



Automating your business and technology resilience

Automated business and technology resilience enables organizations to capture, integrate, and use critical resilience data in real time. It improves the execution of crisis and incident response plans, safeguards the fast assessment of recovery capabilities against customer expectations, and enhances management reporting.

What is business and technology resilience?

Business and Technology Resilience enables organizations to respond to, and effectively recover from, disruptions to core business operations by implementing strategies to address staff, location, third party, and information technology (IT) risks.

A mature, holistic Business and Technology Resilience program incorporates, among others, the disciplines of:

- Business Continuity Management (BCM)
- Crisis Management (CM)
- IT Disaster Recovery (IT DR)
- Incident Response (IR)
- Cyber Security Incident Response (CSIR)
- Supply Chain Management.

The current state

Based on our global experience working with clients across a range of industries, we observe that the majority of large and complex organizations continue to rely on:

- Stand-alone spreadsheets to manage large volumes of Business Impact Assessment (BIA) data; often multiple, unlinked spreadsheets are relied upon, increasing the difficulty associated with identifying and managing risks
- Overly lengthy Microsoft Word or PowerPoint-based recovery plans that are not integrated or aligned with BIA data
- Manual, point-in-time, comparisons between IT recovery capabilities and business recovery expectations for critical IT systems and cloud providers
- Scenario testing exercises focused on the failure of specific systems or impacts to single business processes, rather than organization-wide, customer outcomes

- Inconsistent documentation and tracking of service outcomes for critical third-party vendors—notably, this includes cloud providers
- Lack of clarity over the real-time measurement of Business Resilience risk areas and control assurance
- Little collaboration between team members in the alignment and ongoing management of Business Resilience processes, data, and documents.

The next step in maturity?

Mature organizations that have a solid understanding of their resilience target operating model are strengthening their capabilities by:

- Streamlining their resilience processes (e.g., BIA spreadsheets and Word-based plans) to facilitate the migration of key resilience information onto their selected platforms
- Implementing automated platforms to capture and use resilience enabling data from outside and across their organizations; this typically involves integrating with live external and internal data sources taken from other platforms from outside and across the organization
- Leveraging cloud-based, resilience-as-a-service solutions, based on platforms already in use by the organization
- Executing repeatable, digitized, organization-wide resilience processes based on a holistic framework that is supported by automated workflows and access to multiple, real-time sources of data.

Automating business resilience through live, integrated platforms

The case for automation

Platform innovation, digitization, and cloud-first development are synonymous with quickly improving business performance.

At KPMG LLP, we have observed that business and technology resilience teams are, generally, yet to fully realize the benefits of innovation, digitization, and harnessing the benefits of cloud-based resilience platforms.

However, the leading organizations that are ahead of the resilience maturity curve are automating, and realizing the following benefits:

- Ability to change focus priorities quickly to meet changing demands from new threats—such as pandemics—without needing to reperform data gathering exercises
- Leveraging dynamic/live information to manage incident response processes, rather than relying on static, outdated documents
- Gaining insights by accessing centralized, live repositories of processes and plans through uniting multiple data sources
- Enabling live information dissemination during incidents through interconnectivity with automated scheduling and notification/SMS platforms
- Comparing IT recovery capabilities and business recovery requirements automatically and in real time to quickly identify gaps, key recovery dependencies, and single points of failure
- Integrating with wider risk management processes and aggregating data to identify, assess, and mitigate risks on an enterprise-wide basis
- Maintaining up-to-date information on critical third parties to effectively review vendor performance and allow an effective, unified response with vendors
- Performing ongoing gap analyses using real-time data to report potential resilience risks to management and the board, and enable continuous improvement.

The next steps

KPMG has assessed the leading tools in the market and has measured how they have stood up to real operational challenges. We have also used a number of leading resilience platforms to enhance the maturity and organizational resilience of our clients.

We know how to assist our clients to realize the benefits of resilience platforms while avoiding some of the significant challenges associated with migrating key processes onto vendor-provided solutions.

Accordingly, KPMG can assist to:

- Safeguard successful outcomes from the vendor selection process
- Streamline resilience frameworks to facilitate the successful adoption of platform-based resilience
- Map resilience dependencies and identify upstream and downstream reliance across business processes (e.g., supporting IT systems, locations, people, third parties) in preparation for resilience platform integration
- Plan the migration of critical data to the appropriate automated platform using a measured and structured approach for deployment (including validation with key stakeholders throughout migration)
- Provide roadmaps and recommendations to integrate automated resilience platforms with existing, live, data sources (e.g., IT service management tools) to enable unified response processes, immediate notifications, and ongoing comparison of capabilities
- Utilize resilience platform capabilities to establish a multichannel communications approach to crisis communications, integrating both internal and external stakeholders
- Test organization-wide response capabilities using rigorous exercises based on dynamic threat modelling
- Develop consumable information dashboards that provide programwide information for management and key operational stakeholders—regardless of the platform or provider selected.

Contacts

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