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Business Continuity

FOR

DUMMIES®

Learn to:

- Identify the risks to your business
- Create your own business continuity plan
- Make your business more resilient
- Act swiftly and effectively if disruption hits

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Business Continuity For Dummies®

Visit

**www.dummies.com/businesscontinuityuk to
view this book's cheat sheet.**

Table of Contents

[Introduction](#)

[About This Book](#)

[What You're Not to Read](#)

[Conventions Used in This Book](#)

[Foolish Assumptions](#)

[How This Book Is Organised](#)

[Part I: Discovering Business Continuity](#)

[Part II: Starting Out on Your Business](#)

[Continuity Journey](#)

[Part III: Embedding Business Continuity into](#)

[Your Company](#)

[Part IV: Examining Business Continuity in](#)

[Specific Contexts](#)

[Part V: The Part of Tens](#)

[Icons Used in This Book](#)

[Where to Go from Here](#)

[Part I: Discovering Business Continuity](#)

Chapter 1: Introducing Business Continuity

Introducing the Idea of Business Continuity Revealing the Key Terms and Concepts

Protecting your key products and services
Covering your critical activities
Never exceeding your maximum tolerable
period of disruption
Calculating your recovery time objective
Doing what's necessary: Your recovery
point objective
Assessing the risks to your critical
activities

Discovering How Business Continuity Works

Considering your supply chain
Selecting continuity strategies and
building business continuity plans
Exercising and testing
Consulting experts and insurers

Chapter 2: Understanding the Importance of Business Continuity

Appreciating the Benefits of Business Continuity Making Business Sense

Stabilising your organisation
Enhancing and supporting the reputation
of your business

Fulfilling your obligations
Achieving your objectives

Helping You to Profit from Commercial Sense

Considering your customers
Recognising opportunities

Developing Your People Sense

Protecting your staff
Ensuring peace of mind for you and your staff
Building team camaraderie within your firm

Supporting Financial and Legal Aspects

Covering what your insurance doesn't
Helping you adhere to contracts
Protecting profit

Making the Case: BC is Common Sense

Chapter 3: Achieving Rapid Results and Quick Wins

Giving Your Business a Resilience Health Check with The Seven Ps
People: Keeping Staff Members Safe and Accounted For
Premises and Assets: Preparing and Taking Precautions

Processes and IT: Keeping Data Safe and Your Business Trading

Prioritising Your Customers and Suppliers

Publicity: Keeping People Informed

Public Infrastructure: Liaising with People in Your Community

Phone Numbers: Keeping Essential Contact Info Handy

Part II: Starting Out on Your Business Continuity Journey

Chapter 4: Focusing on What's Important: Business Impact Analysis

Understanding What Matters Most

Identifying your key products and services

Putting it into context: If I were a baker . . .

⋮

Protecting Against the FORCES of Disruption

Financial: Asking, 'Where's the money?'

Operational: Anticipating production problems

Reputation: Maintaining your business's good name

Customers and suppliers: Considering others in your supply chain

Environment: Staying competitive

Staffing: Keeping staff employed

[Drawing conclusions from this process](#)

[Identifying and Prioritising Your Critical Activities through a BIA](#)

[Tailoring the BIA to your business](#)
[Considering your critical activities](#)
[Carrying out your BIA](#)

[Chapter 5: Considering the Risks to Your Business](#)

[Looking at Risk in a Business Continuity Context](#)
[Selecting the Right Risk Approach for Your Business](#)

[Looking at the simple risk approach](#)
[Understanding risk management](#)

[Identifying, Evaluating, Recording and Responding to Your Risks \(IERR\)](#)

[IERR Stage1: Identifying your business's risks](#)

[IERR Stage 2: Evaluating your businesses risks](#)

[IERR Stage 3: Recording what you discover](#)

[IERR Stage 4: Responding](#)

[Monitoring and Reviewing Your Risks](#)

Chapter 6: Building Resilience in Your Supply Chain

Defining a Supply Chain

Focusing Your Actions for the Most Benefit

Using the CHAIN Mnemonic to Manage Your Suppliers

Considering contracts and relationships

Understanding supplier chain hierarchies

Seeking and providing assurance

Taking the initiative

Fulfilling your business's needs

Chapter 7: Selecting the Right Continuity Strategies

Gathering Together What You Need

Looking Before You Leap

Working Out Your BC Strategy Responses

Phase 1: Collecting the necessary information

Phase 2: Creating a continuity response template

Phase 3: Selecting a strategy

Phase 4: Assessing progress – tactical considerations

Phase 5: Listing some general considerations

Phase 6: Checking and reviewing

Chapter 8: Developing Your Business Continuity Plan

Examining BC Plans

Appreciating the advantages of a BC plan

Deciding what to include in your plan

Looking at different types of BC plans

Making a list and checking it twice:

Considerations for BC plans

Viewing an example plan

Creating Your Own BC Plan

Reflecting on roles and responsibilities

Chewing over strategic responsibilities

Thinking about tactical responsibilities

Building Your BC Plan

Stage 1: Preparing for your plan

Stage 2: Creating your plan

Stage 3: Validating and embedding

Part III: Embedding Business Continuity into Your Company

Chapter 9: Building a Great Business Continuity Team

Planning and Co-ordinating Your Team

Identifying team skills and capabilities

Assigning roles and responsibilities

Selling BC and Making It Work

Getting staff members on board
Avoiding common pitfalls

Keeping the Enthusiasm Going

Chapter 10: Managing a Crisis

Looking at What Constitutes a Crisis

Examining risks and issues
Distinguishing between incidents and
crises

Preparing for Crises

Scanning the horizon to spot trouble
Developing a crisis management
capability

Responding to a Crisis

Developing situational awareness
Making decisions under pressure

Moving On: Recovering from a Crisis

Chapter 11: Validating Your Business Continuity
Plan

Accepting the Need to Validate Your Recovery Procedures

Examining what an exercise is
Discovering the different exercise levels
Making the exercise more demanding

Planning the Exercise and Its Objectives

Identifying exercise objectives
Assessing the cost
Choosing a format
Selecting who takes part on the day
Telling your staff
Developing an effective exercise scenario

Knowing What to Test

Testing people
Testing places and services (the workplace)
Testing your ICT
Testing communications
Testing finance

Running an Exercise

Deciding who organises and runs the exercise
Watching for potential pitfalls

Identifying Lessons: Ending Up Stronger

[Tackling the de-brief](#)
[Learning the lessons and sharing best practice](#)
[Updating plans](#)
[Ensuring good practice](#)
[Using exercise forms](#)

[Considering an Exercise Scenario](#)

[Part IV: Examining Business Continuity in Specific Contexts](#)

[Chapter 12: Calling in the Experts](#)

[Taking Preventative Actions with Expert Advice](#)

[Health and safety legislation](#)
[Trading standards compliance](#)
[Hazardous substances](#)

[Taking Common-sense Measures](#)

[Maintaining premises security](#)
[Ensuring that you protect your staff](#)
[Considering a business IT partner](#)
[Involving local authorities](#)
[Contacting local talent](#)
[Hiring a business continuity consultant](#)

[Deciding 'Who You Gonna Call' After a Crisis](#)

[Solving IT-related problems](#)

Repairing physical damage: Salvage and restoration

Chapter 13: Viewing Business Continuity from a Manufacturing Perspective

Focusing on Manufacturing and BC
Understanding What's Important to Your Manufacturing Business

Thinking about staff issues
Bearing in mind materials
Protecting against machinery problems

Chapter 14: Developing a Retail Business Continuity Programme

Considering the BC Specifics for a Retail Business
Deciding What's Important to Your Retail Business

Securing your supply of stock
Protecting your retail outlet
Tackling theft and damage

Chapter 15: Using Business Continuity with Professional Services Firms

Examining Professional Firms and BC

Accepting that BC is essential for the professional firm

[Understanding how BC can help your company's flexibility](#)

[Discovering What's Important to Your Professional Services Business](#)

[Considering staffing issues](#)

[Backing up data](#)

[Looking after your premises](#)

[Protecting your reputation](#)

[Maintaining your fees](#)

[Fulfilling your obligations](#)

[Chapter 16: Making Insurance Work](#)

[Meeting Your Legal Responsibilities](#)

[Covering staff risks: Employers' liability insurance](#)

[Having regular engineering inspections](#)

[Covering your firm's motor vehicles](#)

[Ensuring You Have the Insurance You Need](#)

[Covering against other business risks](#)

[Protecting your employees](#)

[Limiting your financial exposure](#)

[Arranging the Appropriate Cover for Your Business](#)

[Deciding on the right level of cover](#)

[Wondering why a claim may be rejected](#)

[Accessing the right insurance for you](#)
[Saving money](#)
[Getting the best out of a claim](#)
[Knowing what not to do](#)

[Following Quick Tips for Easy Insurance](#)

[Part V: The Part of Tens](#)

[Chapter 17: Ten Top Tips for Keeping Your IT in Great Shape](#)

[Back Up Your Data](#)
[Send Data Securely](#)
[Minimise Human Error](#)
[Protect Passwords](#)
[Restrict Staff IT Access](#)
[Protect Your IT System](#)
[Seek Expert Help](#)
[Form a Business Continuity Plan for Your IT System](#)
[Practise Restoring Your Systems](#)
[Educate Your Staff in IT](#)

[Chapter 18: Ten Tips for Communicating Internally During a Disruption](#)

[Keep Your Staff Fully Informed](#)
[Think Carefully about What You Say](#)
[Be Honest about Difficulties](#)
[Take Care of Hurt or Seriously Affected Staff](#)
[Encourage Staff to Be Flexible in Their Roles and Responsibilities](#)

[Provide Clear Guidance to Staff Working in Different Roles](#)

[Listen to Staff Concerns and Suggestions](#)

[Use People's Skills and Abilities](#)

[Look After Your Senior Staff](#)

[Hold a De-brief](#)

[Chapter 19: Ten Tips for Effective External Communication in a Crisis](#)

[Have a Communication Strategy](#)

[Inform the Key Players](#)

[Get Your Side of the Story Out First](#)

[Think About the Channels of Information](#)

[Keep Information Updated](#)

[Judge Your Timing](#)

[Focus on Simple Messages](#)

[Display Sensitivity](#)

[Put Out a Consistent Message](#)

[Record What You Said](#)

[About the Authors](#)

[Cheat Sheet](#)

Business Continuity For Dummies[®]

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Introduction

Business continuity (BC) involves building resilience in your business: identifying its key products and services and the critical activities that underpin them, and devising strategies so that you can trade through a disruption and recover afterwards. We see BC as being a bit like New Year resolutions: go on a diet, do more exercise, eat more fruit – you know the drill. People promise themselves they're going to do these things because they know that they *should* be doing them and can't deny that they won't benefit from making the effort. But in the end – normally, by 2 or 3 January – they just don't do them. 'It's too hard', 'I can't be bothered', 'I don't have enough time' . . . people use any number of excuses that don't really stack up.

Similarly, businesses know that they should be doing BC, and yes, believe it or not, would rather like to have it in their business. The problem is that people see BC as being too expensive and time-consuming, and the guidance available isn't aimed at smaller businesses.

But no longer. Although any size of business can use this book, we aim it specifically at small- and medium-sized enterprises (or SMEs). As the Prime Minister reminded people at the 2011 World Economic Forum, SMEs are the 'engines of job creation', and this has been the case for a long time. Their resilience and continuity is important for all sorts of different reasons, but most prominently to:

- ✓ Provide a source of jobs.
- ✓ Provide a market for goods and services.
- ✓ Strengthen local communities.

- ✔ Provide necessary economic flexibility through outsourcing.
- ✔ Create and spread innovation.
- ✔ Assist in re-invigorating the economy.

About This Book

We produced this guide to help SMEs introduce vital business continuity into their firms. We write especially with the small business in mind and keep coming back to the core principles: does this make sense for a small business; can a small business easily achieve this; can a business do this within a reasonable amount of time; and is it affordable for a small business?

In essence, we continually ensure that what we're telling you is:

- ✔ Accessible
- ✔ Affordable
- ✔ Achievable

Yet we haven't produced something completely new that doesn't recognise previous developments in the area of BC; on the contrary! This work is sponsored by the Business Continuity Institute (BCI), the Emergency Planning Society (EPS) and the Cabinet Office, and supported by the British Standards Institution (BSI). Each of these organisations has made great steps forward in promoting the adoption and use of BC.

In recognition of this, we draw inspiration and thoughts from the following:

- ✓ BCI's Good Practice Guidelines
- ✓ British Standard for Business Continuity BS25999:2006, Parts 1 and 2
- ✓ Cabinet Office's National Risk Register
- ✓ Crisis Management – Guidance and Good Practice PAS 200:2011

The content of this book was originally produced by the Emergency Planning Society's Business Continuity Professional Working Group and co-opted subject matter experts.

What You're Not to Read

The great thing about this guide is that, like all *For Dummies* books, you can choose exactly how you want to approach it. We've written and designed the content so that each chapter is self-contained. Therefore, you can read the book page by page and in the order that we present it, or you can dip in and out as you want.

Each chapter makes sense when read on its own, and so if you want to know about protecting your IT, flip straight to Chapter 17; or if you're interested in advice for forming a Business Impact Analysis (BIA), head to Chapter 4. Don't think that you have to study this book from cover to cover if you don't want to – as with anything to do with BC, focus on what's most important for you and your business.

Conventions Used in This Book

We use *italics* to indicate a defined term or a point of emphasis. And we put not so crucial, but none-the-less useful, information in grey-tinted sidebars. You can gloss over these if you're in a hurry, or save them to re-read at a later date when you want more detail on a topic.

When referring to a website, we use the official-looking monofont. If you're reading this as an ebook, the website is hyperlinked. When a web address breaks across two lines of text, just type exactly what you see (we don't put in any extra characters to indicate the break).

We use the terms *business*, *organisation* and *firm* interchangeably throughout this guide. Usually, economists refer to businesses as firms, academics refer to them as organisations and businesses refer to them (unsurprisingly) as businesses. In any case, it's all the same to us. Firms are firms; or rather firms are organisations, which are, of course, businesses – if you see what we mean!

Foolish Assumptions

We aim this book at the small to medium-sized business owner. In doing so, we assume that you're aware that BC is something that you should, but don't yet, have. Perhaps you didn't want to spend valuable money, resources and time on instilling something expensive and complicated. No doubt you're rushed off your feet already with the day-to-day running of your business and have a relatively small workforce who work hard

enough as it is: they certainly don't want to take on a vast extra workload in order to embed BC into the business.

For this reason, we make BC simple and accessible, breaking it down into easy stages with tips to help you make your business more resilient from the outset.

How This Book Is Organised

We divide this book into five parts, which we outline in the following sections. If read in order, the first three parts take you through setting up and instilling BC into your business, Part IV gives some specific and practical guidance and Part V comprises some top tips for at-a-glance advice. Alternatively, dip in and out of chapters as you see fit, focusing on the ones most appropriate to your business.

Part I: Discovering Business Continuity

The three chapters in this part lay the foundations. We explain in simple terms what BC is and why it's important to your business, and offer some simple but effective ways to get you started on the path to becoming more resilient. Chapter 1 provides an overview of the subject, introduces some key terms and gives a flavour of what the book provides for you. Chapter 2 explains why BC is important to your business and the benefits that it offers. In Chapter 3, we go full-steam ahead to get you moving, providing a few ideas on quick wins and ways to make your business more resilient right from the start.

Part II: Starting Out on Your Business Continuity Journey

This part puts the world of BC at your fingertips. Chapter 4 helps you to identify the important areas of your business and what you need to focus on as you build your BC system.

Chapter 5 discusses risks and looks at ways to identify the ones that your business faces. In Chapter 6 we show you how to build resilience in your supply chain and protect the elements that you can't afford to let fail. Chapter 7 helps you establish your BC framework, by planning out the strategies that are going to form part of your BC plan, and Chapter 8 walks you through developing the plan, which may prove crucial to the survival of your business in the future. We discuss ways to simplify the process and make sure that what you develop is going to be effective in the unfortunate event of your business suffering a serious disruption.

Part III: Embedding Business Continuity into Your Company

This part is about making your BC system part of the everyday activities of your business. Chapter 9 explains how to build your BC team. You already have the staff; this chapter shows you how to ensure that they have a good awareness of BC, know what to do if the time comes and can champion BC across your business. Chapter 10 on managing a crisis is one that many of you may want to turn to first, but in any case make sure that you don't turn to it when it's too late. Crises require different ways of thinking and present new and unexpected challenges, and this chapter explains the considerations and the actions that your business can take when the worst happens. Chapter 11 is about testing and exercising your plans, an important

aspect of BC, because unless you practise your plans you're taking a gamble on them working when you really need them to.

Part IV: Examining Business Continuity in Specific Contexts

In this part we help you put BC theory into practice. We take a practical look in Chapter 12 at areas where you may want to seek external help and assistance. You need to make sure that you take good advice about aspects of your business that are unusual or vulnerable, but the most important principle is that if you need expert help and advice, go get it! Chapter 13 looks at BC from a manufacturer's point of view and shows you how you can adapt BC to suit your business needs. In Chapter 14 we cover the main issues and dilemmas that retailers face when developing a BC programme, and how they can interpret and implement BC, and Chapter 15 examines adapting BC to the professional services arena. Chapter 16 gives you practical advice for wading through the somewhat murky waters of insurance, telling you exactly what you do and don't need as a small or medium-sized business.

Part V: The Part of Tens

The three chapters in this part provide reminders or inspiration for protecting your business. We look at top tips for protecting your IT system (in Chapter 17), and the importance of ensuring effective internal and external communication when the worst happens (in Chapters 18 and 19, respectively).

Icons Used in This Book

To ensure that your BC journey is an easy ride, we use the following icons to highlight certain points.



Here you can find handy tips and expert advice to speed up your progress and make life that bit easier.



Certain paragraphs of text are particularly worth remembering, and so we indicate these for you.



Think of this icon as a danger sign, because we use it to highlight common (and even some unusual) errors that you want to avoid.



The text beside this icon is really worth reading, because it's one of our special pieces of advice that give you a competitive edge or help you keep a step or two ahead of trouble.

Where to Go from Here

If you're completely new to business continuity and the whole subject seems a bit daunting, we suggest that you start with Part I, which takes you through understanding your business from a BC perspective. You're then ready to read Part II, which guides you through forming your BC programme.

If you're already clued up on this sort of thing, however, by all means dive in wherever you please. If you're, say, a retailer looking for specific advice, head directly to Chapter 14. If your need is immediate and you want to know what to do in a crisis, turn straight to Chapter 10, and look at it in conjunction with Chapters 18 and 19, which have great tips on internal and external communication during an incident.

Wherever you choose to start and whatever path you take through the book, we hope you enjoy reading *Business Continuity For Dummies* and find the content useful, practical and reassuring. Good business!

Part I

Discovering Business Continuity

The 5th Wave

By Rich Tennant



"Since we lost the dolphins, business hasn't been quite the same."

In this part . . .

We lay the business continuity foundations, discussing the subject simply and showing why it's vitally important for your business. We define the key terms and offer up suggestions for quick wins so that you can start making your business more resilient straight away.

Chapter 1

Introducing Business Continuity

In This Chapter

- ▶ Defining business continuity
 - ▶ Discovering the terms and concepts
 - ▶ Getting to grips with business continuity
 - ▶ Understanding that business continuity is for you
-

If you think that business continuity (BC) is only for big businesses and companies, get ready to have that myth well and truly busted, because that's far from the case. BC is simply taking responsibility for your business and giving it every chance of staying on course when harsh winds come a-blowing. BC can help give you a good idea of the risks you face, as well as providing plans and strategies to assist you if any of these events materialise. You don't need to hire specialist consultants, create a project team, have a full-time BC manager, spend big bucks or stop doing anything that you usually do.

The fact is that firms practising BC can more confidently embark on new ventures and projects or launch new lines because they have a better understanding of their business and the risks it faces. After all, it's your business and your responsibility to strengthen the firm's resilience. The decisions and actions that you take are what differentiates you from your competitors and determines whether your business is successful or not.