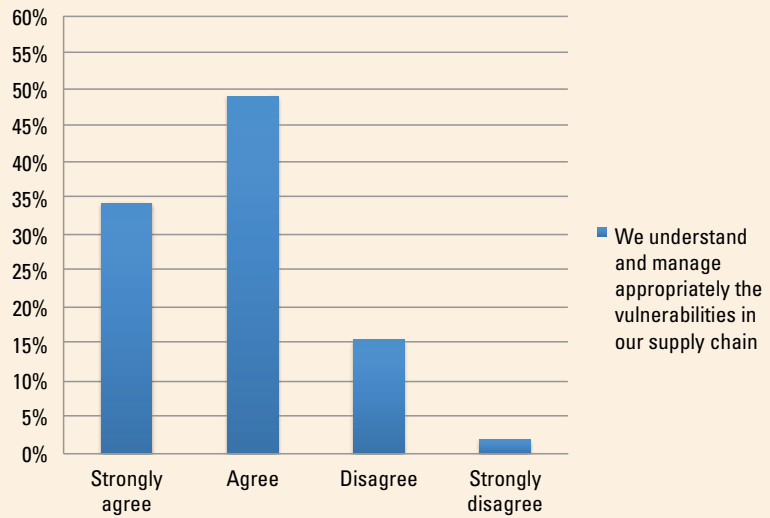
Over 80% of our survey respondents said that they understood and managed appropriately the vulnerabilities in their supply chain. However, in speaking to our interviewees, it was apparent that this confidence might be misplaced. Acting as suppliers, most interviewees had experience of customers asking about business resilience but felt that the questions were too high-level and that the responses were not being scrutinised in detail. If this is the same level of information that is being used to generate our survey respondents’ confidence in their supply chain resilience, then supply chains are not as robust as senior managers in companies believe. Recent natural disasters have brought these issues vividly to light.

We’ve got three head office sites with several thousand people from various divisions split across them. So if, for example, there’s a mortgage processing activity that needs to complete by a certain point in time you’ve got a number of teams who can manage it from different locations.

Daniel Bridge, Nationwide

Figure 6

Do organisations have confidence in their supply chains?



We've placed much more emphasis on suppliers over the last couple of years and we're working very closely with procurement to make sure our suppliers can sustain their services to us.

Mario Pascoe, Centrica

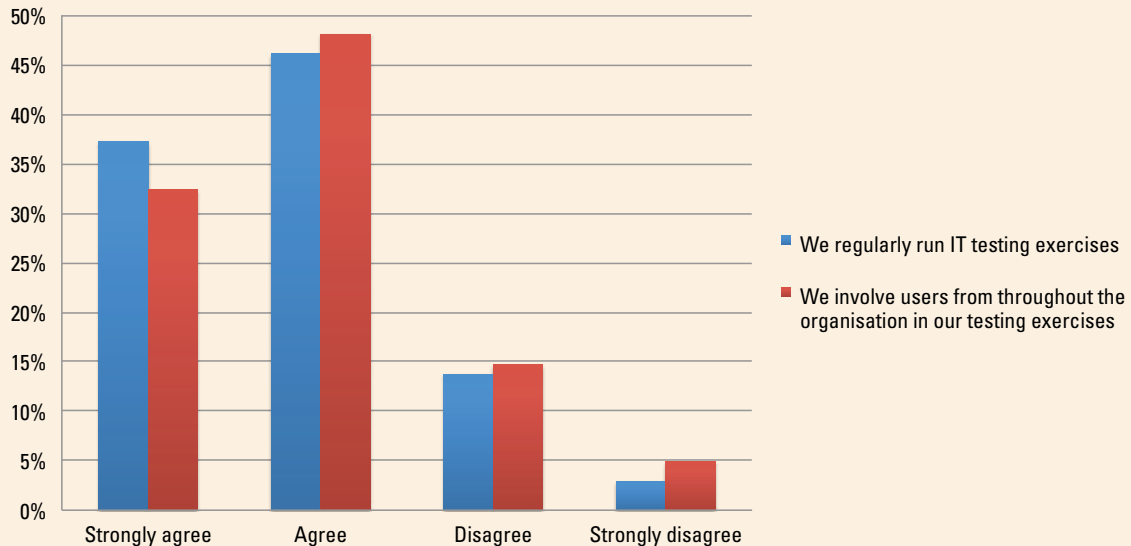
Trailblazing organisations take a much more rigorous approach to suppliers, and drill down far enough into the supply chain in order to understand the resilience of key suppliers and their key suppliers. This level of examination is needed in order to spread global risks effectively.

Whether considering resilience in terms of data, systems, premises, people or suppliers, it is critical that recovery solutions continue to reflect business realities. Complex global supply chains and outsourcing can mask new risks, a part of the business that was once peripheral can become the backbone of business growth, or an ancient legacy system can suddenly become a time bomb waiting to go off. Businesses need to regularly assess the current resilience of the business and plans need to be revised if they are to remain robust.

Put business resilience to the test

Figure 7

Do organisations test their IT resilience?



Our survey confirms that most large companies are carrying out some kind of testing on a regular basis with over 80% regularly running IT testing exercises and similar numbers involving users from throughout the organisations in these exercises. In addition, companies are facing more and more real-life tests through, for example, bad weather or technology issues. These tests, real or planned, usually serve a useful purpose in that they highlight weaknesses in the organisation's business resilience. For example, one interviewee spoke of moving to a second building on experiencing a bomb scare and although the technology solutions were fine, "It highlighted how difficult it is when you've got 150 people milling around and it was made worse because it was over a lunchtime." The real-life examples, in particular, tend to provide impetus for reviewing and adjusting business resilience measures with two thirds of large organisations agreeing that a significant incident motivated them to improve their business resilience.

Our interviews, however, revealed that business continuity trailblazers take testing to a new level in terms of frequency of testing, number of employees involved, and realism.

The best education and awareness is if someone actually participates in a live test and they go to a work area recovery site, undertake 'work-arounds' or do whatever they need to do in a real incident. The big change for us is that we now involve as many staff as possible in testing. We used to do tests with 30 people where we'd check that the technical elements were in place. Now, we regularly send up to 200 people to the work area recovery sites and expect them to carry out their jobs. We have to get the logistics right. About 3,000 people went through work area recovery testing last year and that means that 3,000 more people a year know what goes on – it's not brand new or a surprise to them.

Mario Pascoe, Centrica

For many business continuity managers, the challenges associated with getting the organisation to agree to such intrusive tests appear too large to overcome. However, our business continuity trailblazers seem to build such an acceptance of the need for business continuity management that they are able to push through extensive testing. Being allowed, or even encouraged, to run large-scale tests is a visible sign of embedded business continuity management.

Recognise that we're all human

One characteristic that really stands out amongst the trailblazing business continuity managers is their recognition of human nature in all aspects of implementing business continuity management. This awareness and responsiveness to our inherent irrationality is apparent initially as they engage people throughout the organisation. In order to win the time and attention of already busy employees, business continuity managers are not just thinking about what's important to the individual concerned from a rational perspective, but are using stories and emotions to engage hearts and minds. Gary Hibberd at Irwin Mitchell explained how he uses his detailed understanding of evacuation procedures saving lives in 9/11 to help people really appreciate the need for planning and awareness. This attention to engaging individuals seems vital if employees are to really commit to business continuity management and to give their time and energy to preparing for an incident.

This recognition of the human factor is equally apparent in the plans created in these organisations. Whilst organisations in the early stages of business continuity tend to focus on systems, more mature organisations are equally concerned with what individuals need to do, where they need to go, and who they will look to for information and support. Trailblazing organisations take this one step further – they think about how people are likely to behave in a stressful situation.

When people are in a crisis situation, their reading ability drops by four or five levels. So my challenge is to make our plan as concise as possible and to ensure that each instruction is no more than six or seven words. Our IT guys wanted to have the plan on their Blackberry. But in a crisis, you'd be likely to forget your password or not be able to use the keys. We should think of our brain as being split between a Neanderthal and a grumpy teenager. We've only started using technology in the last ten or twenty years. You're fighting a whole evolutionary process where inside your head is a caveman with a 'fight or flight' response and a teenager who begrudgingly accepts that technology will help, but is too lazy to help out! This is why 'keep it simple' works. A one-page summary or cheat sheet held in your wallet or car will get you through the initial panic of a crisis situation.

Gary Hibberd, Irwin Mitchell

How are people going to respond to a situation that is probably emotive and not necessarily in their control? You can do all you can in terms of the physical infrastructure, but the human angle is emotive and challenging and needs handling carefully.


Sam Clark, Clifford Chance

Recognising how people behave in stressful situations demands a review of plans and procedures to check how robust they are when people are not behaving as normal. Reviews of major incidents show that people will often refuse to even acknowledge that there is a problem and business continuity managers need to think about how to prompt people in to action, and how to ensure that people assess the situation clearly. For some of our interviewees, this was as simple as giving people a wallet-sized card that allows them to ask the right questions about the incident and making people aware of how they might be tempted to act in a challenging situation. Organisations also need to consider that, in the case of many incidents, it will not just be the business that is affected but the wider community. In these situations, people will be thinking about their homes and families and not necessarily about ensuring that the business is back up and running as soon as possible. Business continuity trailblazers take all of these elements into account in developing their plans.

Ensure business resilience features in key business decisions

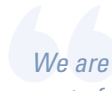
In the early stages of business continuity management, business continuity is something that is “added on” to the existing organisation, something that is worked on once everything else is in place. In more business continuity mature organisations, where business continuity is culturally embedded, business continuity is considered at the outset when key decisions are being made whether the decision is about new suppliers, new markets or new partners. These organisations have become more resilient over time not just because of better plans or backup options, but because the organisation has evolved with business continuity in mind. For example, as these organisations consider new markets they think through the business continuity implications. They don’t contract with suppliers first and then assess business resilience later; instead suppliers have to meet rigorous business continuity guidelines in order to work with the organisation in the first place. This approach ensures that the organisation is not put in a position of ‘resilience catch-up’.

As suppliers themselves, trailblazing organisations are toying with how their business resilience could be used, not just to “tick a box” for potential clients, but as a differentiator and competitive selling point for their organisation. One business continuity manager suggests to client relationship managers that they invite clients to a workplace recovery centre when testing is taking place to highlight what they have in place to protect their client’s business if an incident were to occur. As business-disrupting issues continue to fill the news, we expect to see more companies proactively marketing their resilience to clients and potential clients rather than avoiding any mention of disruption.



When making these kinds of decisions, business continuity is considered along with other control areas. It’s important that business continuity considerations are embedded in the project process so that whoever is running the project knows it needs to be considered. If you’ve got the right buy-in upfront and awareness within the organisation, then sponsors and project managers know that it’s a relevant factor and they consider it.

Daniel Bridge, Nationwide



We are not an afterthought when changes take place. We are a proactive part of the change process and also part of the due diligence process. Our level of involvement will be appropriate to the project so, for larger projects, we will have a business continuity work stream. On smaller projects we commit appropriate resource to ensure we advise on business resilience and that it will be built in to the project

Mario Pascoe, Centrica

Think broadly about business continuity

What is really striking about the business continuity trailblazers is the breadth of their research and thinking, be that around risks, effective approaches to business continuity planning or how best to motivate and engage people in the organisation.

I read widely and I'm a bit of sponge when it comes to business continuity management. But it's not just business continuity books; it's about disasters, personal tragedy, how people cope with a crisis situation. 'The unthinkable: Who survives in a disaster' is a great book to read if you want to know about how people respond to crisis situations and certainly helped me to think wider than the physical response to major events. To be honest, there's not one particular source I would go to for all the answers. I'm a member of LinkedIn and I frequently comment on various threads on there and follow many more. As the saying goes, we're all merely standing on the shoulders of giants!

Gary Hibberd, Irwin Mitchell

On the topic of risks, there is no single source of up-to-date information that satisfies the needs of these managers. Business continuity professionals feel the need to read widely and to connect with a variety of groups and organisations in order to understand the risks and potential impact of events ranging from the Olympics in 2012 to the earthquakes in Japan to potential disruptions to local services.

To me the most important thing I can have is an open mind. I use external sources all the time. I map the government's national strategic review and I keep an eye on that. I'm a board member of the Association of Insurance and Risk Managers so I use all the knowledge and experience from those guys. There are lots of great magazines. Strategic Risk is one that I use quite a lot and they're always event scanning. And I just keep an eye on what is going on around us. Twitter is a fantastic source of information!

Elaine Heyworth, Everything Everywhere

There is, like any job, a need for balance – it would be quite possible to be responding to alerts and the latest headlines all day long. There is also, as one of our respondents pointed out, a risk that business continuity managers simply focus on responding in a visible way to new issues because this, in less sophisticated business continuity cultures, can be where they appear to add value. In trailblazing organisations, clear protocols and assessment frameworks prevent knee-jerk reactions.

When you start this job you get sucked in to focusing on speed of response, but that's seldom appropriate. The only situations where speed matters most are true emergencies that are probably outside of your control. My job is to put in place measures that are appropriate and to not be frenetic. I need to contain the financial risk and convey the appropriate meter to employees based on the situation we face.

Sam Clark, Clifford Chance

As well as being aware of risks on the horizon, organisations need to think broadly about their neighbours and immediate environment. Stories abound of organisations creating plans in isolation that are then impossible to implement because of the actions of their neighbours affected by the same incident. Only a small subset of disruptions affect just one business and business continuity managers need to take the actions and demands of other organisations and stakeholders into account.

Some organisations take this community awareness even further and, without being forced to, plan on how they can take an active role in assisting the wider community during incidents. There's a win-win situation here: not only is the community helped but the organisation tends to garner significant positive publicity and also boost employee morale.

Joining the business continuity trailblazers

On the surface, business continuity management is not complicated. However, like most theoretically simple organisational tasks, implementing effective business continuity management requires awareness and management of human irrationality, political astuteness, and dogged determination.

Only by corralling the political and emotional angles as well as the rational, can business continuity managers ensure that people throughout the organisation devote sufficient time and energy to business continuity planning, that plans are tested and kept up to date, and that, when something does happen, the organisation is able to follow the plan.

With continuing, if not increasing, levels of disruption on the horizon, no organisation can afford to be blasé about business continuity. The examples provided by our trailblazers are interesting for large companies who already have business continuity in place yet wish to take it to another level. Hopefully, they also provide inspiration for smaller companies many of whom, according to a recent CBI survey, have yet to implement any business continuity at all. Organisations who join the trailblazers are best prepared to survive and thrive despite the earthquakes, ash clouds, strikes, pandemics and severe weather of the future.

Methodology

In April and May 2011, we conducted face-to-face interviews with 22 business continuity practitioners from the retail, manufacturing, public sector, financial services and professional services sectors to explore their experience of business continuity management.

In May 2011, we surveyed 106 C-suite executives from retail, manufacturing and professional services sectors to understand approaches to and perceptions of business continuity management. These executives represented companies with 501-1,000 employees to 10,000+ employees.

Acknowledgements

Source would like to thank all those that helped with the publication of this report and in particular, special thanks to the following business continuity experts for their invaluable contribution:

Caroline Bailey	LexisNexis
Daniel Bridge	Nationwide
Sam Clark	Clifford Chance
Elaine Heyworth	Everything Everywhere
Gary Hibberd	Irwin Mitchell
Steve Mellish	Sainsbury's
Mario Pascoe	Centrica

About Source

Source is a leading provider of information about the market for management consulting. Set up in 2007 and based in London, Source serves both consulting firms and their clients with expert analysis, research and reporting. We draw not only on our extensive in-house experience, but also on the breadth of our relationships with both suppliers and buyers. All of our work is underpinned by our core values of intelligence, integrity, efficiency and transparency. It helps:

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- Consulting firms to keep in touch with trends amongst major buyers and competitors

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