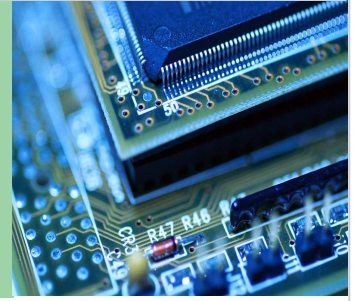




CASE STUDY



BUSINESS CONTINUITY MANAGEMENT

INDUSTRY Chemicals	INDUSTRY Shared Services Center	CLIENT A fortune 500 European giant
TECHNOLOGIES SAP, Windows, Virtualization	RESOURCES 3 full time and 2 part time	OUTPUT A detailed blueprint of the alternate site

Context

The client already had a Business Continuity Plan for addressing availability risks for short-term failures of up to a month's downtime. Because of the risks involved by high-dependency of multiple locations sharing the common services, the client wanted to address country-wide risks or long term failures generally lasting more than a month's time.

Problem Definition

- The client wanted assurance on the strategy for an alternate site.
- An intermediate alternate site was tested but the client had not tested results of accommodating entire staff as there was space constraints.
- The client was unable to quantify the actual impact of a disaster as they were in the midst of migration with increasing number of customer processes and transactions.
- The client wanted to know the right capacity of the alternate site in terms of People, Process and Technology.
- The client wanted clarity on whether the alternate site was to remain Hot, Warm or Cold.

"Two out of five enterprises that experience a disaster go out of business within five years. Business continuity plans and disaster recovery services ensure continuing viability"

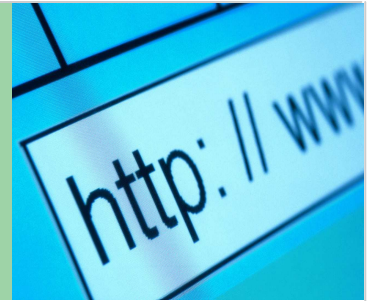
Gartner (Roberta Witty, Donna Scott)
Disaster Recovery Plans and Systems are Essential
12 September 2001

CLIENT REQUIREMENTS

1. A reassessment of the existing Risk Management system that was in place
2. A validation of Risk Assessment and Business Impact Analysis results
3. A proposal on various strategic options for the alternate site with Minimal degradation of services during disasters but one which can easily scale-up to the capacity of the primary site.
4. A detailed blueprint including Bill-of-Resources and Bill-of-Materials required at the alternate site for outages greater than 30 days.



CASE STUDY



BUSINESS CONTINUITY MANAGEMENT

IGeS's SOLUTION

IGeS formulated and implemented a phased solution with clear and measurable goals for each phase.



Phase 1: Assess Phase

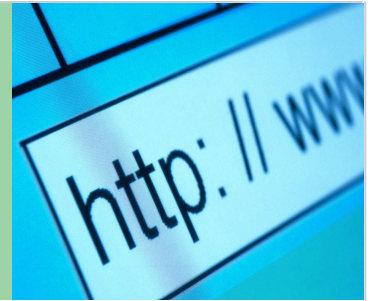
Existing documents on Risk Management system was studied and Gaps in the existing documentation was identified. These gaps were then documented and brought to the notice of the client for bettering the system.

While validating the existing Business Impact Analysis of the client, it was found that the methodology used did not help the client arrive at critical factors like Recovery Point Objective and Recovery Time Objective that drive the basis of strategy for the alternate site. Hence a fresh BIA was conducted for understanding the Business Impacts of disaster to the client. Several rounds of interviews with key business unit heads was conducted and during this it was found during that certain support functions like contact center and IT were being biased based on “gut feeling” rather than by actual analysis. The solution provided was to categorize different functional units into Business Units and Supporting Units and conduct separate BIA on them so as to arrive at better results.

The results of the BIA showed that some of the Critical Business Functions have a very low window for downtime as some of the processes that runs are time-sensitive and regulatory in nature. IGeS assessed the sensitivity of various Critical Business Functions and ranked them in order based on recovery priorities and recovery complexities.



CASE STUDY



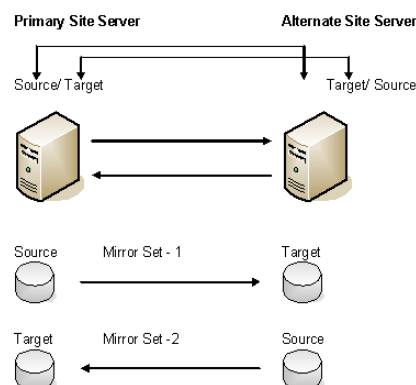
BUSINESS CONTINUITY MANAGEMENT

IGeS's SOLUTION (contd).

Phase 2: Design Phase

Multiple strategic options were designed and were proposed to the client keeping in mind critical factors like Recovery Point Objective, Recovery Time Objective, Service Delivery Objective, Interruption Window and Maximum Tolerable Outage that was an outcome of the BIA. The client was presented with the same along with Pros and Cons of each probable solution so as to enable them to decide on the option that would suit them.

Based on the client's final input on the solution that most suited them IGeS developed the solution further to arrive at the blueprint of the alternate site. A strategy was developed where the alternate site would remain functional for all Critical Business Functions, that is, People, Process and Technology would be active at the alternate site for quick recovery during disasters. During normal situations, the resources would be shared to complete regular tasks and during disasters would compensate for loss of the primary site. A complete inventory of Bill-of-Resources, Active processes and recovery their recovery priorities and time-lines, and a Bill-of-Materials was designed. Asynchronous bi-directional replication for data replication was suggested to the client.





CASE STUDY



BUSINESS CONTINUITY MANAGEMENT

The solution would hence address the following:

- **Complete Disaster Recovery and Business Continuity on the specified mission-critical business functions**
- **Zero or negligible loss of data as the data is replicated between the primary and the alternate location**
- **Availability of the application in shortest time possible, in case of primary site failure.**
- **Easy mechanism to switchover relevant people and processes to the primary site, when the primary site is functional.**

CRITICAL SUCCESS FACTORS

1. There was a strong sponsorship and continued client involvement throughout the phase of strategic plan development.
2. The exercise had acceptance at steering committee level and a corporate level approval as well.
3. The exercise consisted of preliminary information gatherings onsite and later was completely executed from offsite offering cost-advantage to the client.
4. The solution was targeted to be Economic, Efficient, and Effective so as to be realistically achievable and provide a starting point to the client to scale-up or scale-out.
5. The project was time-sensitive with multiple phases and milestones and timely achievements of milestones was a significant contributor to the success.

OUTPUT

The client was provided with a final blueprint that would be required at the alternate site in terms of:

1. A detailed BIA which details tolerable downtimes and recovery priorities.
2. People (including skill sets)
3. Process (Recovery priorities and order for Critical Business Functions)
4. Technology; and
5. Space