

Business Resilience: Proactive measures for forward-looking enterprises



protect



deflect



predict



adapt

Working with IBM, you can develop and implement a flexible business resilience program to help you **protect** your key resources (people, systems and information); **deflect** the impact of normal outages and disruptions; **predict** potential disruptions; and **adapt** when change inevitably occurs.

Changing the paradigm

The term “be prepared” applies especially well to today’s business environment, where enterprises across all industries and locations are challenged by a volatile, increasingly unpredictable world. In addition to protecting their internal resources, organizations must consider the security and well-being of their employees, partners, suppliers and customers, as well as the reliability of the web of networks and systems on which most now depend. The ability to anticipate and adjust to planned and unplanned forces and events—including market fluctuations—requires a proactive approach that takes into account all of a company’s assets and vulnerabilities.

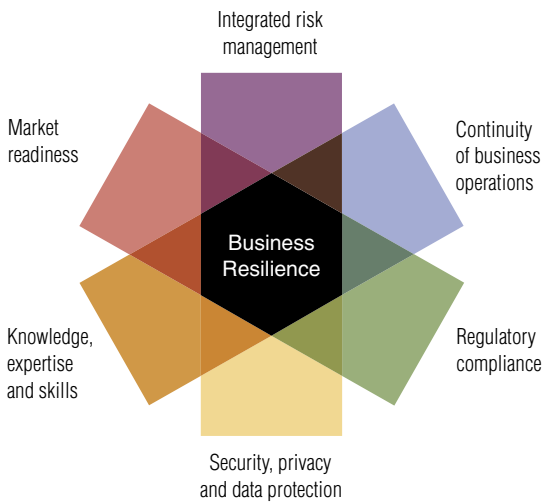
Not surprisingly, enterprises are focusing on *business resilience*, which IBM has defined as “*The ability to rapidly adapt and respond to risks, as well as opportunities, in order to maintain continuous business operations, be a more trusted partner, and enable growth.*”

Business resilience is dependent upon risk management and information security. As such, it incorporates IT recovery, availability and business continuity programs, regulatory compliance, and security and privacy initiatives. All are crucial, and all help set the standard for today’s forward-focused enterprises.

A person wearing a black coat stands with their arms crossed in front of a large window. In the foreground, several large, spiky cacti are visible, partially obscuring the person. The scene is brightly lit, suggesting an indoor office or public space.

As the world has learned, “experience and react” is a risky proposition. **“Anticipate and adjust”** are the new watchwords for organizations that want to prevail.

The six elements of business resilience



IBM provides a holistic, thorough and methodical approach to business resilience—in the pursuit of mitigating your organization's risks.

Integrated risk management focuses on looking at the full scope of risks facing your operations—using technology to better understand, respond to and manage those risks, even as they change.

Continuity of business operations heightens your organization's ability to maintain continuous operations, with processes and infrastructures that are responsive, highly available and scalable.

Regulatory compliance helps assure that your business and its technology infrastructure conform to constantly evolving government and industry regulations and standards—including those regarding information integrity.

Security, privacy and data protection helps you safeguard and manage your most valuable assets: data, information, systems and people.

Knowledge, expertise and skills addresses the resilience of your business by confirming that you have the right resources in the right place at the right time, despite staff constraints and fluctuating demands for highly skilled talent.

Market readiness concentrates on enhancing your organization's ability to sense and respond to shifting customer demands and fast-breaking new market opportunities.

IBM is prepared to provide any or all of the resources you may need to develop and manage a successful business resilience program—from strategy to IT infrastructure, planning, implementation and training. You can also partner with us to oversee the maintenance and management of all, or a portion of, your business resilience solution. This not only frees up your internal resources for core tasks, but it also affords you direct contact with highly skilled experts in areas that include business intelligence, analytics and IT, plus access to IBM data centers and recovery sites around the world.

Through years of providing IT and business solutions to help clients improve the resilience of their business, IBM has identified six elements that are fundamental to a successful business resilience strategy. Our holistic approach leaves very little to chance.

Our proactive strategy has assisted enterprises in virtually every industry to confidently move forward and minimize disruption—if not avoiding it altogether—buoyed by infrastructures and processes designed to improve customer retention, bolster satisfaction and loyalty, tighten efficiencies and manage growth.

Working with IBM business resilience professionals, you can target and assess potential vulnerabilities, learning how to appropriately and systematically prepare your human and technical assets, as well as your data and information, in order to be protected and to adapt to expected and unexpected events.

Our holistic approach integrates hardware, software and services offerings to help ensure that your risk management strategies are viable, aligned and well-governed. Every step of the way, IBM can support you with best-in-class solutions to help meet your business resilience requirements.



Are you prepared? The IBM methodology

In helping enterprises define and address their business resilience requirements, IBM employs a well-proven, best practices-based methodology that takes into account your organization's industry, business and IT requirements. The goal is to consider all key elements that could affect efforts to deploy and manage a successful business resilience strategy:

Reach and Range examines how far an opportunity, demand, disruption or threat might reach within and/or beyond your enterprise—from standalone systems to business processes, business units, operations, as well as partners and suppliers.

During this stage, you will be asked:

- What are the circumstances driving your organization's need for business resilience?
- What are the risk factors?
- What areas of your business may be vulnerable?

Resilience Layers can help you avoid any potential “weak links” in your business resilience initiative. All six layers should be addressed, coordinated and integrated when evaluating your organization's business resilience requirements.

- ***Strategy and Vision*** examines your company's various business strategies—including security, continuity, governance, availability, compliance and communications—to confirm that they align in the context of an overall business resilience program. The goal is to continually improve the efficiency and effectiveness of these initiatives, and ensure that employees, business partners and customers are aware of these efforts.

A large, **full-service insurance provider** contracted with IBM to manage its overall business continuity program—a decision that has allowed the insurer to raise the bar on service, save costs and focus on the core business.

- *Organization* confirms roles and responsibilities within your business, taking into account skills development, employee communications, organizational structure, change management, HR and cross-organizational collaboration. In the event of a disruption, executives, managers and partners must be aware of their responsibilities and equipped to help the business adapt to the situation at hand.

- *Processes* refers to:

- *Business processes* such as sales; finance and accounting; enterprise resource planning; customer relationship management; supply chain management; quality management; and research and development.
- *IT processes* such as change management; problem management; incident management; and availability management.

- *Applications and Data* takes a close look at areas like data protection and security, as well as the interdependencies within your IT environment to verify how your applications support recovery, availability and continuity.

- *Technology Infrastructure* verifies that your organization's IT environment—including servers, storage, software, middleware and network components—can remain resilient in the face of a disruption or outage.

- *Facilities* relates to physical and logical security, access controls, power protection and environmental factors.

Resilience Response involves the actual development of your business resilience solution, including the architecture to help your company mitigate the risks uncovered in the resilience layers. This process enables you to profile your business according to its levels of risk, gauge the magnitude of potential disruptions and develop an appropriate response.

A Fortune 500 **industrial manufacturer and defense contractor** turned to IBM to improve its IT security standards. The solution enabled the business to shift its focus from purely tactical concerns to policy and compliance issues, supported by a state-of-the-art IBM security system.

IBM helped a **financial services firm** develop and implement a business resilience program that reduced the impact of customer service disruptions by 57 percent and better assured the availability of customer service resources.

Test yourself: How resilient is your business?

Have you recently experienced a disruption? What impact did it have on your business operations?

What storage, backup and recovery controls (and skills) do you have in place to protect your confidential data and information? How do you monitor and track security exposures that could compromise these assets?

What risks pose the greatest threat to the availability and continuity of your business?

Does your governance model help you stay current with evolving regulatory requirements? Are you taking the appropriate steps to address those mandates (Sarbanes-Oxley, HIPAA, Basel II, etc.)?

Does your business have a crisis management plan? Does it identify key roles and responsibilities and include a communications plan?

Have you taken appropriate measures to ensure that you are prepared to handle new and/or sudden market demands?


Why IBM?

Through a comprehensive, cohesive portfolio of consulting, installation, implementation, maintenance and management services, IBM is uniquely prepared to help you design and develop a business resilience solution that aligns with your specific organizational and industry needs. Although these requirements may call on different areas within our company, you will have the advantage of a *single point of contact*.

Our years of experience in addressing the needs of heterogeneous environments help to lessen the complexities, time and costs of integrating, updating or replacing resources. At the same time, we offer you the flexibility to phase in discrete elements of your organization's business resilience program, or to take on the entire initiative.

IBM business resilience consultants will examine your risk profile, determine how your current practices map to new requirements, and recommend alternatives to help ensure regulatory compliance. We can also work with you to develop a governance model and a management system that take into account the latest regulations and mandates, including those related to your industry, your financial model and your supply chain.

Our team of experts is supported by the many other capabilities of IBM, including our worldwide network of IBM Business Partners—resources whose capabilities range from industry and IT consulting, application management and business transformation, to implementation services and full-scope outsourcing, to name just a few.



responsive



resilient

On demand business

IBM's business resilience capabilities and solutions reflect the core tenets of the IBM on demand business model, which helps organizations assure that they are poised at all times to respond with flexibility and speed to opportunities or threats. On demand businesses are:

Responsive—Capable of sensing changes in the environment and responding dynamically, whether to unpredictable fluctuations in supply or demand, emerging customer, partner, supplier and employee needs, or unexpected events—even in the face of limited resources.

Resilient—Around the world, around the clock, prepared for changes and vulnerabilities—be they computer viruses, earthquakes, attacks or sudden spikes in demand.

Focused—Committed to concentrating on core competencies and differentiating tasks and assets; using tightly integrated strategic partners to manage specific functions.

Variable—Able to adapt quickly, reduce risk and drive business performance—all at higher levels of productivity, cost control, capital efficiency and financial predictability.

Find out more

To learn more about how IBM can help you plan, create and deploy a future-proof, "ready-for-anything" business resilience solution, please visit:

ibm.com/services/its/resilience



focused



variable



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Put your business
on the **road to resilience.**