

# Business Continuity Services

## Global Risk Advisory Services

ADVISORY

Technology infusions, rapidly evolving processes, and new business ventures can introduce disruption risks that impact the well-being of an enterprise. In today's highly competitive environment, organizations cannot afford prolonged downtime, slow reaction time, expensive system upgrades, or inflexible processes. Information availability is essential in the Information Age. Natural disasters, malicious intent, and catastrophic accidents can disrupt information availability and negatively impact key business processes. Moreover, competitive pressures and market demands, together with an increased dependence on technology for core business processes, are redefining the need for effective and risk-based continuity planning.

- 60 percent of IT managers do not believe that their companies have a basic continuity plan to mitigate the effects of a disaster.
- Only 30% of companies that suffer a disaster are still in business one year later. Being prepared for a disaster places you in a stronger market position.

Gartner Study and UK Department of Trade and Industry Study 2005

### KPMG Services

KPMG assists organizations to develop an enterprise wide approach to managing business continuity. Our risk management professionals have developed a proactive, risk-based approach to help mitigate disruption risks and provide for change control and timely continuity.

### Business Continuity Planning (BCP)

KPMG's Risk Advisory practice provides services that help organizations identify and manage disruption risks and reduce their vulnerability to a wide range of potentially devastating events. These services cover the broad spectrum of the continuity and contingency planning discipline. The overriding goal of BCP is to help an organization resume critical operations within an acceptable time frame following an interruption.

### Business Continuity Management (BCM)

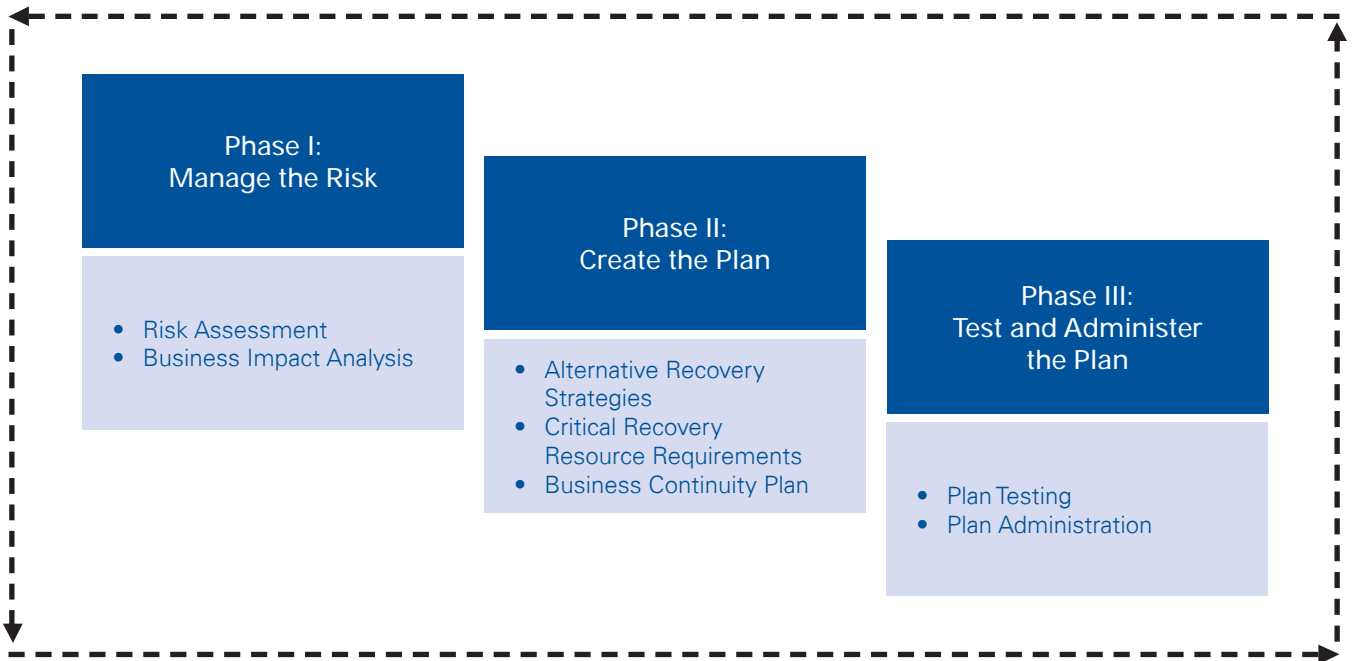
KPMG's BCM Services address risk mitigation, controls over configuration change, continuity planning for process disruptions, and data storage requirements to improve the availability of vital information among process owners. Potential benefits include:

- Enhancing the functionality of major systems, such as an ERP package, by controlling configuration changes;
- Allowing greater flexibility and faster response time when a key business process needs modification;
- Developing a data storage strategy that takes into account information availability and safeguards. Additionally, BCM services can help organizations select data storage technology and structure recovery agreements with third parties.

## Business Continuity Planning: Overview of KPMG Services

Business Continuity Planning	BCP addresses major disruptions—natural or man-made—that impact the effective execution of an organization’s core processes. All critical business areas and support functions are included in the planning process. KPMG has developed a flexible, modular approach that measures disruption risk, plan development, and plan refinement through periodic testing.
Disaster Recovery Planning	<p>The disaster recovery planning (DRP) project focuses on the timely restoration of information technology (IT) support functions, shared computer systems, and voice and data communications.</p> <p>DRP assistance may be needed because an existing plan has become obsolete, or to help with the implementation of a new enterprise resource planning (ERP) system such as Oracle®, or SAP.</p>
Business Impact Analysis	<p>A business impact analysis (BIA) determines the potential impact of a disruption to the business.</p> <p>A BIA can range from a high-level qualitative estimate to a detailed analysis of tangible and intangible impacts on the business. Critical business functions are identified and prioritized, and the impact of shutting them down is estimated over time.</p>
Risk and Vulnerability Analysis	A risk and vulnerability analysis provides an independent analysis of exposure to potentially disruptive events. Areas of investigation include physical exposures, existing protective measures, and cost/benefit/exposure reduction analysis.
Test Facilitation and Training	Test facilitation offers assistance with testing of existing plans either on a recurring basis or as requested. Services include guidance and assistance with test scenarios, test monitoring, and evaluation of test results. Additionally, KPMG provides assistance in conducting orientation and training sessions.
BCP and DRP Updates	Continuity plans need to be updated to reflect new infrastructures, systems, processes, and other changes within an organization. KPMG can assist clients in expeditiously assessing the change and risk impact, formulating a mitigation strategy, and updating the BCP or DRP.
Contingency Planning	Specific threats (e.g., the presence of hazardous materials, potential adverse impact on the public, or special business characteristics) warrant special attention. KPMG can help clients develop highly focused planning, crisis response procedures, and business recovery actions.

## Business Continuity Planning: Three Phase Approach



## Business Continuity Management: Overview of KPMG Services



### Enterprise Configuration Management

Enterprises are beginning to realize that the traditional focus of configuration management is no longer adequate. To keep pace, enterprises have begun expanding the list of information technology (IT) risk areas that fall under the traditional protective umbrella of configuration management. This expanded view is called Enterprise Configuration Management (ECM). In the past, configuration management focused on identifying, controlling, and accounting for configuration changes in the following areas:

- Systems software
- Systems hardware
- Software applications and programs
- Networks

Today, ECM broadens the traditional view to account for changes across the full spectrum of IT business processes and system risk areas, including:

- Enterprise resource planning (ERP) systems

- Business continuity planning
- Third-party products
- IT business processes
- Disaster recovery planning
- Business risk analysis
- IT risk analysis
- Contingency planning

Effectively implemented ECM procedures can reduce the risk of service disruptions ranging from outright failures to dissatisfaction with response times.

### Data Storage Management

The amount of data collected and generated by companies has increased dramatically over the last five years. KPMG's data storage management service harnesses the new storage architectures, devices, and data transfer capabilities that are revolutionizing the way corporate information assets are managed. This service is designed to help clients identify and evaluate data storage management risks, understand the related business and technical requirements, and evaluate solution alternatives.

### Recovery Strategy Management

KPMG's recovery strategy management services help organizations implement business continuity plans and keep recovery strategies consistent with their changing business needs. Today's complex distributed environments, high transaction volumes, Web services, and low tolerance for downtime increase organizations' need for multiple recovery strategies to ensure system availability.

#### KPMG can help by:

- Keeping recovery requirements current.
- Developing a portfolio of recovery strategies linked to requirements.
- Selecting a commercial recovery site or off-site storage provider.
- Assisting with specifications and alternative solutions.
- Performing technical reviews.
- Obtaining effective service-level agreements.

**Our Approach**

After performing an initial assessment of a client’s requirements, we customize our approach to suit the client’s needs. Critical success factors for these engagements include:

- The depth of experience we bring to our advisory services.
- Our ability to team with management, implementation professionals, and internal audit personnel.
- Our consistent, modular, and easy-to-use methodology.
- Our firm’s national BCM and BCP

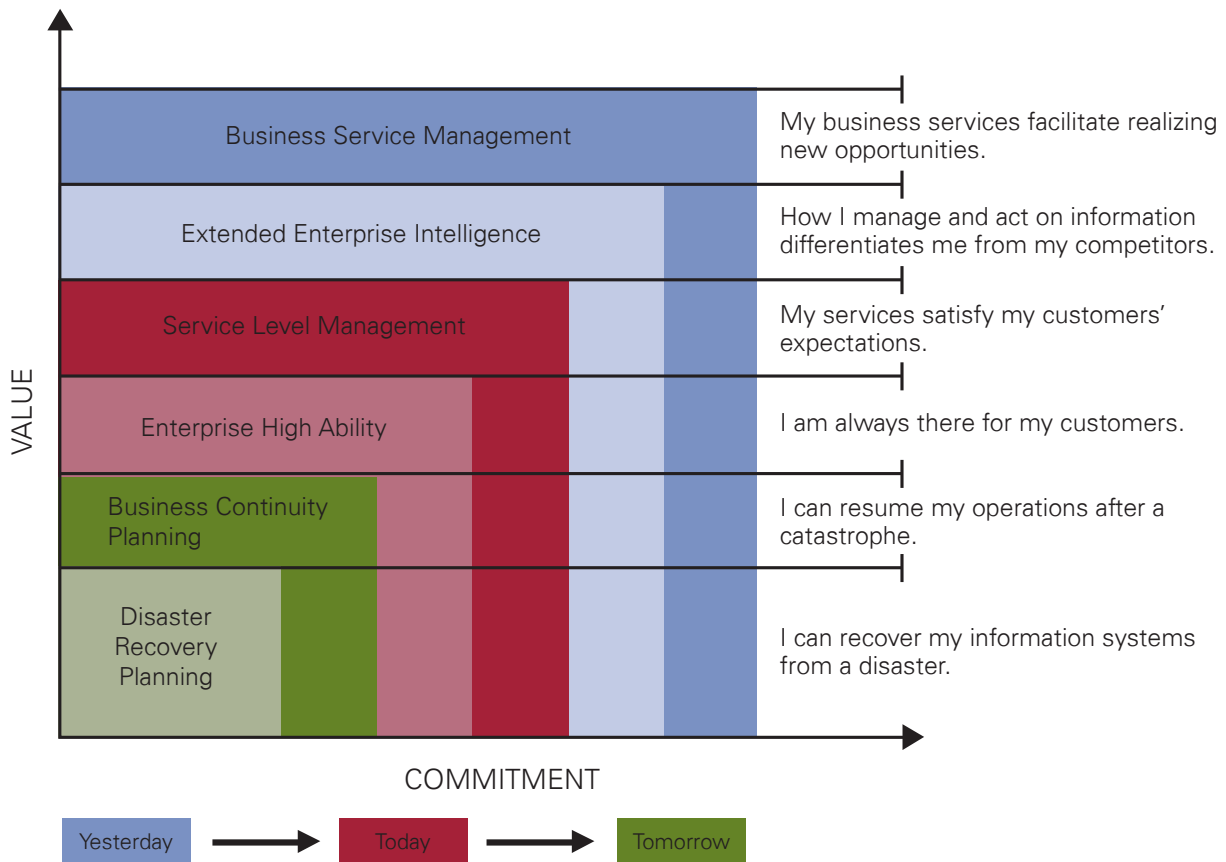
service product support structure Our approach helps ensure minimal disturbance of in-house resources and encourages the support and confidence of senior management.

**Benefits**

- Clear focus on the key risks factors facing the organization.
- Independent end-to-end view of the organization.
- Related business needs, processes and technologies are addressed.
- Cost-effective prevention versus cost-intensive recovery.

- Increased management training and awareness as individuals become involved in the recovery planning and ongoing maintenance and exercise process.

Our highly skilled Risk Advisory Services professionals help clients maintain control of their businesses, while reducing systems-related risk. They have the knowledge and experience to help organizations maintain security, reliability, and availability of crucial technology systems—while maintaining appropriate controls and growing their businesses.



To provide trusted IT advice – invest in thought leadership



The Information Systems Impacts of IFRS



SOx Compliance



Creating Stakeholder Value for the Information Age



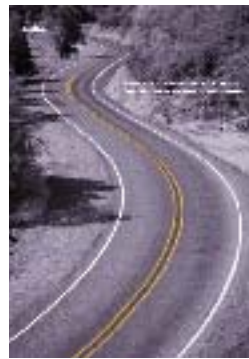
Asia Pacific Outsourcing Survey



Voice over IP



Security in an island world



Managing Business Continuity



The CEO's Guide to International Business Costs 2004



A New Focus on Governance



Governing Information Systems



Growth and governance



Security Strategies



Rethinking IT Risk



Business Continuity Management Benchmarking Survey



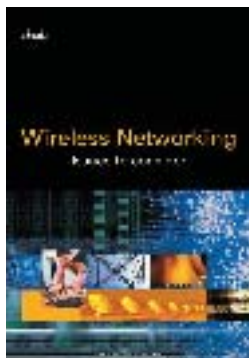
Enterprise Identity Management



Leaders or Laggards



International Programme Management Survey



Wireless Networking



Global Sourcing



ERP Controls Integration



Contract Compliance



IT Compliance Journey



Integrity Survey



Global Sourcing



#### **KPMG Risk Advisory Services**

Risk Advisory Services assists clients to focus on fundamental business issues that help increase revenues, control costs, and identify and manage risks, including the risks inherent in the technology systems used to support business objectives. Risk Advisory Services also provides information to clients to help them meet their strategic and financial goals.

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