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# **Business continuity management**



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# What's on your mind?

Business continuity management (BCM) – or the ability to recover critical business activity when something goes wrong – is a vital tool in every organisation's risk-resilience armour.

In the event of significant disruptions to business-as-usual, usually caused by a serious incident or outage, the ability to recover the delivery of what matters most protects our companies from unacceptable financial and reputational damage.

While many organisations have robust, mature BCM capabilities and planning in place, others struggle with:

- Knowing where to start/identifying critical activity
- Creating pragmatic, efficient approaches that protect only what matters most
- Refreshing a capability that's become stale and out-of-date
- The challenges of cost-efficiency measures on continuity and recovery options
- Prioritising business continuity investment requirements
- Delivering business continuity plans that are easily understood and maintained
- Exercising business continuity plans to ensure they are fit for purpose and everyone understands their role

We are also often asked:

*“How do we know if our BCM capability will deliver the recovery capability we need?”*

*“How do I know that we're getting value for money from our investment?”*

*“I suspect our BCM capability is over/under-engineered and need an unbiased view to support simplification/investment.”*



# Our point of view

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Under-investment in Business continuity management can leave an organisation exposed to higher levels of risk than is intended by management. Major disruptions and outages can cripple business models and, in severe cases, some organisations never recover from the disruptive event.

However, over-engineering business continuity programmes can be costly and result in unnecessary ongoing work, and a loss of confidence and engagement with the programme.

One size does not fit all. BCM programmes must be designed suit organisational strategies, culture, structures and priorities. They should be built with sustainability in mind, and be flexible and adapt to change. For many organisations, taking time to prioritise and include only what is most important in the scope of the programme can simplify the work to deliver a robust-enough, efficient recovery capability.





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# What can PwC do to support you?

PwC's business continuity planning specialists can help your organisation to establish, refresh or maintain a confident, efficient, embedded BCM programme that becomes part of your business-as-usual.





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## Our services include:

- BCM programme assessment
- BCM programme design
- Business impact analysis
- Recovery strategy selection and implementation
- Improving resilience of operations to minimise the likelihood of operational failure
- Recovery plan creation
- BCM programme exercising, maintenance and training

We also offer closely related services in Supply Chain Resilience, Crisis Management, IT Resilience and Disaster Recovery and so on.



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# What you gain

Our clients gain access to a range of benefits when working alongside us in the area of BCM, including:

- Increasing stakeholder confidence in your ability to deliver what you promise
- Taking a risk-balanced view of the scope of your BCM programme, to ensure effort and investment is used where it matters most
- Minimising costs and losses of unacceptable disruption
- Improved safeguarding of business' brand/reputation
- Minimising costs of inefficient recovery strategies
- Potential to reduce insurance premiums through ability to demonstrate strong risk mitigation planning/practices
- Delivering the programme in a way that intelligent insight that can also be used to inform intelligent, strategic decision-making





# When to act

There are a range of triggers that prompt our clients to seek support, these include:



*Key stakeholders require assurance that your business continuity capability is fit-for-purpose*



*There is evidence of weakness in your current arrangements*



*The business has changed significantly, so a refreshed approach is required to ensure that what matters most is protected, and what is protected is what matters most*



*A competitor's major incident has highlighted potential issues that you need to address*



*The BCM programme may be over-scoped and requires more strategic focus*



*You are facing action by regulators to improve your risk awareness/preparedness*

An aerial photograph of a modern urban development. On the right, a building features a rooftop swimming pool with a diving board and a large array of blue solar panels. To the left, a multi-story building with a white facade and a grid-like window pattern is visible. A paved road with white lane markings and a few cars runs horizontally across the middle. The foreground is dominated by lush green trees and landscaping. The overall scene depicts a sustainable and modern city environment.

# Intelligent Digital

At PwC, we are harnessing the power of Intelligent Digital, helping our clients to rethink their futures and reshape their own world. We are using business understanding, innovation in technology and human insight to help solve important problems, meet human needs and make a difference to society.

Understanding exposure to risk is essential to successful Business continuity management and, in today's fast-paced world, adopting the latest innovations in technology and best practice can play a crucial role in business' safeguarding for the future.

With that in mind, PwC uses the power of our Intelligent Digital philosophy to create a confident, efficient, embedded Business continuity management programme that helps to secure 'business as usual' for our clients, even in the face of today's evolving risk landscape.

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#IntelligentDigital



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# Get in touch



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