



# **Demonstrating the Value of Business Continuity Planning: Maturity Models**

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# Outline

- What constitutes “Value” in a Business Continuity Management program?
- Measuring “Value”
- How Maturity Models May Help
- Exercise
- Commentary

# Business Continuity Management

*...a holistic management process that identifies potential threats to an organization and the impacts to business operations that those threats, if realized, might cause, and which provides a framework for building organizational resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities”...*

*ISO 22301 (2012) Societal Security – Business Continuity Management Systems*

# Known Value of BCM

- Preparedness
- Regulatory Compliance
- Risk Identification
- Reputation and Brand Protection
- Competitive Advantage
- Operational Improvement
- Knowledge Capture and Measurement
- Increased Robustness and Agility
- Cost (and Loss) Savings

# Value of BCM & BCMM

## *Organizational Need*

- Understand the relationship between KPI's and KRI's (Availability Risk)
- Map their relationship
- Determine relevant measures

## *Practitioner Need*

- Maintain an enterprise-wide perspective
- Develop the right tools – including the most relatable indicators for performance benchmarking
- Consider a Business Continuity Maturity Model (BCMM)

# BCMM - Overview


- A multi-dimensional tool for evaluating organizational capabilities and maturity in certain domains
- Criteria for evaluating capabilities can be conditions, processes or application targets and must be measurable
- First developed in 1993 as a *Capability Maturity Model* for software
- Uses a sequence of levels that follow a logical path
- Used to gauge progress, assure stakeholders and to benchmark against practices of other organizations and professional standards
- Are descriptive, prescriptive and comparative
- Criticized for being too similar to one another, omitting other possible variables and being oversimplified

# Available BCMM

- BCM Self-Assessment (Gallagher, 2003)
- BCM Maturity Model (Smit, 2005)
- Business Continuity Maturity Model (Virtual Corp, 2005)
- BCMS Capability (Sheth, 2007)
- BCM Program Metrics (Strong, 2010)
- BCM Maturity Model (Randeree, 2012)
- BCM Maturity Model (Gartner, 2012)

# BCMM - Example

Competency Maturity Model		Program Basics			Program Development		
		Senior Management Commitment	Professional Support	Governance	All Units Participating	Integrated Planning	Cross-Functional
Level 1	<b>Self-Governed</b>	No	No	No	No	No	No
Level 2	<b>Supported Self-Governed</b>	Marginal	Partial	No	No	No	No
Level 3	<b>Centrally Governed</b>	Partial	Yes	Partial	No	No	No
Level 4	<b>Enterprise Awakening</b>	Yes	Yes	Yes	Yes	No	No
Level 5	<b>Planned Growth</b>	Yes	Yes	Yes	Yes	Yes	No
Level 6	<b>Synergistic</b>	Yes	Yes	Yes	Yes	Yes	Yes

  
**Increasing Business Continuity Competency Maturity**

Source: [www.virtual-corp.net](http://www.virtual-corp.net)



# BCMM – Virtual Corp

## The Business Continuity Maturity Model®

Increasing Business Continuity Competency Maturity

<b>Maturity Model Levels</b>	<b>Level 1 Self-Governed</b>	<b>Level 2 Departmental</b>	<b>Level 3 Cooperative</b>	<b>Level 4 Standards Compliant</b>	<b>Level 5 Integrated</b>	<b>Level 6 Synergistic</b>
<i>Athlete Analogy</i>	Able to Crawl	Able to Walk	Able to Run	"Fit" Runner	Competitive Runner	Olympic Runner
<i>Comparative Model</i>	Organization "At Risk"		"Competent" Performer		"Best of Breed"	
<b>Corporate Competencies</b>	<b>Attributes of an Organization at Each Maturity Level</b>					
<i>Leadership</i>	VL	L	M	H	H	H
<i>Employee Awareness</i>	VL	L	L	M	H	H
<i>BC Program Structure</i>	VL	L	L	M	H	H
<i>Program Pervasiveness</i>	VL	VL	L	L	M	H
<i>Metrics</i>	VL	L	M	M	H	H
<i>Resource Commitment</i>	VL	L	M	H	H	H
<i>External Coordination</i>	VL	L	L	M	H	H
<b>BC Program Content</b>	<b>Attributes of Each BC Discipline at Each Maturity level</b>					
<i>Incident Management</i>	VL	L	M	H	H	H
<i>Technology Recovery</i>	VL	L	M	H	H	H
<i>Business Recovery</i>	VL	L	M	H	H	H
<i>Security Management</i>	VL	L	M	H	H	H

VL - Very Low  
 L - Low  
 M - Medium  
 H - High

# BCMM - Exercise

## *Table Discussion*

- Examine the Virtual Corp Business Continuity Maturity Model 2.0 Self-Assessment Workbook provided at your table
- Select 2 – 3 Competency Domains from page 2
- Applying these domains to your organization, share your impressions with table members
- Provide feedback for all participants

*45 minutes*

# Commentary

- BCMM is receiving increased attention from academics, as well as BCM and Risk Management practitioners
- This growth mirrors the increasing popularity in applying ERM frameworks to organizations
- Like any multi-dimensional tool, BCMM requires further research, experimentation and application to improve reliability
- BCMM is complementary with BCM standards
- BCMM offers much potential in defining, measuring and communicating results in ways that improve organizational preparedness

# Resources

- Barker (2010) “BCMM”
- CSC (2013) “The Business Continuity Maturity Assessment Program”
- DRJ (2016) “The Hidden Value of Business Continuity Planning”
- Junttila (2014) “A Business Continuity Management Maturity Model”
- Langsett (2009) “Business Continuity Maturity Model”
- Langsett (2016) “Six Levels of Business Continuity Maturity”
- Mitchell (2013) “The Value in BCP – Beyond Preparedness”
- Protiviti (2004) “The Business Continuity Maturity Continuum”
- Ream, Scott (2002) “How Mature is Your Continuity Program?”
- RSA Archer (2015) “Maturity Model: Business Resiliency”
- Tucci (2010) “Proving the Value of a Business Continuity Plan”
- Virtual Corp (2016) “Business Continuity Maturity Model 2.0 Self-Assessment Workbook”