



Business continuity and resilience

Business Continuity Management

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Navigating uncertainty

Business continuity management (BCM) is the organization's capability to continue the delivery of products or services at pre-defined acceptable levels following a disruptive event.

KPMG's BCM services in the UAE can help build an organization that is prepared for crises. Our effective risk and resilience management program is built on leading industry standards—ISO 22301:2019—and the UAE's national emergency crisis and disaster management authority (NCEMA).

BCM can transform your organization and empower you to tackle your business continuity risks by proactively identifying, analyzing and managing those risks.

KPMG's primary focus is protecting your people, reputation, assets and operations in a compliant and value enhancing manner.



Business continuity and organizational resilience – an integrated approach

In today's rapidly evolving and dynamic business environment, an integrated approach towards risk and resilience is key to effectively managing threats to the business environment. This tailor-made approach supports management to be risk ready at all times.



Risk management

Managing risks within an organization regardless of its size, activity or sector. These include enterprise risk management, operational risks, as well as other risk related disciplines within the organization.



Supply chain continuity

Supply chain continuity management considers issues faced by organizations with respect to the continuity of the supply of resources and their ability to deliver products and services.

Information communications and technology (ICT) continuity/
disaster recovery

Supports management to deal with the continuity of information and communication infrastructure if the ICT is disrupted.



Crisis management and communication

Helps management in planning, establishing, operating, maintaining and improving their organization's crisis management capability.



Other pillars of resilience

Organizations may have other pillars of resilience which can be considered for optimal business continuity planning. These include legal and regulatory risk, health and safety environment (HSE) risks and others.

The need for BCM

Cyber attacks

New security gaps, attacks and incidents are revealed daily. Due to the rise of digitalization, information technology (IT) systems have played a key role in the realization of corporate processes. It is estimated that up to 20% of global value creation is lost through cybercrime such as fraud and espionage. Faults in IT can lead to the failure of the entire process chain, as well as the overall failure of operability.



Human error

Intentional or unintentional mistreatment of employees can also lead to business failure. Manual error is one of the most common reason for failure of IT systems. This is often undetected due to weak authorization concepts, missing monitoring or inadequate escalation processes.



Terrorist attacks

Unexpected events such as terrorism can have a devastating impact on businesses. These include damages to infrastructure and stocks, failure of IT systems, and loss of suppliers. The aftermath of such attacks poses major challenges to resume normalcy.



Natural disasters

Global disasters, exacerbated by climate change, hurricanes, floods and wildfires continue to cause heavy financial losses and disruption to operations worldwide. The interconnectedness of today's business across geographies continues to have a domino effect across companies, supply chain and partners. Additionally, the impairment of communication networks, access to workplace and employee availability results in the inability to operate a business where sufficient mitigation measures do not exist.



Covid-19

The pandemic created unprecedented disruption in our lives and the global economy. The speed at which events continue to evolve is unparalleled: the public health crisis, government responses, changes in our daily lives and the implications for the respective economies and businesses. Some of the key effects on business include:

- Fraud risks
- Cyber crime
- Economic downturn



Benefits of BCM to your organization

Improve crisis and business continuity readiness

- A robust framework to prepare, respond, manage and recover from the crisis and manage critical business operations as per business impact analysis
- Adequate controls to mitigate damage and respond to crises
- Assessment of relevant crisis scenarios and ideal response and mitigation mechanisms for each crisis

Reduce major surprises through business impact analysis (BIA) and risk assessment

- Assess and evaluate key critical processes, operations, functions and assets of the business
- Analyze and quantify the business impact due to disruption
- Take interdependencies and resource requirements into top management's consideration
- Identify, assess and mitigate critical risks

Enhance organizational resilience

- A BCM policy and procedure to set the tone and standards for ensuring organizational resilience
- Embed a risk and resilience culture across the organization

Enable Strategic Decision making

- Make informed and monitored decisions based on risk assessment and business continuity parameters

Management viewpoint



The CEO's perspective

Competitive advantage

- Can we secure the operation without a tested plan and maintain our business even with a process failure?
- What impact would this have on our company value? Our employees? Our reputation?



The CFO's perspective

Cost efficiency

- Are the damages caused by a process failure known?
- Should the focus be on insurance or the independent treatment of incidents?
- Are the existing BCM solutions appropriate for the cost-benefit effect?



The CIO's perspective

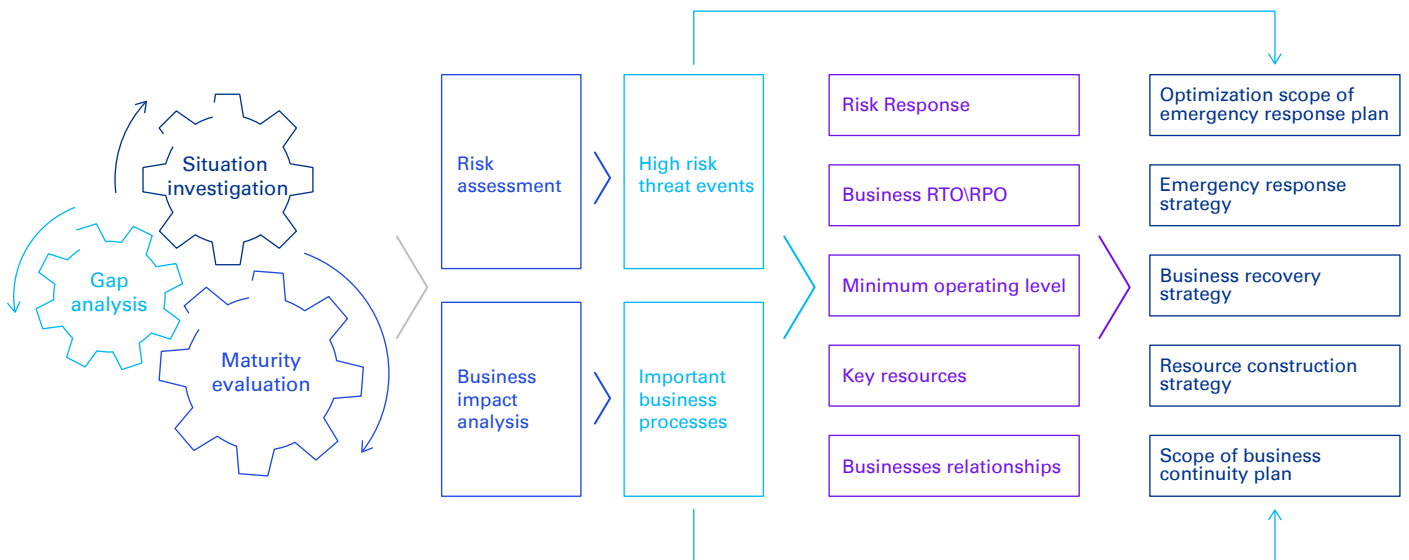
The contribution of IT

- Is the role of IT within the BCM clearly defined?
- Have recovery time objectives for essential IT systems been defined and coordinated with the departments?
- Are we sure we can resist or react appropriately to a cyber-attack?

KPMG Business Continuity Management (BCM) Framework

KPMG's BCM framework offers a structured approach towards conducting risk assessments and business impact analysis. This is achieved through a detailed BCM maturity assessment exercise based on the ISO 22301 standards and the UAE's NCEMA guidelines.

KPMG adopts a synergized approach that includes industry benchmarking for critical processes, and statistics enabled derivation of business impact. This supports in developing one of the best emergency responses, business continuity and crisis management plans.



Structure and regulations

Business continuity plan and emergency response

Risk management and resource construction

How KPMG can help



Our industry-specific BCM capabilities include:

1. BCM maturity assessment
2. BCMS development
 - Development of BCMS policy, procedures and framework
 - Business impact analysis
 - Risk assessment
 - Business continuity and crisis management plans with recovery strategies
 - Plans development for business continuity, emergency preparedness and crisis management
 - Assistance in testing and simulations to evaluate robustness of BCMS
3. ISO22301 readiness assessment and certification assistance
4. BCM audits/reviews
5. Disaster recovery management development
6. BCM training
7. BCMS 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 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 in 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

KPMG's key differentiators



Industry focus and experience

A vast experience of working across several industries. KPMG's BCM teams in the UAE have assisted large multinational businesses and public sector organizations to implement sustainable BCM initiatives.



Benchmarking and industry insight

KPMG member firms are connected by a global BCM centre of excellence (CoE) which pioneers initiatives such as facilitating thought leadership, developing content for mobile applications for crisis management. It also enables the sharing of leading practices and learnings.



Credentials and capabilities

KPMG BCM teams in the UAE comprise of 20+ certified British Certification Inc. (BCI), ISO22301, BS25999 and disaster recovery institute (DRI) professionals who have assisted multiple organizations in developing an enterprise-wide business continuity. We have also helped numerous clients get their ISO 22301 certification.



Leading methodology and tools

KPMG enjoys long standing partnerships with leading governance, risk and compliance (GRC) service providers. We assist clients with the automation and broad implementation of GRC-related technology tools tailored to their organization's requirements.





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