



Business Resiliency and RSA Archer

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What is Business Resiliency?

Business Resilience is the capacity to sustain, and potentially expand, delivery of critical products and services despite, during, and following significant business disruptions. Business Continuity Management (BCM) is a preventative, supporting activity that contributes to resilience which can include defining key roles and responsibilities and continuity strategies that are undertaken to plan for, and responding to, business disruptions.

Where do you stand with Business Resiliency?

- ?
- Can I be in business without a tested plan?
- Can my business withstand a breakdown in processes?
- Are my current Business Continuity (BC) plans capable of keeping our business processes effectively operating?
- How would it impact corporate value? Our people? Reputation?
- What happens if we don't deliver on our service promise to our clients?

A good Business Resiliency solution should be aligned to enterprise risk management, include consideration of financial and market risks / opportunities, be measured qualitatively and quantifiably, span all critical functions, sites, and capabilities of the organization, and be reportable in real time and on-demand.

KPMG and Archer can help:



Identify credible, up-to-date information on which critical decisions can be reliably based



Reliably assess the strength of workarounds and response strategies (e.g. work from home), across a range of scenarios and timelines (e.g., 30, 60, 90, 120 days)



Keep information technology (IT) systems of engagement and collaboration up and performing to minimum required standards



Maintain
effective
performance
levels from
critical third-party
service providers
and other supply
chain providers

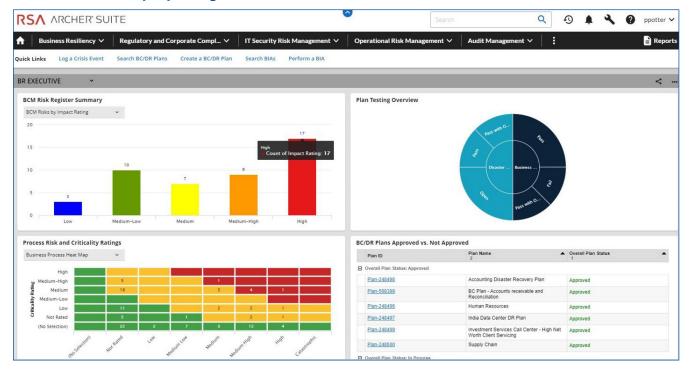


Maintain
effective two-way
communication
with staff,
customers,
third-parties
and other key
stakeholders

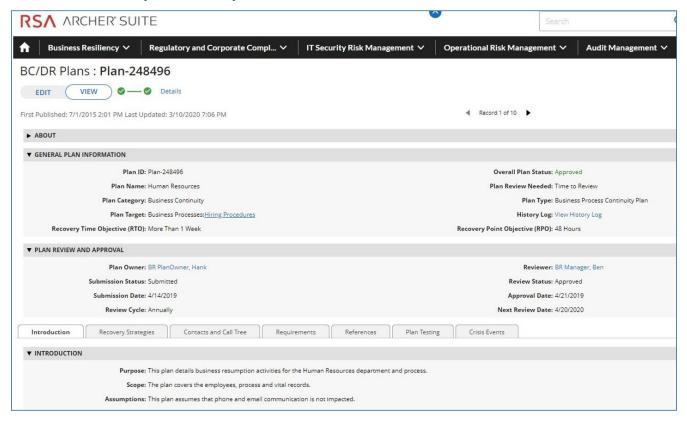


Maintain
effective and
continued
change control
processes while
maintaining
desired level
of security and
data

Business Resiliency reporting dashboard

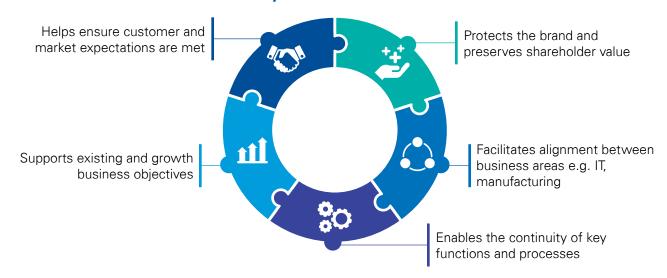


Business Continuity Plan (example)



^{*}The above charts are examples only

Potential benefits of Business Resiliency



Program governance

Scope and charter

Institute a top-down Business Continuity Management (BCM) governance framework that clearly defines how BCM operates (i.e., operational standards, testing requirements, thirdparty assurance, reporting) and integration with DR.

Roles and responsibilities

Establish a RACI matrix to define who is accountable and responsible for the recovery of processes/services across each affiliate and the development, maintenance, testing of the plans.

KPI's and KRI's

Define, track, and report against measurable metrics to assess the readiness of recovery team to resume critical business operations within the required timelines.

Training and communication

Develop and deliver training to business owners to educate them on their roles and responsibilities before, during, and after an incident

Business Impact Analysis (BIA)

Define a set, repeatable BIA framework. Conduct an incremental Business Impact Analysis (BIA) for critical processes to identify new and update critical processes, and evaluate the business impact and the Recovery Time Objective (RTO).



Dependency analysis

For each critical process, identify internal and external dependencies of critical processes following a disruption and the dependency RTO requirements.



Plan development

Define the structure and BC and its integration with Disaster Recovery (DR) plans for dependent applications



Validation

Conduct a validation exercise to prove the capability of the BCP and develop an After-Action Report (AAR) to outline the areas of success and opportunities for improvement based on the exercise

- Process description Criticality/impact rating

Process name

- RTO
- BIA
- BIA completion date
- Critical applications
- Critical facilities
- Critical workforce
- Critical internal
- Critical vital data records
- BCP which includes listed business owners and additional members of the recovery team, recovery strategies, call tree, and triggers for

activation/deactivation

- BCP completion date
- Recovery Time Capability (RTC)
- AAR
- Validation completion date
- Type of test (table top/ simulation)

Core data elements



Business process





Third-party supplier



Visit RSA's Resource Center:

https://www.rsa.com/en-us/solutions/business-continuity-in-times-of-disruption

KPMG/RSA 'Building business resiliency in times of disruption' webcast: https://www.kpmg.us/alliances/events/webcast-homepage/2020/kpmg-rsa.html

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