



“However beautiful the strategy, one should occasionally look at the results.”

W. Churchill

BCM Strategy

All organizations whether large or small have aims and objectives such as to grow, to provide services and to acquire other businesses. These aims and objectives are generally met via strategic plans to achieve an organization’s short, medium and long term goals. Business Continuity Management (BCM) will ensure that these aims and objectives are not compromised by unexpected disruptions.

Definition of Business Continuity Management:

“A holistic management process that identifies potential impacts that threaten an organization and provides a framework for building resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value creating activities.”

(The Business Continuity Institute)

Business Continuity Lifecycle

Business Continuity Management (BCM) is a continuous process and encompasses six distinct steps:

- BCM programme management
- Understanding the organisation
- Determining BCM strategies
- Developing and implementing a BCM response
- Exercising, maintenance and review
- Embedding in the organisation

Ascore’s BCM Services have been designed to match with these steps (one or more BCM Services for each BCM step), hereby assuring compliance to the most recent BCM standards and good practises.

Determining BCM strategies

This lifecycle step is positioned in between “Understanding the organization” and “Developing and implementing a BCM response”.

In this phase senior management will formalize its impact and risk appetite and agree upon:

- preventive controls that will reduce the likelihood of a disruption;
- building an appropriate level of resilience and response measures with a goal to reduce the period of disruption and limit the impact.

The decisions taken in the Strategy phase will shape the organizations response structure and capability.

Assumptions

It is recommended to have:

- assembled executive decision power for the Strategy meeting(s) and/or workshops;
- correct and trustworthy information from Risk Assessment (RA) and Business Impact Assessment (BIA).

About Ascore

Ascore is specialized in operational risk management consultancy and staffing. Operational risk management, information security, business continuity and compliance to laws and regulations are major cornerstones of our services.

Ascore assists its customers with the incorporation of operational risk management at all levels and in all areas of their organization, including day-to-day operational decisions. No decision should be taken in any organization without applying proper operational risk management. It can be applied throughout the entire life cycle of any activity or project. In order to minimize risk, it is however preferable to apply operational risk management is applied at the beginning phase of a project or operational activity.

About Ascore Academy

Ascore offers, through the Ascore Academy, an extensive education and awareness program, covering several open classes, events and customized education experiences.

Contact

For further and additional information, please contact us on Tel. +32 (0)9 243 10 20 or info@ascore.com

On all Ascore services our general terms of delivery apply.

BCM Strategy

Introduction

Based on the results of the BIA, senior management is in a position to take focused decisions while respecting business priorities and constraints.

The Strategy decisions with regards to the responsive structure and capability must ensure that:

- an appropriate incident/emergency/crisis response structure will be build that will enable an effective response and recovery from disruptions;
- appropriate plans will be written, which contain specific actions and procedures that need to be executed by nominated teams or individuals upon the occurrence of a disruption;
- appropriate solutions will be build that allow recovery of business processes, its activities and resources and this within the agreed recovery objectives;
- appropriate contractual arrangements will be set up with 3rd parties and suppliers so that agreed levels of service will be maintained/recovered when the 3rd party/suppliers is facing a disruption.

Purpose

The Strategy phase will translate strategic choices into tactical guidelines and directives, which are required to build up the operational competence and capability to respond to disruptions.

The tactical guidelines and directives will relate to:

- Plans:
 - What type of plans are recognized and required?
 - What is the minimum content for each of the required plans?
 - What is the scope of these plans, which locations/business parts must be covered, what time duration must be covered?
 - What template/tool will be used for these plans, what is the minimum review cycle?
- Solutions:
 - What are the requirements/specifications for solutions?
 - What are the requirements/specifications for the solution providers?
 - What are the test requirements?
- Arrangements:
 - For which 3rd parties/suppliers must arrangements be contracted?
 - What is the minimum contractual content for such an agreement?
 - Will a contract template be made available?

Methods

Asure, in close collaboration with your organization, will select the method which suits best with your requirements and organizational culture to facilitate the Strategy phase; this may be one or more of the following:

- Strategy meeting
- Strategy workshop
- Cost/Benefit analysis
- SWOT analysis

Outcomes and Deliverables

The selected strategy options and decision taken may be recorded into meeting minutes or more formalized in BCM Strategy report.

For larger organizations it may even be required to formulate a BCM Strategy standard or guidelines/instructions.

Next step

Based upon the strategy choices and decisions and the resulting blueprint for the response structure, the operational BCM competence and capability must be build/adjusted.

This will be covered in "Developing and implementing a BCM Response" lifecycle step, see also following flyers:

- **BCM Plans**
- **BCM Response Solutions**
- **BCM Arrangements**

Interested in world-class education and training on business continuity, crisis management, disaster recovery or pandemic planning: visit the website of the BCM Academy Belgium (www.bcmacademy.be).

For more information, please contact:

Tel.: +32 (0)9 243 10 20

E-mail: info@asure.com www.asure.com

Bijenstraat 16-17, B-9051 Ghent , Belgium