

## Case Study – Premier Publishing Business

Our client wanted to reduce the risk in it's business by implementing Business Continuity Management.

Itica took the client through a process and developed a Business Continuity Management Policy which allowed the client to implement BCM and reduce it's risk profile.

### Business Continuity Management

- > Definition
- > Scope
- > Prioritisation
- > Minimum Standards
- > Operational Framework

### Situation

The Client is a Premier Publishing Business with clear market leadership in it's field. The business had been through a period of substantial change, which included a change in ownership.

The business is very seasonal and the Board recognised that there was a high level of risk to the business at the peak times of the year and decided to introduce Business Continuity Management disciplines.

The Client had initiated two pieces of work on Business Continuity, but these had failed and approached Itica to help.

It was clear that the initiatives had failed as the business had not articulated the requirements from Business Continuity and therefore Itica recommended the creation of a Business Continuity Management Policy.

This Policy would set the standards to be met by each part of the business and enable those business units to develop Business Continuity strategies which would meet the Policy.

### Actions

The assignment used elements of the Discovery stage of the Itica Process and involved an iterative process of information gathering, processing and summarisation.

A structured questionnaire was created to gather information from the key stakeholders. The questionnaire covered the following key areas:

- > Strategic intent
- > Risk management
- > Business continuity management
- > Change dynamics
- > Products and services
- > Financial considerations

### Local Government Statistics

- > **80%** of businesses affected by a major incident close within 18 months
- > **90%** of businesses that lose data from a disaster are forced to shut within 2 years
- > **58%** of UK organisations were disrupted by September 11th.
- > **13%** of UK organisations were seriously affected by September 11th

### HM Government Definition

- > "Business Continuity Management is a process developed to counteract systems failure".
- > "It is not just about the recovery of IT systems and services, it is an organisation-wide discipline".

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## Results

The Executive Committee approved the Business Continuity Management Policy. The Policy contains:

- > Business Continuity Management Definition  
This is specific to the Client and expressed in their terms, not the standard "text book" definition.
- > Scope  
This describes which of the Clients Products and Services are covered by the Policy.
- > Prioritisation of items within scope  
Four levels of priority were set and each Product and Service was allocated to an appropriate level. This allows the Client to ensure resources are allocated correctly in the event of a disaster.
- > Minimum Standards  
The minimum recovery standards for each priority level were set. This defined what was to be recovered and how quickly it had to be restored. Different standards were set to accommodate the seasonal nature of the business.
- > Operational Framework  
This defined the accountabilities and responsibilities for Business Continuity throughout the organisation.
- > Policy Review  
This defines how and when the Policy is to be reviewed.

## Buncefield fire December 12 2005



Photo by Chiltern Air Support Unit

## Outcome

The Client successfully implemented a comprehensive range of mitigation strategies which reduced the risk in the business.