

BUSINESS CONTINUITY MANAGEMENT PREPAREDNESS BEYOND RECOVERY



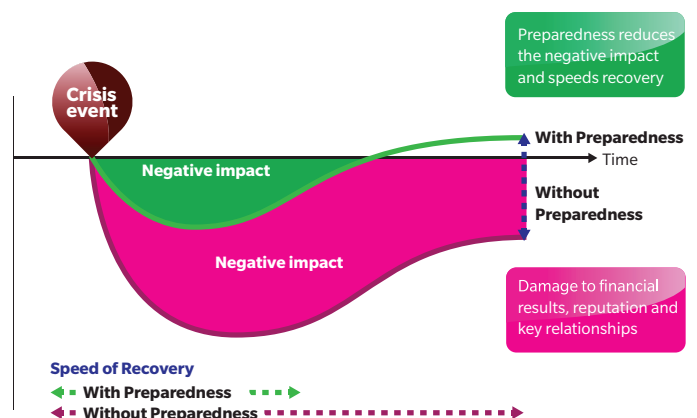
WHY BUSINESS CONTINUITY MANAGEMENT?

Business Continuity Management (BCM) used to be the exclusive domain of large, multinational organisations, dealing in 'just-in-time' businesses such as manufacturing and finance. These days, however, it is the responsibilities of all organisations. Organisations have to contend with the threat of fire, flood and theft, as well as a range of new and emerging risks such as supplier failure, credit crisis, climate change and even pandemics. Should any of these risks materialise, unprepared organisations stand to lose profits and reputation, regardless of their size or sector.

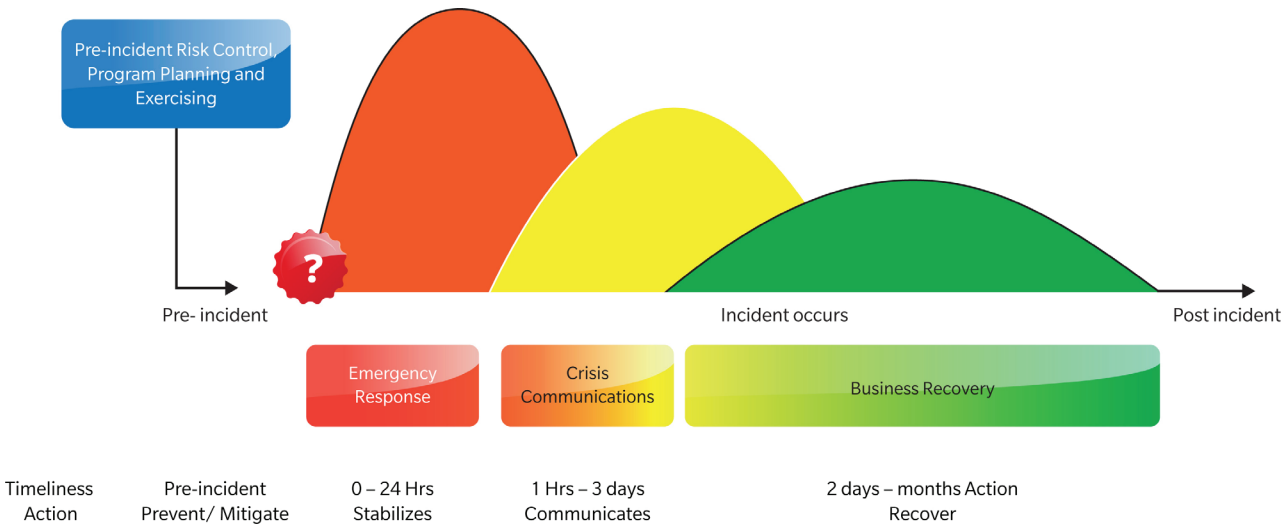
At Marsh, we recognise that smaller organisations often require less complex BCM solutions than larger organisations in order to adequately protect their business and satisfy their stakeholders. We have developed a portfolio of solutions, which are focused on delivering continuity that is both cost-effective and fit-for-purpose. The solutions enable our clients to review, exercise and implement BCM, depending on their needs.

WHY MARSH RISK CONSULTING?

Today, most organisations will have some forms of business continuity plan. But many of these have been developed in response to specific threats and needs. The effectiveness of these plans can quickly diminish not only as the business environment changes, but also with the dynamics of the organisation itself and its changing business processes. Marsh Risk Consulting has been helping our clients to develop, implement and enhance their business continuity plans for many years. Our methodology is deliberately flexible so that we can create plans that are fit for purpose for our clients' businesses.

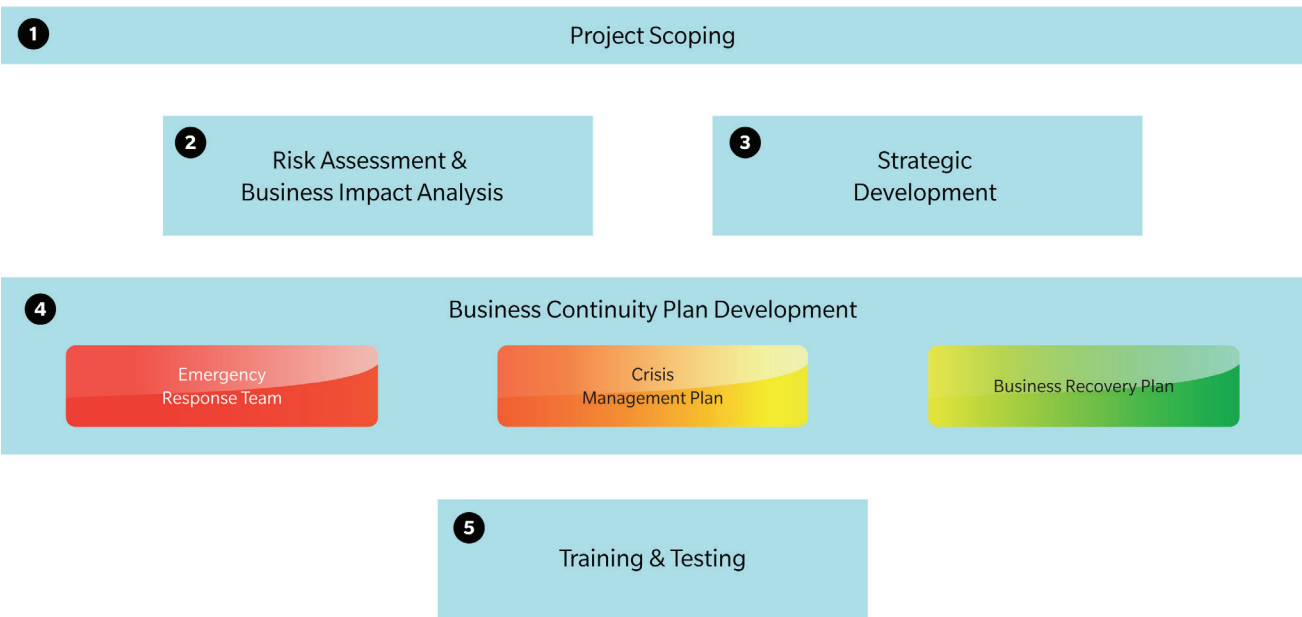


ROADMAP TO RECOVERY



ROADMAP TO RECOVERY TM – MRC APPROACH

A full BCM project consists of five stages:



Supply chains are becoming increasingly complex with a growing dependence between trading partners. As organisations become leaner, their supply chain vulnerability increases dramatically. Few organisations fully understand the business continuity risks associated with the acquisition, movement and conversion of goods, services and information. Marsh Risk Consulting has a global team of supply chain business continuity specialists that assist clients in assessing and safeguarding their supply chain from business interruptions.

By working with Marsh to develop, implement and enhance your business continuity management programme, your organisation has access to a large global team of consultants, with experience across all industries. Our breadth of services enables us to work with clients to solve their specific business continuity issues, from initiating a plan through to developing and honing senior management skills to deal with a crisis.

1. PROJECT SCOPING

- Develop policies and procedures
- Conduct Business Continuity Assessment
- Preparedness Review (Assess client's business continuity readiness against industry best practice)
- Perform Vendor Readiness Assessment
- Develop corporate business continuity, emergency response, and crisis management standards and guidelines
- Develop management scorecard and audit programs
- Develop an incident response/crisis management framework and document procedures, including: emergency response, evacuation, emergency operations center, damage assessment, command and control, plan activation, recovery, plan deactivation, restoration

2. RISK ASSESSMENT & BUSINESS IMPACT ANALYSIS

- Conduct risk assessment to map client's risk profile
- Identify ways of reducing the likelihood and impact of disruption to client's business operations
- Review of client's business operations including type of assets and processes supporting them
- Identify vital or critical functions and interdependencies
- Perform threat and vulnerability assessments
- Identify and develop risk prevention and mitigation controls strategy

3. STRATEGY DEVELOPMENT

- Review contractual agreements and service-level agreements
- Address issues related to technology, hardware, network, voice, data, and data backup
- Provide alternate strategies that may reduce budgeted contingency costs
 - What are the business partner and other third-party recovery capabilities?
 - How does the plan rate against industry best practices and regulatory requirements?
 - Which business processes need to be recovered?
 - Should client insource or outsource the recovery process?

4. BUSINESS CONTINUITY PLAN DEVELOPMENT

- Develop emergency response plan to structure the response of each department to an interruption
- Develop crisis management plan to enable an organisation to manage any crisis event regardless of cause
- Develop Roadmaps to cover key actions such as relocation, manual workarounds, technology, and data restoration
- Design technical recovery solutions (applications, systems, network, storage)
- Design data management and protection standards, policies, and procedures

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5. TRAINING & TESTING

- Develop test plans, schedules, and results reporting
- Facilitate business continuity plan exercises/tests (e.g., structured walk-throughs, simulations)
- Provide business continuity planning training and awareness programs to employees
- Design a business continuity planning organizational structure
- Enable centralized monitoring and update
- Develop toolkit and maintenance procedures and scheduling

BCM SERVICES

The following service elements are the foundation blocks of MRC's BCM service:

- **Business Continuity Readiness:** Review client's existing BCM program to identify potential gaps, recommend improvements and benchmark with international best practice
- **Business Risk Assessment:** Review client's business operations to create the risk profile and recommend risk management measures
- **Supply Chain Risk Assessment:** Review client's supply chain, both upstream and downstream, and identify potential risk issues for risk control
- **Business Impact Analysis:** Determines the impact of losing the support of any resource to an organization and identifies the minimum resources needed to recover and maximum tolerable downtime for prioritizing the recovery of processes and supporting systems
- **Emergency Response Planning:** Develop emergency response plan to structure the response of each department to an interruption
- **Crisis Management Planning:** Develop crisis management plan to enable an organisation to manage any crisis event regardless of cause
- **Business Recovery Planning:** Develop business recovery plan to enable the organisations to resume all of its business processes within their maximum tolerable downtime
- **Training and Testing:** Conduct walkthroughs, simulation and training workshop to develop competencies, instil confidence and impart knowledge of client's employees and highlight area for improvement
- **Technical Solution Deployment:** Design and build technical infrastructure necessary for business continuity plan implementation

For more information about Marsh Risk Consulting and other solutions from Marsh, visit www.marsh.co.in, or contact:

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