Ground Rules
"TO BE ALIVE AT ALL REQUIRES SOME RISK"

Harold MacMillan
RISK OVERVIEW

• Every organization encounters internal / external **environmental uncertainty** that affects ability to achieve core strategic objectives

• The effect of uncertainty on an organization’s objectives is “**risk**”

• Organizations use **risk management** to:
  - Create and protect value
  - Mitigate exposure risk
  - Improve performance

• **Simplistic View of Risk**
  - Risk = Probability (Likelihood) X Impact

• **More to the Equation**
  - Risk Intelligence requires controls
WHAT IS RISK INTELLIGENCE?

• What your ELT expects from BC / DR
• Optimized performance
• Cost leadership
• Integrated Intelligence Platform
• Risk Intelligence derived from aggregation of data
BUILDING RISK INTELLIGENCE

• Understand your leadership’s and organization’s risk tolerance

• Develop your tool set and analytical models
  o Business Impact Analysis
  o Dependency Mapping
  o Risk Assessment
  o Confidence Matrix
  o Decision Matrix

• Build your Partnership Network
  o Center of Excellence
  o Information Security
  o Enterprise Risk Management
  o Business Continuity / Disaster Recovery
HOW BC / DR FITS INTO RISK MANAGEMENT

Business Continuity

Who

Core business capabilities
Conceptual
Preparedness

Where

Disaster Recovery

Cost

Risk

Performance

Core technologies
Tactical
Optimization

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RISK: VALUE PROPOSITION OF BC / DR

• Improved preparedness
• Enhanced resiliency
• More effective / efficient crisis response
• Continuous year-over-year improvement
• Mitigation of the risks that are preventable
• Enhanced decision making about risk management
“KNOWLEDGE IS THE ANTIDOTE TO FEAR”

Ralph Waldo Emerson
DATA MINING FOR RISK INTELLIGENCE

• Risk Intelligence can be from a multitude of informative data sources

• Can also be derived from three classic BC / DR tools:
  o Business Impact Analysis
  o Dependency Mapping
  o Risk Assessment
BRAIN IMPACT ANALYSIS

- Structured data collection methodology used to identify and prioritize enterprise business functions

- Define business end user resiliency requirements

- At minimum, a BIA should capture the following core data elements:
  - Business functions
  - Business units / departments
  - Criticality
  - Locations
  - Vendors
  - Applications
  - Outage Impacts
BUSINESS IMPACT ANALYSIS

• Using BIA data to drive Risk Intelligence

• Outage Impacts:

  Applications
  Application ▶ Business Unit / Department ▶ Business Function ▶ Criticality

  Vendors
  Vendor ▶ Business Unit / Department ▶ Business Function ▶ Criticality

  Locations
  Location ▶ Business Unit / Department ▶ Business Function ▶ Criticality
DEPENDENCY ANALYSIS

- Use data to tell the story
- Connect dots
- Spaghetti dilemma
- Two forms of dependency analysis essential for Risk Intelligence:
  1. Operational Workflows
  2. Technology Interdependencies
DEPENDENCY ANALYSIS
“SOLVING A PROBLEM SIMPLY MEANS REPRESENTING IT SO AS TO MAKE THE SOLUTION TRANSPARENT”

Herbert A. Simon
Risk Assessment answers the first question
Leadership requires context & information
Decision making with confidence and intuition
RECAP

• Every organization faces risk

• Risk is often poorly defined / understood

• It is our job to tell the story of risk, and equip leaders with the data they need to make better decisions about risk management

• Doing so and compiling Risk Intelligence requires aggregating risk data into a single intelligence platform

• Risk intelligence can be extracted from existing monitoring tools and assessments
I have a Question!

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