

BCM NOW

Pandemic Planning for the Organization: *Hype or Hyper-Critical?*



The Calm Before the Storm

BY DAVID HUTCHESON, MBCI

The current outbreak of AH1N1 (swine flu) has set the world on alert for a possible pandemic, however the spread has been slow and the virulence thankfully mild. Already we are seeing articles and comments from businesses that the threat of a pandemic was all hype and 'just another Year 2000'.

For those whose job is to prepare for such events, what has happened in the last few weeks has shown just how difficult the Business Continuity role can be! As the outbreak spread, companies rushed to have plans implemented (or perhaps created) and all the common problems of getting anyone to pay attention to BC disappeared.

Now that the threat appears to be weakening the focus is already moving rapidly elsewhere given the continuing recessionary times we are in. [Read More](#)



COMMENTS & SUGGESTIONS

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“Unlike most BC incidents which hit us

unexpectedly and need instant action, a pandemic gives us the luxury of time to prepare. Do not let that time be wasted! If you use the next six months to strengthen your pandemic plan you will be ready when the real thing arrives.”

So is it hype and is it all over? Well historical evidence suggests it is not. Hopefully this article will give you the arguments you need to convince management that we are in a lull and now is not the time to relax.

The World Health Organisation (WHO) has said we should remain on alert. The current “round of activity” might have peaked, WHO official Gregory Hartl said, but that did not mean it was over. “There is a high possibility that this virus will come back, especially in colder periods,” he said.

Previous pandemics, including the Spanish Flu outbreak of 1918, have been seen to start with a mild strain breaking out in small pockets in spring to be followed by the pandemic later in the year. So the chances are that we will see a more extensive outbreak (and possibly a full pandemic) as the weather turns colder in the northern hemisphere.

So for anyone who has to manage the pandemic planning for their organisation, or would like to see some in place if there is none, use the WHO information to stress that we are not out of the woods yet.

So what steps should you be taking to ensure you are prepared for a pandemic? Well this advice comes from the UK Government and outlines neatly the high level actions which should be taken.

To reduce the impact of these potential problems businesses will need to ensure that they have:



- Identified critical activities that must be maintained and, by implication, what work could be deferred
- Identified the resources needed to deliver these, particularly staff
- Considered both the number of staff and which specialist skills, knowledge or authority are required
- Made available the information required by those staff who might be required to deputise for others
- Put in place arrangements so changes in work priorities can be implemented and resources realigned, in order to maintain critical activities
- Put in place arrangements to maintain good communications with staff, customers and suppliers

I would also add that you should arrange for a test of your pandemic plan as soon as possible.

Unlike most BC incidents which hit us unexpectedly and need instant action a pandemic gives us the luxury of time to prepare. Do not let that time be wasted! If you use the next six months to strengthen your pandemic plan you will be ready when the real thing arrives.

Author's Bio



The BCI holds Inaugural conference in China

May 5-6th, 2009, GEOFF HOWARD, CEO CONTINUITY SHOP REPORTS

The BCI's first conference foray into China was small in number, but massive in potential. Forty seven delegates seem lamentably few, but please bear in mind that the BCI's web site shows only 42 members in the whole of China outside Hong Kong. Business Continuity Management (BCM) is a concept that is little known and little understood in China, but that is changing.

The keynote presentation from Ning Wright reported on KPMG's business resilience survey of China. It shows that 29% of organisations which have a programme of BCM have done so only within the past year. A further 30% have done so only within the past two years.

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8th Annual Business Continuity Compensation Report,

CONDUCTED BY BC MANAGEMENT

www.bcmanagement.com



Back in 2001 the BC Management recruitment team recognized that hiring managers were uncertain what to pay professionals within the business

continuity/ disaster recovery field. Many of them viewed this niche field as either being a subset of information technology or a project management/ business analyst role and thus paid their BC/DR professionals based on salary trends in those specified fields. The goal in conducting an exclusive salary review was to elevate this profession by educating both hiring managers and candidates on average compensations based on defined criteria. Yet another reason for BC Management's data gathering effort was the fact that the salaries for business continuity/ disaster recovery professionals were missing from leading salary reviews.

[Read Full Article](#)

[Download Report](#)

Upcoming BCI Training Courses... Register Today!

- [Five Day Classroom BCI Good Practice Guideline Review Course](#)
- [2-Day Business Impact Analysis Course](#)



2009 Event Calendar

BCI coming to a show near you!

JUNE						
SUN	MON	TUE	WED	THU	FRI	SAT
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

SEPTEMBER						
SUN	MON	TUE	WED	THU	FRI	SAT
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

OCTOBER						
SUN	MON	TUE	WED	THU	FRI	SAT
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

NOVEMBER						
SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

[WCDM, 6/21 - 6/24 - Toronto, CANADA](#)

[DRJ Fall, 9/13 - 9/16 - San Diego, CA](#)

[SC World Congress, 10/13 - 10/14, New York, NY](#)

[CSI, 10/24 - 10/30 - National Harbor, MD](#)

[CPM East, 10/28 - 10/30 - Orlando, FL](#)

[Interop, 11/16 - 11/20 - New York, NY](#)





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Resilience in the Current Economic Climate

BY WILL BROWN & LOUISE DYKES

While businesses are increasingly feeling the strain of the ongoing financial down turn, the conditions also provide an opportunity for BCM practitioners to more closely align their activities with business activities, explain Will Brown and Louise Dykes.

We are reminded on a daily basis that the present economic climate is a bleak one. While business continuity management (BCM) tends to be seen as a cost rather than a profit centre within most organisations, the current environment clearly presents many challenges that require new and innovative ways of thinking and increased flexibility in response.

In this article we focus on two issues, the first is around improving resilience and the second looks at the way business resilience is driven by organisations which will help them move from challenge to opportunity. [Read Full Article](#)



The BCI holds Inaugural conference in China - May 5-6th, 2009

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Hitherto, Emergency Planning by the state has been a substitute for BCM. The Sichuan earthquake last year was almost 100 times more devastating than Hurricane Katrina, in terms of loss of life and property, and yet China's response was staggering in its effectiveness and was praised around the world. Until recent years, the state owned everything from manufacturing to retail stores. If disruption happened, then the weight of the government was put behind recovery of those state-owned organisations.

With the mushrooming of private enterprise and foreign owned companies, Emergency Planning by the state is not enough. The government will repair infrastructure, but will not come so readily to the rescue of the business interests of privately owned organisations, which are in the majority in Shanghai. The American, European and British Chambers of Commerce in that city have over 5,000 members, 49% of which have an annual turnover in China of more than USD 100M.

Drivers for the implementation of BCM include directives from head offices of multinationals and pressure on China-owned companies from those who buy their goods.

BCM is poised for take-off. China has the fourth largest economy in the world. It grew at 9% in 2008. With the world now in recession, China still manages 6.3% growth. It is the second largest trading nation after the USA and has around 30,000 foreign owned companies based there, 90% of which were not in existence ten years ago. The presence of foreign owned companies will accelerate even more with the approach of the 2010 World Expo in Shanghai.

The BCI's conference enjoyed good representation from financial, automotive and financial institutions. The predominance of grey-haired men at the BCI's annual conference in the UK, is in stark contrast to the China conference where young women were in the majority. Their enthusiasm and willingness to learn were an inspiration.

BCI Announces BC Awards for India

The BCI have announced they are to launch Continuity and Resilience Awards for India. The BCI Continuity & Resilience Awards, India will be run in association with Deloitte and are scheduled for 30th September in Mumbai.

Nitin Khanapurkar MBCI, Senior Director, Enterprise Risk Services of Deloitte and also representative of the BCI in India has been one of the architects behind this award and will be hosting this first of its kind function in India. He considers that BCM has not received the required attention and recognition in this part of the world. Nitin says "there have been efforts and initiatives and efforts in the area of Continuity & Resilience but not well integrated. We can reach out to business community including regulators through such Awards and not only recognize their efforts but also spread awareness through the BCI".

Nine award categories have been identified for this inaugural event:

- Business Continuity Manager of the Year;
- Business Continuity Initiative of the Year;
- Most Innovative Recovery Strategy of the Year;
- Most Effective Recovery of the Year;
- Specialist Business Continuity and
- Disaster Recovery Company of the Year;
- Data Centre Strategy of the Year;

A measure of the keenness of the delegates was not just in the fact that they took reams of notes during every presentation, but that more people signed up to a workshop on Business Impact Analysis than to all of the other three workshops put together, including one on pandemic planning. Among the excellent presentations, was one on the Sichuan earthquake from Simon Leung of Standard Chartered and a fascinating look at the Swine Flu pandemic from Scotland's David Hutcheson. The presentation that stood out for me for energy and enthusiasm was on "Embedding BCM in Your Organisation," delivered in Chinese by Axa's Grace Wang. With BCM in the hands of people like Grace, we can rest assured it has a great future.

Those from outside who invest in BCM in China, will be the envy of the rest. Don't look back in ten years and say, 'I wish I had been there at the beginning,' because then it will then be too late.

BIOGRAPHY

Geoff Howard is CEO and founder of Continuity Shop, a BCM training and consultancy organisation. His company has offices in UK and Shanghai and worked with the BCI to put on the conference.

- Continuity and Recovery Initiative of the Year;
- Industry Personality of the Year; and a
- Special Award for this year for Recovery and Continuity efforts during 26/11 when Mumbai was targeted by terrorists.

The panel of judges will be led by Lyndon Bird FBCI who comments "it will be a privilege to study the best that Indian BCM has to offer. The Indian market is vibrant, exciting and rapidly expanding and I am confident we will see some excellent entries confirming BCM in India is rapidly attaining maturity enabling the Indian economy to have increased confidence and resilience."

Further information, including entry forms, will be available by the end of May. Anyone interested in entering, attending or sponsoring this event should send initial enquiries to lorraine.darke@thebci.org

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New Challenges in the Supply Chain



Alex Hindson and Emma Rooks consider how organisations should respond to the growing threat posed by water and food shortages.

The nature of the organisational supply chain has evolved tremendously over recent years. Constantly having to adapt to meet the demands of an ever-changing environment, one of the most recent challenges facing supply chain management is that of food and water shortages.

The unavailability of food and water has become a very real threat in today’s world. The interplay between environmental, social, cultural and economic factors such as climate change, an increasing population, the economic downturn, inadequate land mass and scarcity of natural resources has served to create this dangerous situation. Against this backdrop, it comes as no surprise that major corporations are seeking ways to improve the security and resilience of their extended supply chains.

Risk culture survey

In June 2008, Aon Global Risk Consulting and supply chain experts State of Flux released the results of a survey which was commissioned to assess the extent to which leading organisations placed a focus on managing business continuity and supply chain risks during 2008. The survey specifically sought to establish the maturity of the risk culture within organisations and the degree to which operations and risk functions work together to ensure business and supply chain continuity. Fifty organisations participated in the survey from multiple industry sectors and geographies. [Read Full Article](#)

Business Continuity Management Case Study: Euroclear Bank applies the BCM framework to manage the impact of the collapse of Lehman Brothers



EXECUTIVE SUMMARY

[Download Study](#)

The collapse of Lehman Brothers in September 2008 occurred just two months after Euroclear Bank had run a major exercise to test such an occurrence. Euroclear’s application of the Business Continuity Management framework, specifically the tools and exercise methodology, to its core financial business contributed to an effective response to the impact of this financial crisis.



ABOUT US

The Business Continuity Institute (BCI) was established in 1994 to enable individual members to obtain guidance and support from fellow business continuity practitioners. The BCI currently has over 4000 members in 85+ countries.

Professional membership of the BCI provides internationally recognised status as this valued certification demonstrates the members’ competence to carry out business continuity management (BCM) to a consistent high standard.

Following the introduction of the BCI Certificate in 2007, a non-membership credential was launched in April 2008 – CBCI. Holders of the CBCI have achieved success in the BCI Certificate demonstrating a thorough knowledge and understanding of the BCI's Good Practice Guidelines. Holders of the CBCI may proceed to professional membership of the BCI if they can also prove practical experience of BCM to supplement their knowledge and understanding.

2007 also saw the launch of the BCI Partnership enabling organisations to work more closely with the Business Continuity Institute to deliver the overall BCI mission of:

Promoting the art and science of business continuity management worldwide

The wider role of the BCI and the BCI Partnership is to promote the highest standards of professional competence and commercial ethics in the provision and maintenance of business continuity planning and services.

The BCI is the world's most eminent BCM institute and our name is instantly recognised as standing for good practice and professionalism.

For more information visit us at www.thebcicertificate.org or email us at tammv.lewis@thebci.org

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