



CASE STUDY 1

Doc 2.2100 AV2.0 MRE.PH 14-03-10

Integrated Management for Business Continuity Case Study

The benefits of working to an Integrated Management System Framework for Regulatory Compliance

In 2007 Sapira started to work with a global electronic brokerage providing client side regulatory support within the financial services sector. Prior to our involvement and due to the extremely dynamic business model no structured Business Continuity Management System existed. As a result policies and procedural documents were being created in a reactive way in response to the varying international regulatory demands for evidence of compliance to mandatory standards set for Business Continuity.

Business Objectives Defined.

As our client operates in many countries one of the objectives defined at an early stage was the need to create policy and a library of documents which gave consistency across the diverse business units. There was no intention to seek certification within the foreseeable future rather to ensure the ability to demonstrate a robust compliance with regulatory requirements.



Fig 1

Project Resourcing and Associations

As a member of the CARM family, Sapira™ⁱ were able to draw upon a consultant resource which included relevant experience in Business Impact Analysis, drafting of Business Continuity Plans and Exercising. Using our HBCM®ⁱⁱ Holistic Business Continuity Management product we were able to provide a templated approach to Business Continuity Management. HBCM® has been conceived to integrate with the Sapira-IMS framework and should the next step; certification to BS 25999-2 be considered. This would require little additional work.



Sapira's membership of the BSI Associate Consultant Programme ensures that we keep abreast of new developments in the Standards market and participate wherever possible in new initiatives.

Specialising in Integrated Management Systems the Sapira team have been providing help and guidance on management system integration since the late 90's.

Business Drivers



CASE STUDY 1

Doc 2.2100 AV2.0 MRE.PH 14-03-10

Working within a tight regulatory framework as denotes the Financial Services Market means that quality, continuity and a high level of resilience become critical business drivers. Physical Security and Information Security require equal focus, so the desire to demonstrate the highest standards in all of these were one of the key business drivers in seeking a methodology and process which integrates these management disciplines. HBCM[®] is a whole of business approach and as Figure 1 shows it touches every part of the organisation. Expansion of the model was achieved by the use of templated documents and the guidance of the Sapira team interacting with local site management.

Increasing benefits derived from an Integrated Management approach.

As a result of this work additional underlying benefits have also been derived. Reduced risk ratings, a much clearer understanding of the communication process, control of records and documents have all meant that the company has become more and more confident to subcontract the business continuity management process to us. This has ensured that head count has not increased; we have been able to keep the client's overheads down and, by spreading the costs of our consultants across several accounts, give extremely good value for money. In addition by using our consultation service the quality of people delivering the service have a high degree of experience drawn from a wide a varied background, which would be difficult to replicate internally.

Project Activities

Setting the Scope and Undertaking the Business Impact Analysis

The project management team, made up of both the client senior management team and client side advisors from Sapira, were keen to ensure that this was, not, a box-ticking exercise and most importantly show continual improvement and cost savings throughout. This remains the same today.

Phase 1 – SAP (Survey, Assess, Plan)

Business Impact Analysis, Health and Safety and Security Risk Assessments led by the specialist Sapira teams, now all combine to provide an Integrated Risk Register. Described in brief in Fig 4, the survey and assessment phase continues to identify gaps in both physical security and IT resilience particularly when taking into account third party supplied products and services as we integrate new trading locations.



Fig 4



CASE STUDY 1

Doc 2.2100 AV2.0 MRE.PH 14-03-10

Phase 2 – IRA (Implementation, Review and Audit)

Embedding the new culture and system is achieved by regular review meetings. These have been undertaken via conference call or on site visits which are short in time frame but heavy in content. As a result we have been able to provide implementation advice and guidance from the UK to business units in Asia, Turkey and Australia. Once implementation is complete our role shifts to one of Review and audit, two of the principle elements of the SAPIRA process.



Fig 5

Success Criteria

Senior Management Commitment

One of the objectives and measures of success that we set at the beginning was to separate policy from procedure. This immediately started to improve the way in which the organization did business. Today middle management is more empowered and there is an improved corporate knowledge and competence further down the management trees.

These successes have already shown greater resilience and communication during external incidents demonstrating continual improvement and a more holistic management approach.

Benefits Seen

Reduced Implementation Costs

The Sapira-IMS^{®iii} and HBCM[®] systems are licensed products and as a part of the annual license fee clients receive regular document updates, regulatory updates and as a part of implementation process are provided with templates of all of the essential documents required for the management system. Existing client documents have been integrated and indexed into the Sapira-IMS[®] library, preventing any additional work and the need to repeat work already undertaken which some software systems require.

Sapira's implementation team also brought experience to bear on the management systems and helped the project team streamline many of their old procedures and policies. This continues to deliver considerable savings in implementation costs year on year.



CASE STUDY 1

Doc 2.2100 AV2.0 MRE.PH 14-03-10

Reduced Documentation

Not only did the IMS approach reduce the number of duplicated documents across the individual management systems it also proved an extremely powerful tool in weeding out old, out of date documentation, which when reviewed could, with a little bit of redesign be covered by another document already in use.

Reduced Insurance Premiums.

Probably one of the greatest tangible benefits resulting from the implementation of the HBCMS was a sizeable reduction in insurance premiums negotiated with the client's insurer. Whilst we cannot claim that this totally as a result of the HBCM[®] model it was certainly cited as one of the reasons for the reduced premiums by the under writers.

Improved Trust, Client Reassurance

At a time when the business environment is difficult and differing threats exist from swine flu to the credit crisis, being able to offer client's reassurance of the improved resilience of the organisation has improved relations, gained business and reassured the regulatory bodies.

For further information or to discuss your ideas for an integrated approach in your organization please contact:-

Sapira LLP: Tel: 01886 821014. Web www.sapira-ims.co.uk

E-Mail either mark.east@sapira.co.uk or phil.heath@sapira.co.uk

ⁱ Sapira™ The Sapira Trade Mark and Sapira process is the registered Trade mark and Copyright of Mark and Christine East 1996

ⁱⁱ HBCM[®] Registered Copyright of Mark East and Lee Weavers 2006

ⁱⁱⁱ Sapira-IMS[®] Copyright Mark East and Phil Heath 2001