



Prepare today for tomorrow

Business Continuity Management

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Why Business Continuity Management?

A robust framework to help organizations prepare for disasters and recover from the damage caused

With the ever-growing dependence on quality of services, businesses should focus on implementing a framework that is equipped to support operations and delivery of key requirements. This framework should also help the business evade any significant financial or reputational losses.

The Business Continuity Management (BCM) program prepares organizations for any potential disaster by continuing key activities and building resilience and preparedness. Continuity in operations for industries is heavily reliant on resources such as workforce, facilities, equipment, IT infrastructure and supply chain. This increases the level of risk that industries are exposed to. A shortage or delay in any of the dependent resources would rapidly halt the operations as witnessed over the last few years due to the spread of the Covid-19 pandemic or geopolitical events.

The reliability and continuity of these operations are critical for businesses to survive and overcome challenges posed by any potential threats. Organizations have to simultaneously manage the dependent resources whilst also engaging with the required stakeholders and customers to meet the requirements. Simultaneously, they must also adhere to local and global regulatory measures.

In the UAE, the impact of the pandemic in the past few years has highlighted the country's readiness and its ability to take relevant action to protect its businesses locally. The National Emergency Crisis and Disasters Management Authority (NCEMA) was able to activate its business continuity guidelines and helped the nation to recover and return to normalcy. The NCEMA operates under the supervision of the Supreme Council for National Security. It is the major national standard-setting body responsible for regulating and coordinating all aspects of emergency, crisis, and disaster management and the development of a national plan for responding to emergencies.

Benefits of implementing BCM

- Safety of the people
- Continuity in business operations
- Protect brand image and reputation
- Avoid significant financial loss
- Build supply chain resilience

“Industries should not just believe that they are prepared but must take relevant and pragmatic measures to address disruptive events”.

Research* shows that:

**More than
50%**

of companies have no adequate business continuity plans to address disasters.

**Only
20%**

of the companies were prepared to address the pandemic in the past few years.

**More than
25%**

of companies are now developing business continuity plans to increase preparedness and resilience.

*Sources:

1. 51% of companies have no business continuity plan to combat coronavirus outbreak | Mercer
2. How companies can ensure business continuity during the pandemic (information-age.com)
3. Updating your business continuity plan: Lessons learned from COVID-19 (ceridian.com)



Business disruption and building resilience

Organizations must build resilience through effective BCM practices to address unforeseen threats impacting operations

With the economy and businesses returning to normal during the pandemic, various socio-political events and natural disasters have also been affecting organizations' ability to continue their operations. The UAE has recently been under the global radar due to the drone-led attack on the fuel truck causing the fatalities of the workers.

Examples of industries that can be severely impacted without BCM:



Healthcare



Manufacturing



Aviation



Retail



Banking and Financial Services



Transportation

These incidents highlight organizations' vulnerabilities and can damage their reputation, revenue or lead to charges from regulatory bodies. It is important to implement a framework that is built on identifying the necessary requirements for the continuity of operations while tailored to the business objectives. The purpose is to address such vulnerabilities and build resilience.

The UAE has revised the latest edition of BCM standard NCEMA 7000 in 2021 emphasizing the need for organizations to build resilience and protect against the likelihood of disruption. Additionally, the Abu Dhabi Emergency, Crisis, and Disaster Management Centre has also mandated organizations within Abu Dhabi to implement the NCEMA standard to build resilience and develop strategies to deal with unrest and sudden changes within the region.

Is BCM relevant to your organization?

BCM helps build resilience and preparedness to address the challenges posed by any disaster that threatens to harm the business. With the majority of the employees now working remotely, it is important to identify the top risks arising due to the new mode of working such as technology outage and subsequently develop mitigation measures as part of business continuity planning.

Organizations can build awareness across the workforce and identify the critical activities that need to be considered to minimize the level of impact. Through this approach they can effectively prioritize on the safety and wellbeing of the employees as well as ensure their operations are not halted, resulting in major impact financially, operationally or reputationally during a disaster.

How organizations can strengthen resilience against disruption in the UAE?

1. Identify the critical activities that need to be considered to minimize the level of impact

The BCM implementation practice identifies critical activities for an organization to minimize the level of impact and ensure continuity in operations. For industries that are heavily reliant on supply chain, it is essential to consider the interdependences of these critical activities to prepare and plan during a disaster.

Identifying interdependences will help estimate the level of resources required to continue operations at a minimal level to avoid catastrophic or irreversible damage that industries may encounter. As a result, organizations can understand the level of impact that they can avoid through early preparedness.

2. Review and update the organization's business continuity plan

Every organization prioritizes the safety and wellbeing of the employees, as well as protects the firm's brand and reputation. With an environment that is susceptible to disruption and outages, an effective business continuity plan that is updated periodically not only focuses on avoiding a reputational damage but also provides an opportunity to restore the operations and return to the business as usual stage.

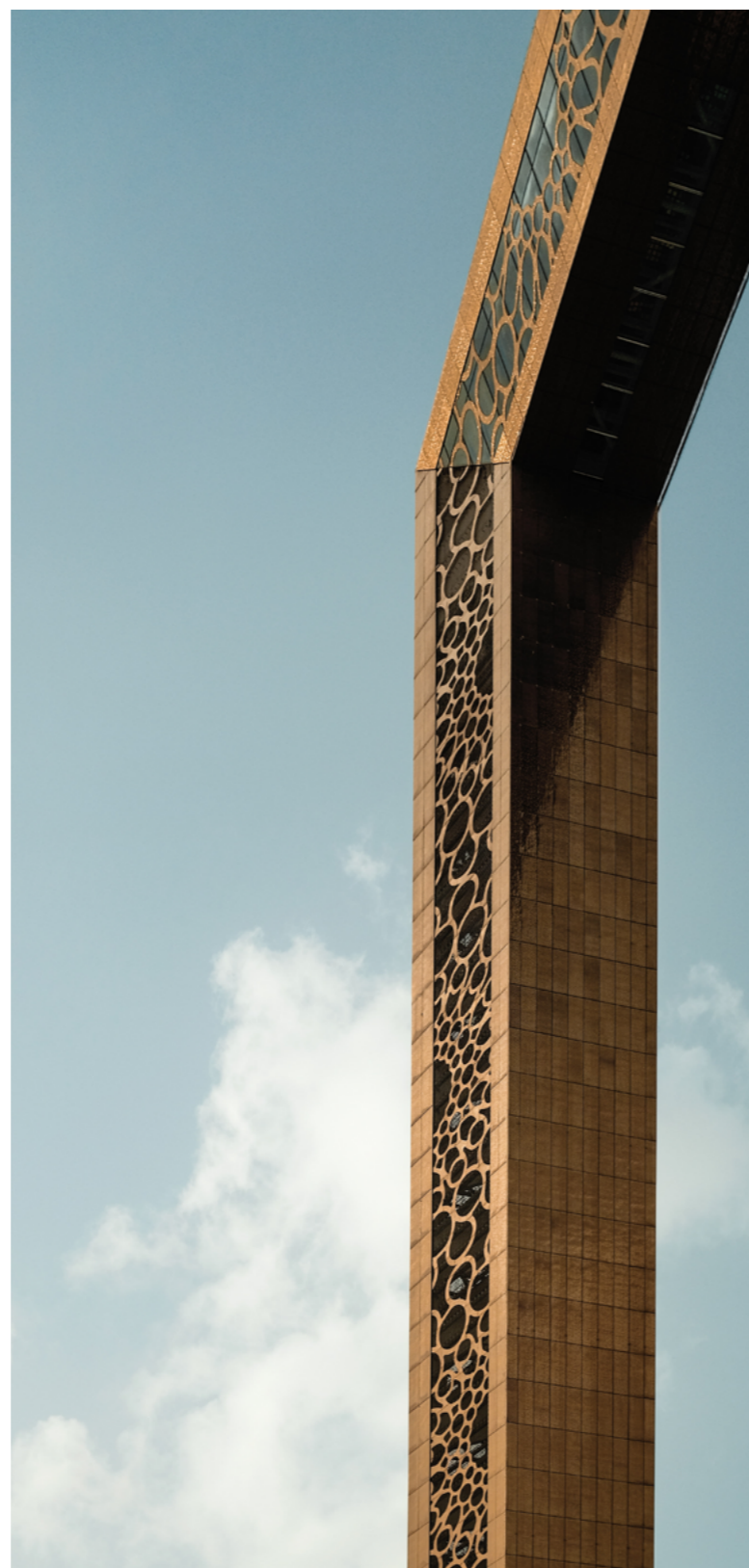
The pandemic has exposed vulnerabilities that can threaten any business and pose various challenges such as lower export demand, reduced consumer confidence and supply chain failure. To address these challenges, a robust business continuity plan will need to be implemented or reviewed to adapt to the change in environment and assure workforce safety.

3. Adapt cloud-based technology to prioritize technological safety and security

The UAE and the world have witnessed a major change with employees now working remotely whilst meeting operational needs. In the event of a disaster, organizations can resume work remotely through an effective cloud-based technology that allows data to be accessed anywhere.

For data to be securely stored and be readily accessible, this is the ideal cost-effective solution to ensure continuity in operations during an outage. Adapting to a cloud-based technology enables agility and increased efficiency for employees working remotely to be able to back-up the data in real time. Thus, a viable business continuity practice for an organization will involve implementing cloud to achieve overall resilience in a cost-effective manner.

"For an organization to achieve resilience, a shift in culture and awareness on the importance of effective BCM practice is vital."



How can KPMG help?

KPMG's BCM team will collaborate with industry professionals and tailor the program based on your operations and expectations. Our professionals have the right mix of industry and subject matter experience. They have successfully designed and implemented numerous BCM programs.

KPMG's BCM services are built on leading industry standards (ISO 22301, ISO 22313, ISO 31000, ISO 27031) and the UAE's NCEMA standards.

At KPMG, our primary focus is on protecting your people, reputation, assets and operations in a compliant and value enhancing manner.

Our industry-specific BCM capabilities include:

1. BCM Maturity assessment
2. BCM development
 - BCM policy, procedures and framework
 - Business Impact Analysis
 - Risk Assessment
 - Business Continuity Strategies
 - Plans development for business continuity , emergency preparedness and crisis management
 - Assistance in testing and simulations to evaluate the robustness of BCM
 - BCM training
3. ISO 22301 readiness assesment and certification assistance
4. BCM audits/reviews
5. Disaster recovery management development
6. BCM training
7. BCM automation and technology adoption



The 4Di crisis simulator:

- An innovative and versatile solution that enriches training environments to deliver immersive, challenging and realistic crisis management simulations
- The mobile platform operates on smart phones, tablets and laptops and can be used globally with an internet connection, whether at the same site or at multiple locations
- The tool is used to deliver injects, record all action taken and facilitate communication between teams
- Participants should record all decisions and courses of action within the tool to ensure their responses to the simulation can be thoroughly assessed



Identify

- Key stakeholders
- Key risks



Design

- Severe but plausible scenario
- Master events/injects lists (MEL/MIL)



Deliver

- Key findings and lessons learnt
- Recommendations



Report

- Interactive exercise depending on maturity

Contact us



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