Skillmine
Technology • Consulting • Services

CASE STUDY OF

BUSINESS CONTINUITY MANAGEMENT

One of the global leaders in Automobile Industry

The client, a global leader in automobile industry aims to provide customers with unique and innovative finance solutions to support automobile sales worldwide through its subsidiary financial services.

Objective

- Minimize the risk and effectively deal with IT System Failures due to natural or man-made disasters.
- To demonstrate a corporate commitment to business continuity management (BCM) and assure its customers that it is in the best position to provide consistently reliable financial services whatever the circumstances.
- To improve overall business performance, risk resilience and gain competitive advantage.

Business Challenge

01

Outdated Business Impact Analysis (BIA) with multiple changes in the business due to growth and people movement.

02

The overall current Scope was very large as compared to the scope covered 3 years back.

03

Insufficient Tools & Technology

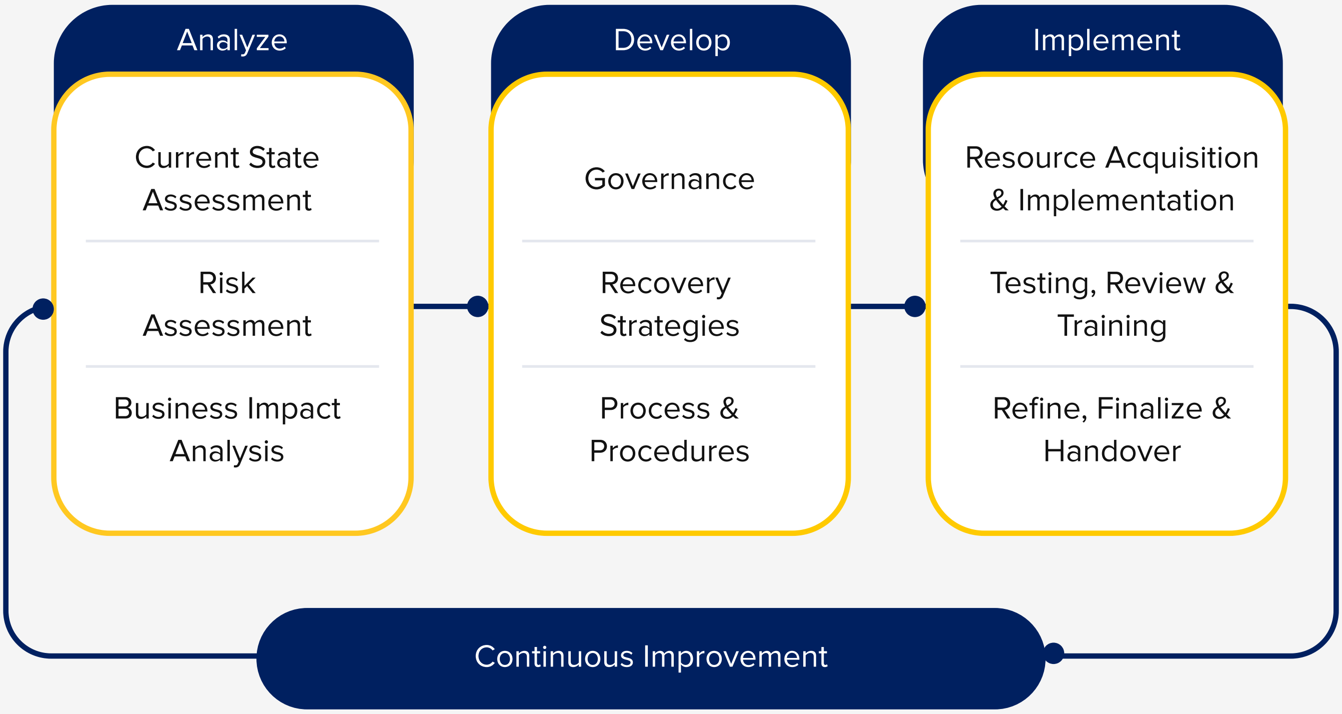
04

Lack of Routine testing

Skillmine Approach

- Identify, analyze, and understand potential risks, threats and impact, especially those related to the provision of an organization's essential services by undertaking a comprehensive BIA exercise.
- Identify the organization's time-critical business processes & functions, required recovery timeframes and hence the restoration priority for business operations. Determined the RTO & RPO.
- Provide strategies to 'business as usual' (BAU) within agreed and acceptable timeframes.
- Create action-oriented procedures to respond to the disruption in an efficient, effective, and timely manner.
- Establish principles and capabilities that are dynamic such that they enable the organization to respond to variety of future disruption events; and Periodically review, modify, update, or revise the business continuity framework to account for new organizational risks.

Skillmine Approach



Execution

- Analyzed history and trends and provided insights into the emergence of risks and tested the effectiveness of controls through modeling, analytics, and reporting.

- Performed a high-level gap analysis to understand the current BCM activities within the organization and created a high-level road map for BCM implementation.

- Compared and analyzed risk in order to determine the level of controls/treatment required for an asset.

- Developed BCM framework containing important aspect of Business Continuity such as Crisis Management, Disaster Recovery, Call tree and more importantly Disaster initiation, Disaster Policy Integrated multiple data feeds from different sources to maintain data accuracy and relevance.

- Performed department wise Business Impact Analysis (BIA) to ascertain criticality of the business functions and accordingly developed a plan.

- Designed BAU and Automation plan, Disaster Recovery Plans (DRP's) (relevant to EP, Location, Regulation, System, BAU) based on RTO & RPO required from various business units using BS25999 standards and other best practices.
- Provided support to the asset assurance process to ensure controls are implemented and maintained.
- Established relationship between risks, controls, and asset types to ensure that controls applicable to the risk and asset type are available for selection.
- Introduced ISO 22301 International Standard for BCP for further maturity in the next cycle.
- Conducted Business Continuity & Disaster recovery drills, implemented adaptive and responsive measures and reduced the downtime.
- Executed actual tests and trained the trainers with Awareness procedure for fast recovery management through User awareness sessions – 1 per department.
- Reviewed and refined management process & procedures for new organizational risks.

Business Benefits

Data Points

- Business impact analysis of 20 departments.
- 16 Essential Processes identified which were critical and executed the plan with drills.
- 38 Essential Process which were Important and created compensatory controls.
- 2 rounds of Drills were done distributing the unrelated essential processes.
- Delivered the BCP & DR in 10 months.
- Deployed highly competent team to manage & govern the entire project.

Capability & Competency

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