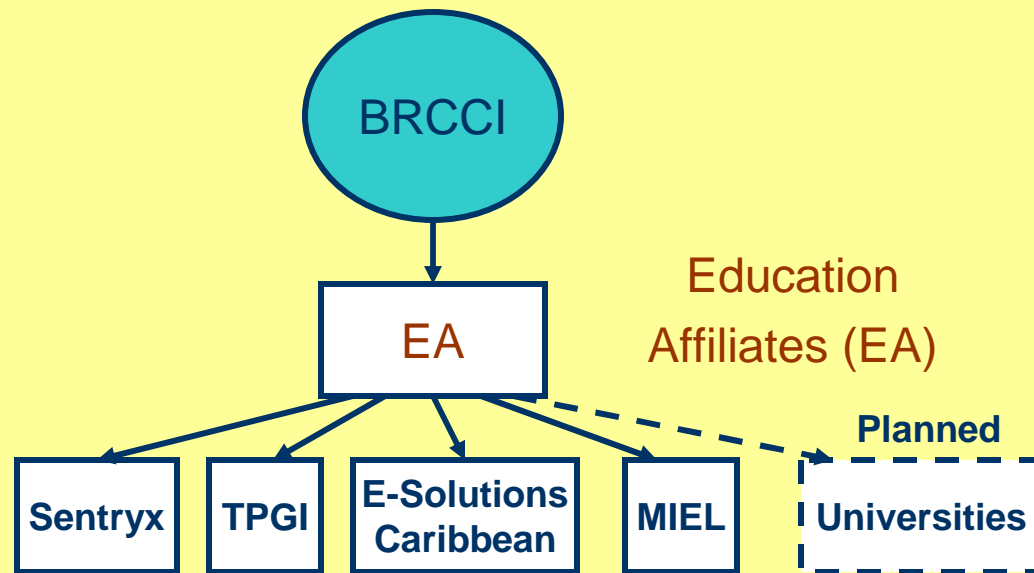


Business Resilience

BRCCI

<http://www.brcci.org/>

Business Resilience Certification
Consortium International (BRCCI)



BRCCI

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Business Resilience

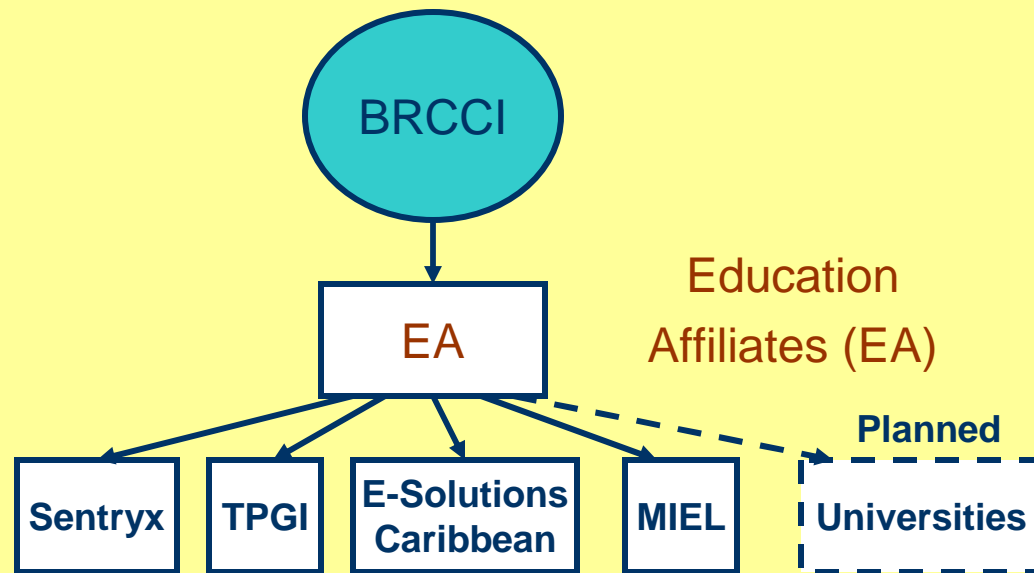


Certified Business Resilience Manager



Certified Business Resilience Auditor

Business Resilience Certification Consortium International (BRCCI)

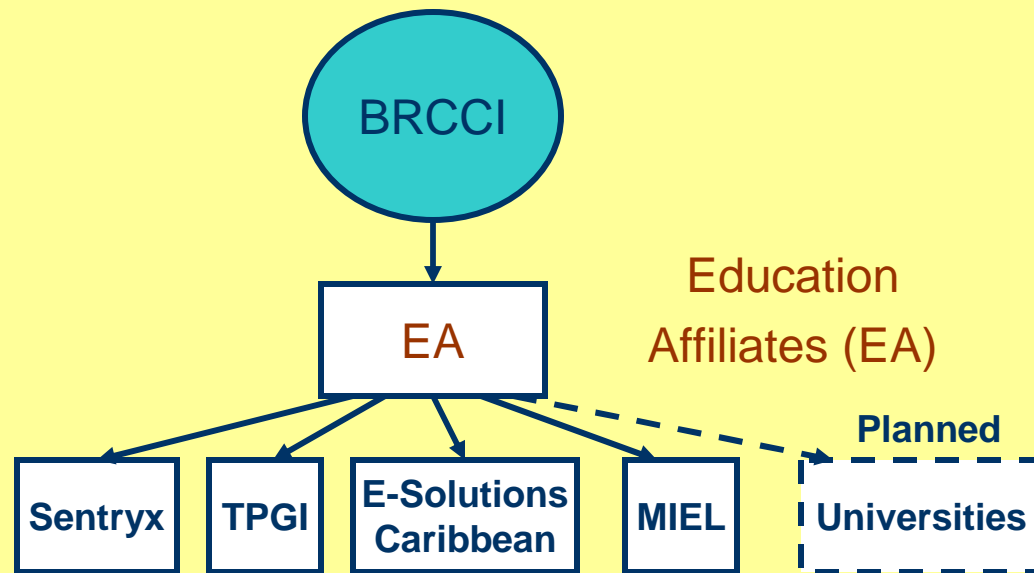


Business Resilience



**Certified Business
Resilience
IT Professional**

Business Resilience Certification
Consortium International (BRCCI)



Disaster Recovery & Business Continuity

Business
Resilience
Evolution



Disaster Recovery & Business Continuity

Protect
Stakeholders'
Values

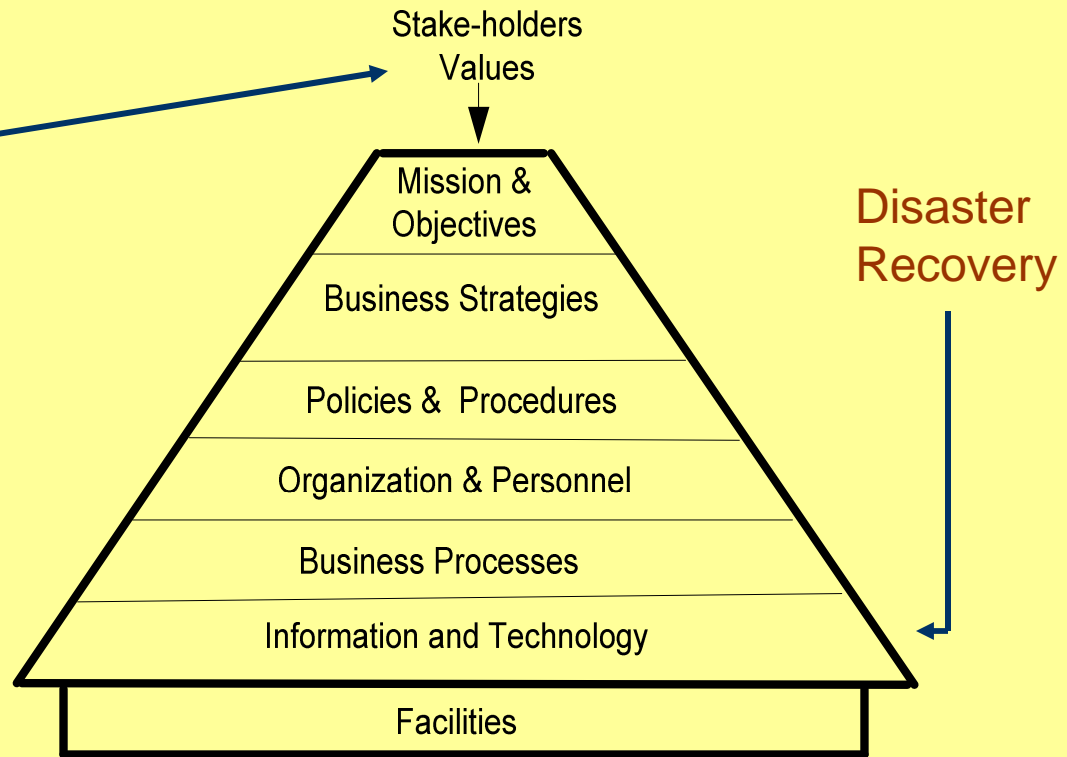
Each Field
Differs in its
Area of Focus



Disaster Recovery and Business Continuity

Protect Stakeholders' Values

Each Field Differs in its Area of Focus



Disaster Recovery and Business Continuity

Protect Stakeholders' Values

Reactive Approach

NO Return-On-Investment (ROI)

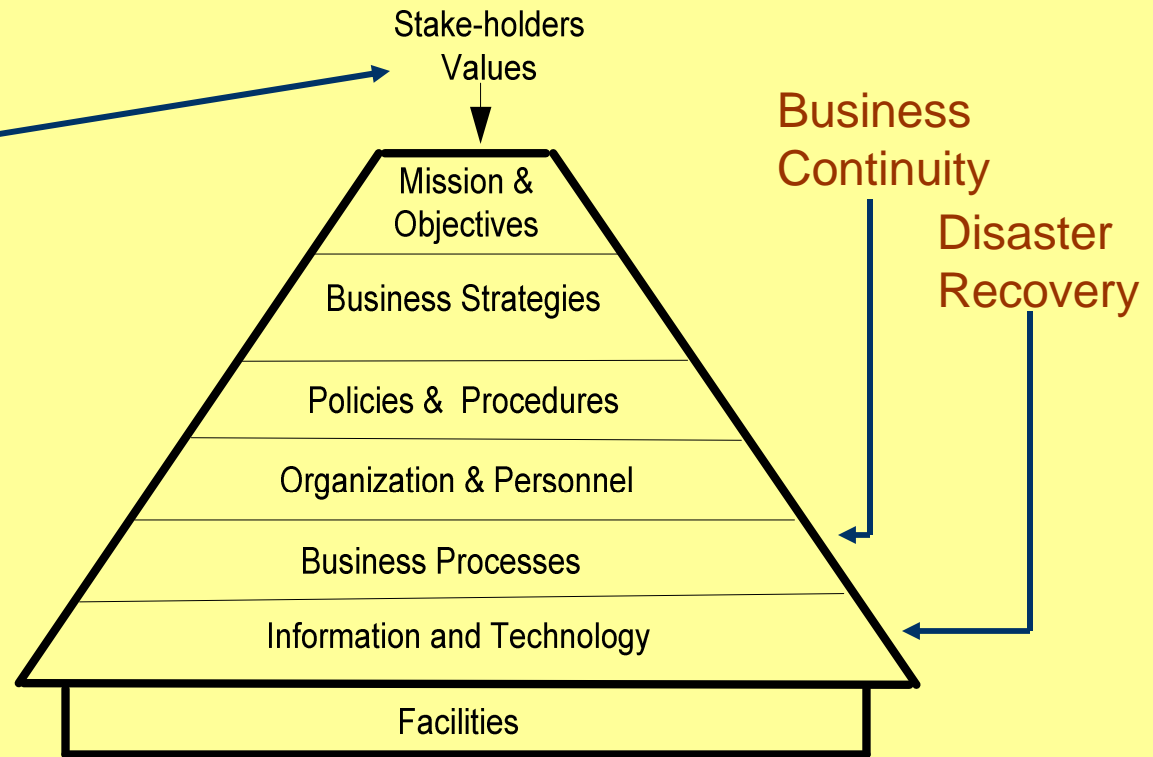


Disaster Recovery and Business Continuity

Protect Stakeholders' Values

Each Field Differs in its Area of Focus

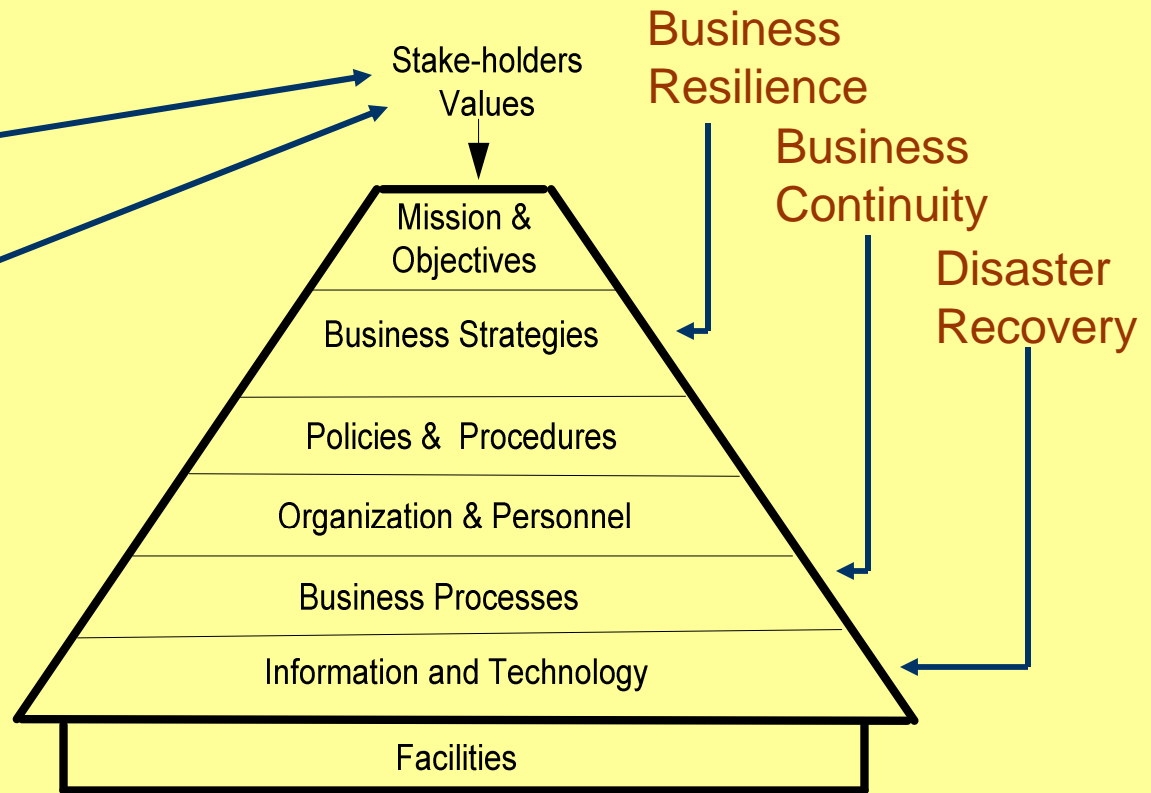
NO Return-On-Investment (ROI)



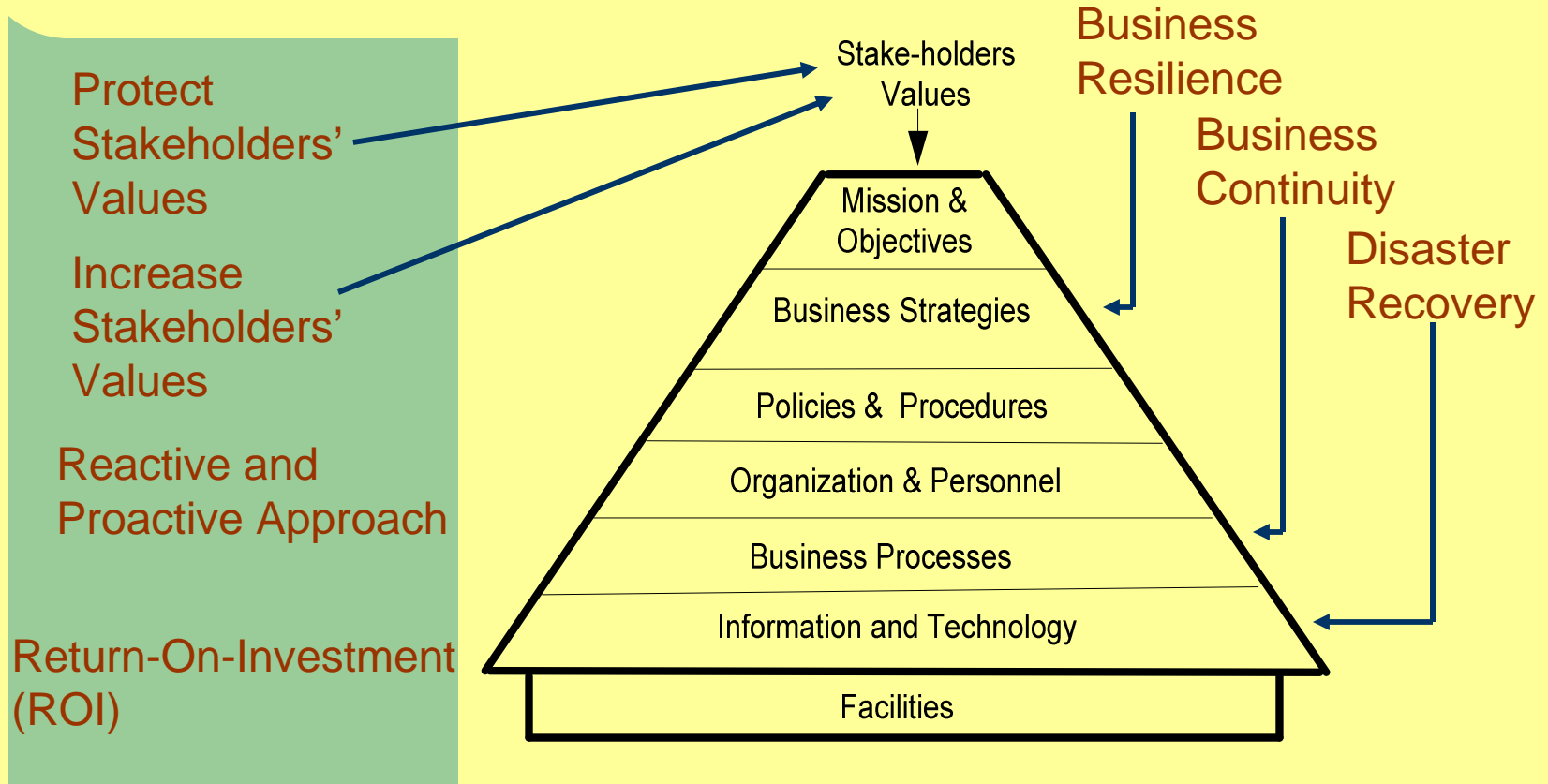
Business Resilience Focus

Protect Stakeholders' Values

Increase Stakeholders' Values



Business Resilience



Business Resilience

Protect
Stakeholders'
Values

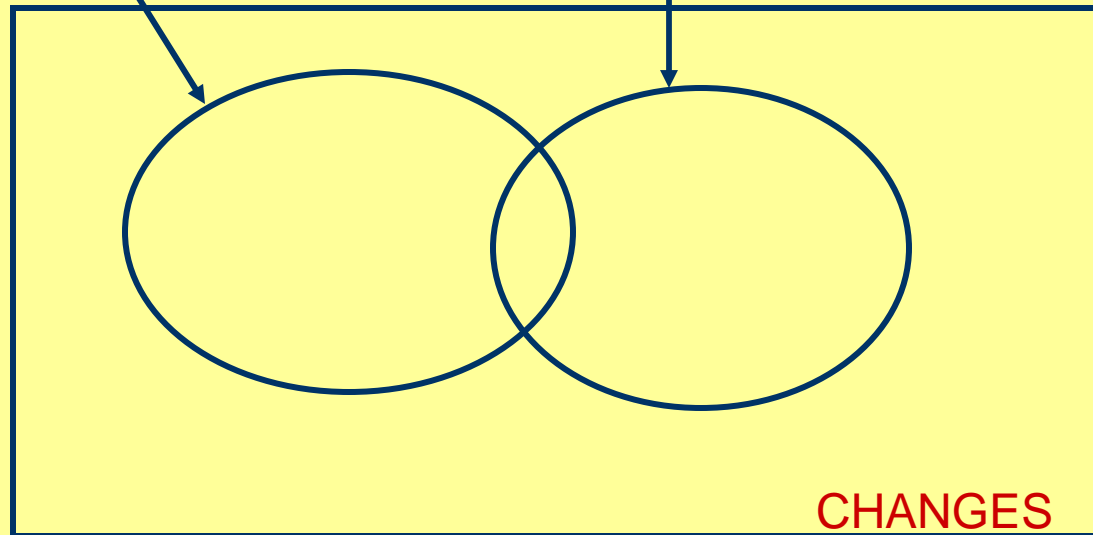
Increase
Stakeholders'
Values

Scope must include any change

- A loss is a loss for stakeholders regardless of its source – anticipated or unexpected event

Anticipated

Unexpected



Business Resilience

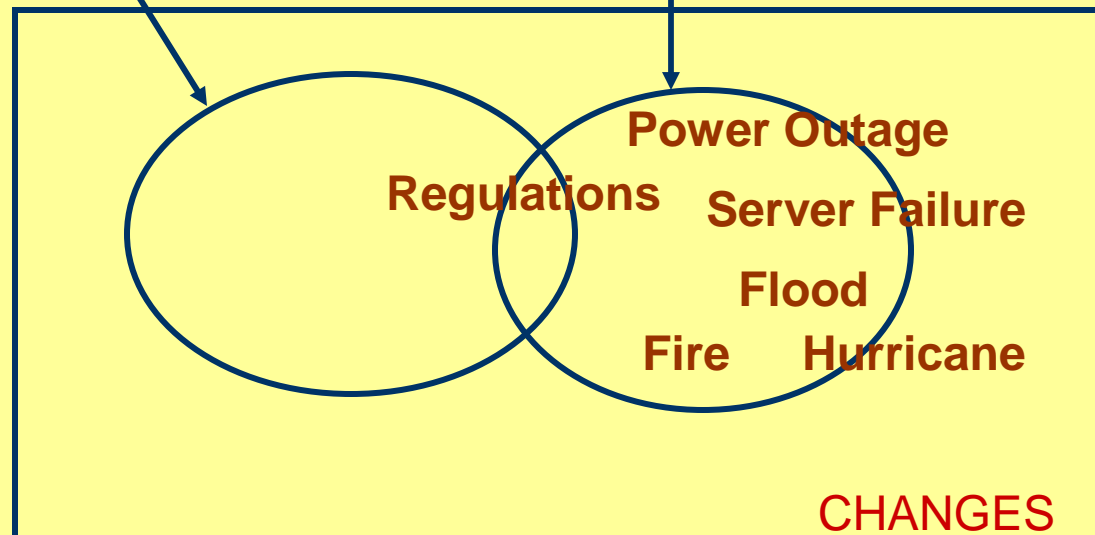
Protect Stakeholders' Values

Increase Stakeholders' Values

Scope must include any change

Anticipated

Unexpected



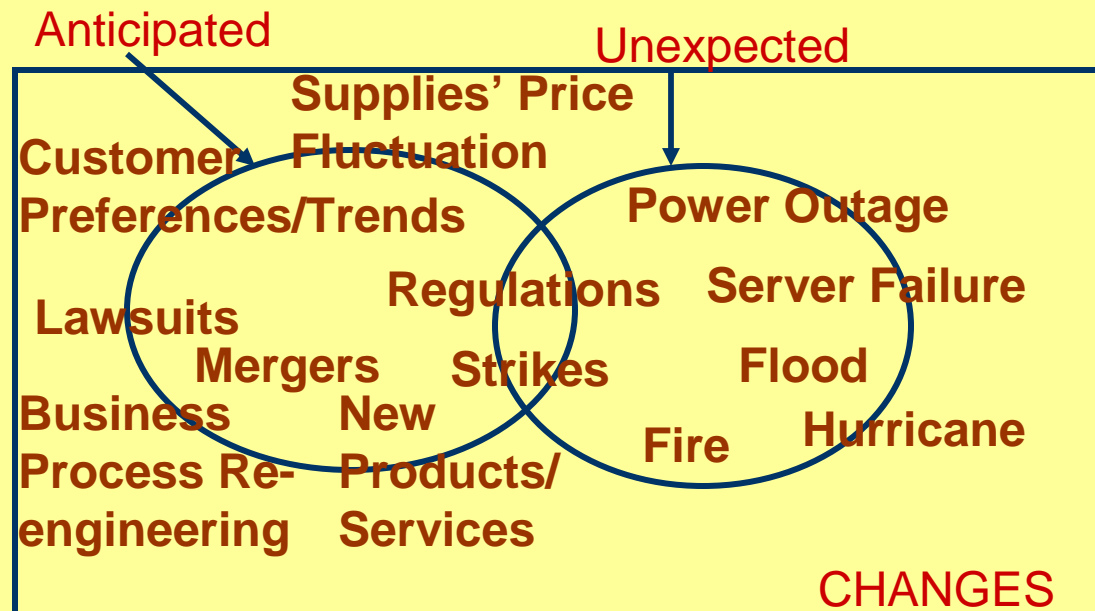
Business Resilience

Protect Stakeholders' Values

Increase Stakeholders' Values

A Holistic View and Approach

Scope must include any change

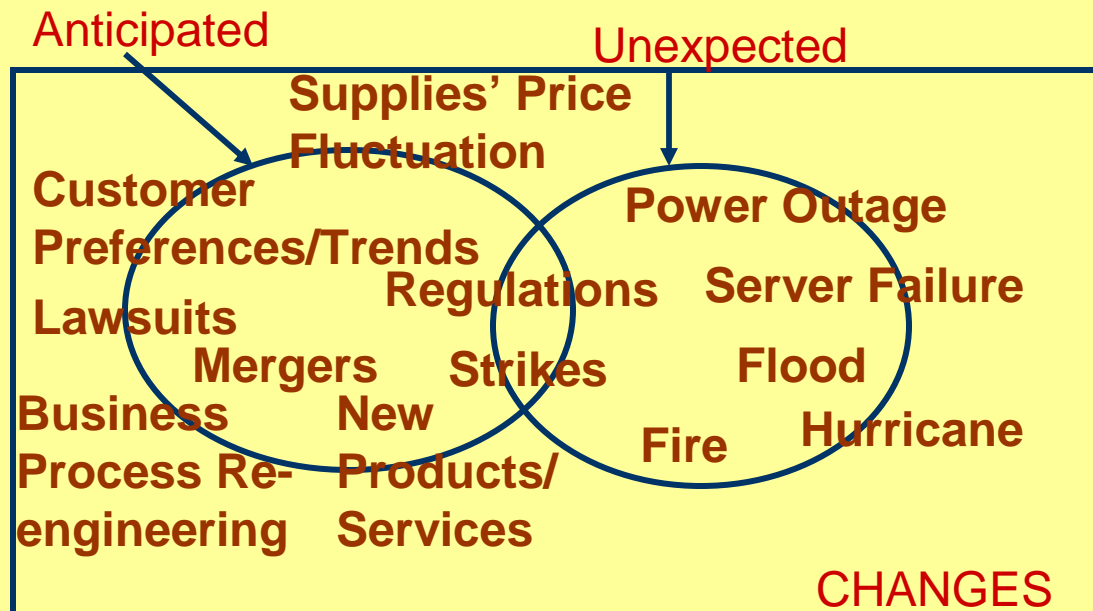


Business Resilience

Protect Stakeholders' Values

Focus: Downside Risks

Protection from any change

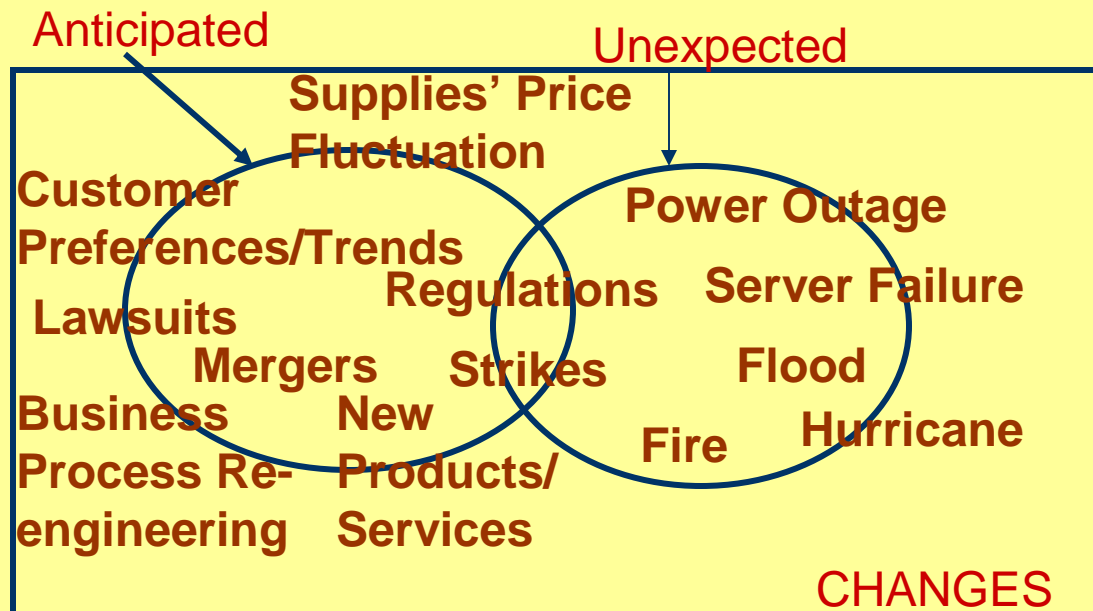


Business Resilience

Increase
Stakeholders'
Values

Focus:
Upside
Risks and
Opportunities

Assess upside risks and exploit
changes to gain competitive advantage



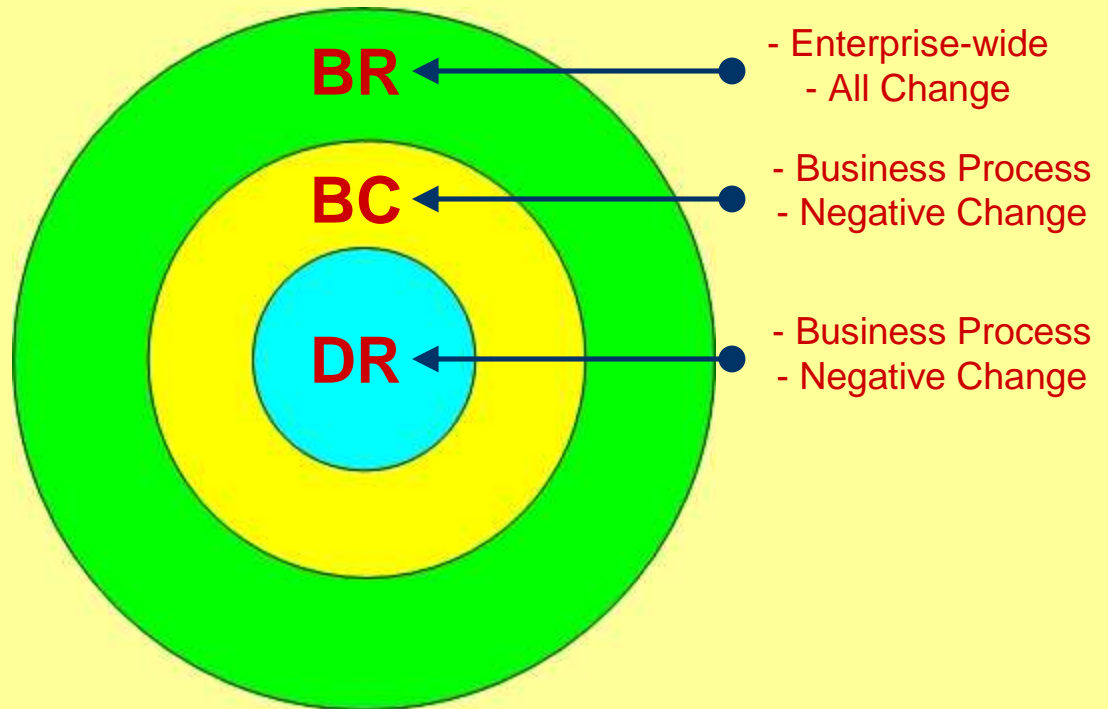
Business Resilience

Business Resilience

Business Continuity

Disaster Recovery

BR versus DR and BC



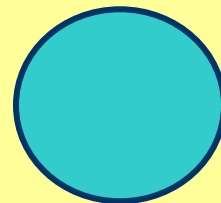
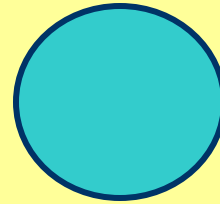
Business Resilience Movement

Corporate Business Strategy

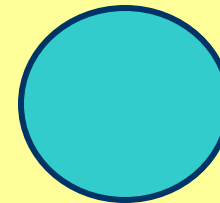
Business Continuity

Risk Management

Corporate Business Strategy



Risk Management

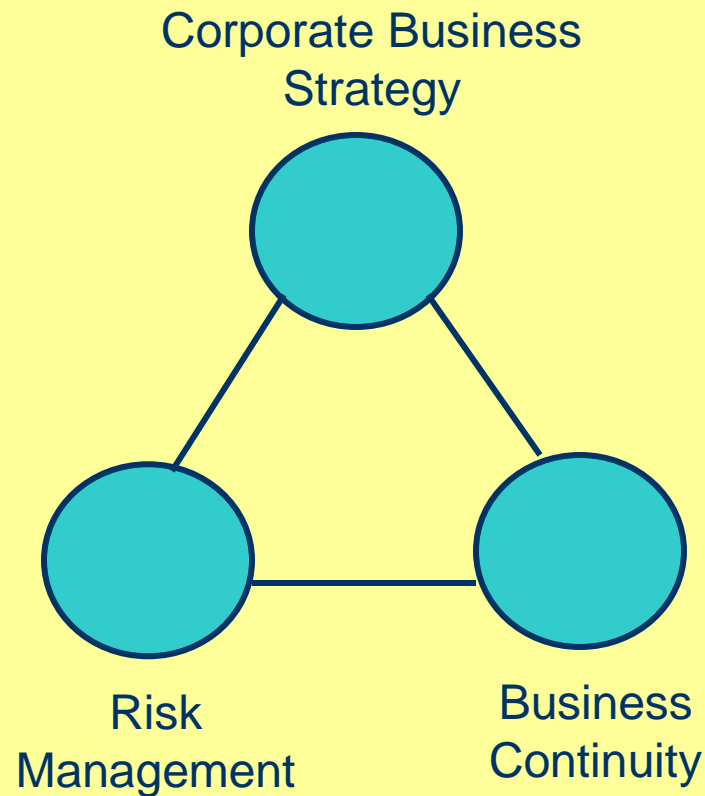


Business Continuity

BRCCI - Business Resilience Model

Integration of Resilience Effort

1. Corporate Business Strategy
2. Business Continuity
3. Enterprise Risk Management



Business Resilience

Protect Stakeholders' Values
Increase Stakeholders' Values
Reactive and Proactive Approach
Return-On-Investment (ROI)



Business Resilience

Business Resilience Program Objectives

Business Resilience Program Objectives

- Protect critical operations, services, and resources to maintain business continuity
- Develop resilient business strategies that exploit opportunities to gain competitive advantage
- Overcome enterprise-wide risks and vulnerabilities to protect shareholder values




HOW OTHERS HAVE DEFINED BUSINESS RESILIENCE


IBM: “Business resiliency can be defined as the ability to adjust easily to change. The key to resilience rests in maximizing the ability of systems and processes to effectively support a business under any adverse, fast changing, or unexpected condition. Change - whether caused by economic factors, natural disasters, governmental decisions, or other sources - is a constant. ***Resilience is different to recovery and continuity; it means being flexible enough to adapt to both positive and negative influences.***”

Proactive strategies to position and protect your organization - Oct 2003

IBM: “Business resilience is the ability to rapidly adapt and respond to risks, ***as well as opportunities***, in order to maintain continuous business operations, be a more trusted partner, and enable growth.”

IBM launches ‘Resilience Program Assessment’ service – April 2005





IBM GLOBAL SERVICES: “As you probably understand all too well, today’s business environment is characterized by rapid, unpredictable change. Some changes bring opportunities for your business, while others bring challenges and sometimes even threats. But no matter what, your **business has to be responsive and resilient — seamlessly taking advantage of opportunities while mitigating risks**”.

Beyond disaster recovery: becoming a resilient business – Nov 2005





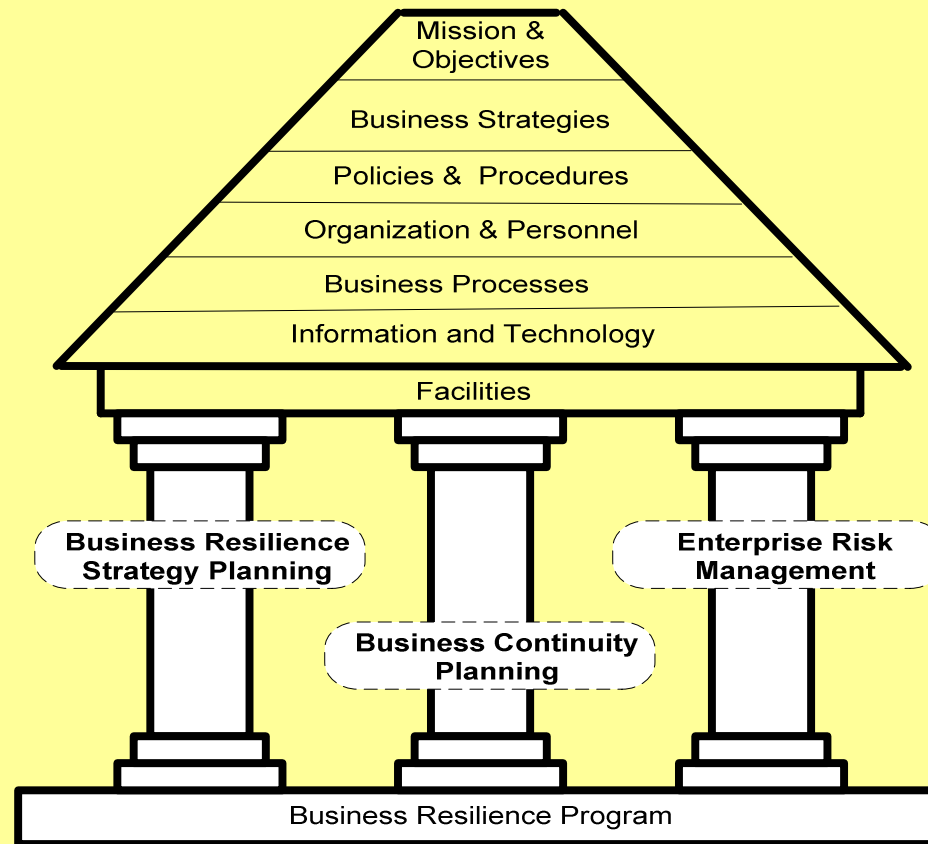
CISCO: “*Business resilience comprises far more than disaster recovery; it also helps companies recover from and adjust easily to unplanned events, and take advantage of new opportunities.*”

Business Management Case Study: How Cisco IT Uses Its Own IT Technologies to Achieve Business Resilience – 2007

BOOZ ALLEN: “To us at Booz Allen, this means **creating business resilience — maximizing a company's ability to endure, protect shareholder value and grow**, while minimizing the impact of costly disruptions to its business.”

BRCCI - Business Resilience Model

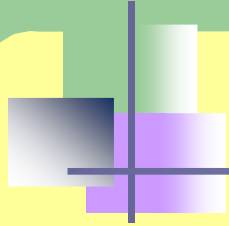
BRCCI
Business Resilience
Certification
Consortium
International





BUSINESS CONTINUITY EVOLUTION

- Today's trend to move the Business Continuity functions under Enterprise Risk Management departments
- Risk Management's evolution to Enterprise Risk Management as a more "holistic" approach to manage both risk **and** opportunity
- Business Continuity's evolution to Business Resilience as a more "holistic" approach to proactively address both negative **and** positive change which impact organizations
- This will not change existing IT Disaster Recovery or enterprise Business Continuity plans that deal with negative impact, but will add an additional dimension in creating plans that address opportunities, particularly those with limited windows of opportunity in which to react.
- Perhaps we, as a profession, will need to add an eleventh item to our body of required knowledge:



OPPORTUNITY PLANNING