Case Study: Business Continuity Planning
Delivering an appropriate BCP strategy, documentation and testing

**Industry:** Broking

**Size:** 1,500 staff in Asia

**Business Challenge**
Our client is a leading brokerage in Asia. The business spans 14 countries, managed from Hong Kong, and has experienced dramatic growth in the last 2 years which has driven a large number of IT infrastructure and application deployments. Business Continuity facilities have not kept pace with these deployments, leading to the situation where BCP plans were out-of-date, not compliant with local regulatory requirements, not fit-for-purpose and untested.

**Client Requirement**
The client wished to address shortfalls in BCP to ensure that plans were aligned with business, regulatory and group requirements and proven. Whilst working for a new and wholly-owned subsidiary, ITPM produced BCP plans and documentation which the client decided to adopt as the new group standard. ITPM was then engaged to roll-out the BCP documentation and processes to 14 countries.

**Scope**
The scope covered the roll-out of BCP plans, documentation and processes across all countries and business lines.

**The Solution**
The solution proposed by ITPM was to break down the work into a number of packages and then implement on a country-by-country basis, starting with the countries most at risk. In this way, we were able to deliver results in terms of a reduced risk profile early in the programme.

The elements of the solution were:

- **Clear plan**
- **Brief each country head and COO to ensure buy-in**
- **Complete a Business Impact Analysis (BIA) conducted with each department head. This provided a baseline to document the minimum requirements**
- **Review and update of existing documentation plus re-format to new standard**
- **Country-level documentation (14); departmental-level documentation (>100)**
- **Call tree set-up, documentation and test**
- **Crisis Management team (CMT) set-up, training**
- **All staff briefing on local BCP procedures**
- **IT resilience checks**
- **Full BCP test with subsequent documentation**
- **Full handover to local office**
The Results
The group risk profile was reduced almost immediately by identifying the issues which created the most risk to the group, and prioritising that work.

We met with every department head – more than 100 – to create a baseline BIA which summarised their IT and BCP requirement in the case of a disaster.

Each office was visited and a programme of BCP works undertaken, including:

- Set-up of Crisis Management Team (CMT), briefing member on their roles in a crisis
- Review of onsite IT resilience
- All staff briefing
- BCP test
- Building evacuation

Other work was completed remotely to keep costs down:

- Call tree test and documentation of results
- Country-level documentation
- Department-level documentation
- Review of documentation / process against requirements of group audit and external regulators

The project was seen as highly successful. It met all targets for delivery and budget. The Executive Management team asked for the monthly report to be included in their briefing pack unedited.

The Group COO commented on the BIA work: ‘this is the kind of initiative I want to see inside <the client>; pro-active engagement of the business’.