



Business continuity and resiliency services from IBM

Helping business stay in business





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Executive summary

How do you know if your organization is proactively prepared for—and able to flexibly respond to—unplanned outages? Does your business possess the resilience it needs to rapidly react to potentially costly man-made or natural disruptive events? If the unthinkable should occur, discover how IBM can help protect your brand and potential revenue by helping you to:

- Assess your risks
- Develop a tailored business resilience strategy
- Safeguard your business-critical information while remaining highly available
- Enable a virtually complete recovery should disaster occur

With greater supply chain interdependencies, increasing regulatory requirements and a rapidly changing, geographically dispersed business environment that can include everything from traditional storefronts to online operations, organizations are facing intense pressures to improve performance, maintain high availability and ensure data integrity. Meeting these demands in a global economy means today's enterprise must be highly resilient and able to anticipate multiple risks. At the same time, organizations should be prepared to withstand—and flexibly adapt to—unexpected disruptions of all types while remaining poised to take advantage of new opportunities. Most disruptions are caused by infrastructure outages or human error, but they can also be the result of a wide range of causes, including random power outages, natural disasters or international events. Clearly, any of these events can be costly in terms of monetary expense and undermine the ability to

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You cannot afford to leave anything to chance when it comes to ensuring the delivery of excellent service and reliability to your partners—and to customers.

maintain your IT operations. These unplanned outages can also create far-reaching consequences that impact your revenue, your brand, and ultimately, your organization's survival. Forward-thinking leaders are experiencing a wake-up call and recognizing that the probability and types of risks to business continuity are higher than commonly believed. To help ensure a viable future, adopting a proactive, comprehensive business resiliency strategy is nothing less than imperative.

Determining your risk factors

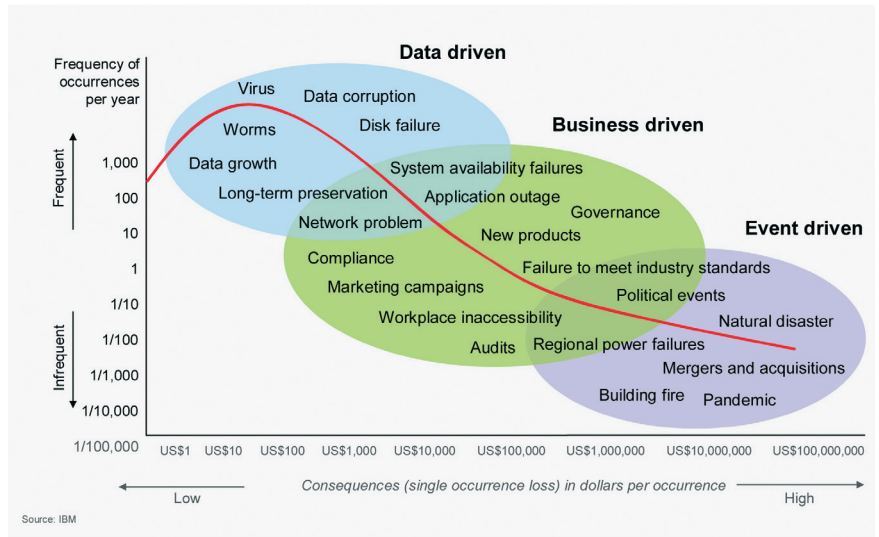
Business resilience is becoming a top priority for both executives and stakeholders, and with good reason. An increasingly interconnected marketplace means at any time, every enterprise is vulnerable to risks of all sizes and shapes that could potentially jeopardize your business. As an organizational leader, you cannot succumb to a false sense of security. You have worked too hard to build your business—and its reputation. You cannot afford to leave anything to chance when it comes to ensuring the delivery of excellent service and reliability to your partners and to customers, as well as maximum value to investors.

To meet the uncompromising expectations of today's consumers, your business—including your infrastructure, data, and people—must be highly available, agile, resilient and secure. At the same time, you need the ability to seamlessly adapt to changing compliance requirements for your local geography and for those around the world—or face the risk of penalties. On top of all this, it's critical that you are able to quickly and efficiently recover from a vast array of multi-dimensional types of risks should they occur. And as the number and types of risks continue to grow, developing a robust business resiliency strategy becomes even more essential to help ensure your company's future success.

Did you know?

- Over 40 percent of all companies that experience a disaster never reopen, and more than 25 percent of those that do reopen close within two years.¹
- After a major disaster, an average company will lose at least 25 percent of the daily revenue in the first 6 days, while over 40 percent will be lost if a disaster lasts up to 24 days.¹
- 93 percent of companies that suffer a significant data loss are out of business within 5 years.¹
- Power failure and IT failure are the top causes for major disruptions.¹

Types of risks



Your business must be resilient and able to recover from all types of disruptive events.

How can you address this complex business challenge and develop a resiliency plan that flexibly meets your organization’s changing needs? You need an interdisciplinary, enterprise-wide business resilience strategy that proactively anticipates and effectively responds to all types of risks, including:

Business-driven risks. Affecting business continuity and strategic business operations, business-driven risks—including application outages or overload from marketing demand-generation campaigns—can create enterprise-wide ramifications that can result in breaches in compliance, governance, availability, security and performance, as well as unwanted intrusions into critical business services. Left unaddressed without a business continuity plan, they cause intense concern for

Did you know?

- Financial institutions can often measure the cost of IT system downtime or data loss in the millions of dollars per hour.²
- More than a quarter of companies have declared a disaster in the past 5 years.³
- 76 percent of companies have declared a disaster or experienced a major business disruption.³
- 38 percent of large businesses estimate that one full business day of downtime would result in at least \$500,000 in lost revenue, and 15 percent forecast one-day losses of \$2 million or more.⁴

executive board members and other stakeholders. A robust resiliency solution can help to protect your organization from this type of risk, going beyond simply restoring your IT infrastructure to also help keep your business continuously operating and compliant with industry and government regulations—helping to ensure any-time, anywhere accessibility to approved users.

Data-driven risks. Overlapping with business-driven risks, data-driven risks apply to all your data and are caused by a wide range of factors, including disk failure, corruption, viruses or even extreme data growth. They negatively impact continuity as well as the infrastructure, processes, people and systems that keep your organization's data and information accessible for business operations, compliance audits, and legal requests. To protect against data-driven risks, you need a solution that delivers efficient backup and quick retrieval of critical data and information, whenever and wherever it is needed. You also need to ensure your data is continuously available and safe from viruses, theft and other types of loss.

Event-driven risks. Disrupting an organization's workforce, processes, applications or infrastructure, event-driven risks are caused by power outages, natural disasters, pandemics, fires, thefts, and other IT disruptions such as those created by mergers and acquisitions. To mitigate these risks, your organization must be able to distribute operations beyond the area of immediate impact as well as implement an effective disaster recovery and crisis management plan. This strategy helps ensure that your critical people, networks, IT services and facilities are safe and available to meet the recovery objectives of your business.

Building resilience into your business operations

Business continuity and resiliency services from IBM can help you proactively identify, understand and manage operational risks so you are able to maintain continuous business operations, protect your brand image, and remain a trusted provider to your customers and partners. Your business stays up, and you stay competitive—whether you're responding to a risk or maneuvering to adapt to changes in the marketplace. IBM services range from helping you to get started with business continuity planning to creating tailored availability, data protection, and disaster recovery solutions that are aligned with your unique business requirements. IBM can provide the breadth of solutions you need to develop an end-to-end resiliency strategy. By delivering business resiliency solutions that are designed with your particular business model, locations and specific requirements in mind, IBM helps design an effective business continuity plan and solution that's right for you. Plus, with local, regional and global resources in place, IBM can help you to understand and take full advantage of the benefits with an effective business continuity plan. We can help:

- Analyze the impact of a business disruption and the cost of downtime, then assess and address any gaps.
- Determine the constantly changing governmental and industry regulations associated with business continuity that apply to you and help develop a plan for compliance.
- Assess how you can reinforce your business processes so that when unexpected disruptive events occur, your customers and your partners remain in contact and your brand stays strong.
- Ensure your data is effectively backed up and easily recovered.
- Enable your workforce to continue working in times of disruption.
- Protect your brand through IBM's industry-leading disaster response and recovery experience.

Many service providers claim marketplace leadership or even global reach. But when it comes to integrating a solution that spans technologies and vendors as well as the globe—one that takes both reactive and proactive strategies into account—no other provider has the capabilities of IBM. No other company has as many business resilience centers, access to more dedicated business continuity professionals worldwide, or the ability to put your critical personnel into as many fully equipped work seats as necessary to keep your business running. IBM delivers credibility that comes from decades of experience maintaining continuous operations for our company and businesses in every industry—in every part of the world. That's a message you can transfer to your customers, regulatory officials and supply chain partners who want to be confident that you're well prepared for contingencies.

IBM's business continuity and resiliency services include:

- **IBM Resiliency Consulting Services.** Helps assess, design, implement and manage effective enterprise-wide IT and infrastructure risk and business continuity programs to help keep your business activities running and enable you to achieve your objectives
- **IBM Information Protection Services.** Helps protect, manage and back up your critical data based on regulatory requirements and business needs so you can implement a plan based on your priorities for backup, retention and retrieval—enabling virtually anywhere, anytime access to information in the extended enterprise
- **IBM Managed Resiliency Services.** Helps mitigate the costs of downtime to accelerate your recovery and maintain an IT infrastructure that supports ongoing service availability and continuity for enhanced performance
- **IBM Disaster Recovery Services.** Helps you respond to, and recover from, disruptive events more effectively, so you can reduce the costs and timeframes associated with recovering your business operations, including work area and IT recovery, as well as crisis management and response

You need an enterprise-wide business resiliency strategy that proactively anticipates and effectively responds to all types of risks.

Developing an effective business continuity and resiliency strategy

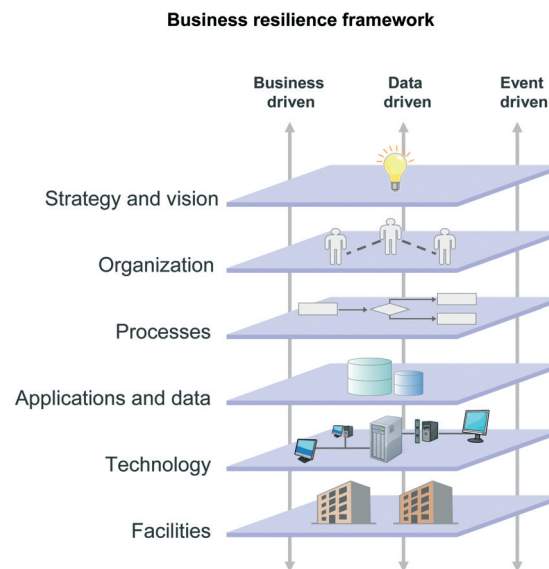
You have to ask yourself, and your team: *How well do we understand the risks to our organization? Have we fully identified them?* You also need to consider the actual cost of downtime to your business. How prepared is your business to continue to meet service level commitments in the face of adverse events? Do you have the experienced IT skills, technology and expertise to develop a plan to handle myriad risks potentially coming your way? Can your business effectively comply with ever-changing customer contractual requirements, industry standards or government regulations? Is your business truly resilient?

Start with strategy—not technology



You need to develop a resiliency strategy aligned with your unique business needs.

As part of our comprehensive approach, IBM Resiliency Consulting Services can provide you with a holistic assessment of risks to your business at each layer of your business, including your strategy and vision, organization, processes, and applications and data, as well as an evaluation of your physical IT infrastructure and facilities, as shown in the following figure. By helping to assess and diagnose risks and their root causes, along with specific prescriptive recommendations to address those risks, you can begin to build a strong foundation for business resilience. Through an architectural framework that helps you to meet specified business service level and risk tolerance objectives, your organization is also able to efficiently substantiate, and adapt to, changing regulatory requirements. Using best practices, IBM helps you assess and plan for greater business resilience so we can create, deliver and implement a highly effective business resilience strategy and design for your organization. IBM can also provide ongoing services to continue to assist with managing your resilience solution and help to continually ensure that your IT infrastructure and business are aligned, agile and secure.



IBM Resiliency Consulting Services can help you analyze resiliency across six layers of the business to identify areas of vulnerability.

Most companies lack the expertise to adequately assess, backup, store and protect critical data that is widely distributed across the enterprise.

Managing extreme data growth

Data is growing at explosive rates—growing from 281 exabytes* in 2007 to 1800 exabytes in 2012.⁵

*An exabyte is a unit of information or computer storage equal to one quintillion bytes.

Protecting your data for greater resiliency

Do you know what your most critical data is? Is it safely stored? And can your workforce and customers easily access it in the event of an unexpected disruption? Your data is more than just proprietary information—it defines your organization. It is your company's intellectual capital, and if you lose it or are unable to provide access to even parts of it, the consequences could be dire. Customers, partners and legislators often gauge your organization's performance by how quickly and easily they can get what they need from you—demanding around-the-clock access to data from virtually any location. Most companies lack the expertise to adequately assess, backup, store and protect critical data that is widely distributed across the enterprise—from inside the data center to corporate headquarters to a branch office or an employee laptop. You need to know how and where to back up critical information while providing highly secure access to your authorized users, including customers, employees and partners. If you are faced with significant loss of data from an outage, you need a recovery strategy and plan that can rapidly get your critical information back to your business—helping to preserve brand image and protect your market share.

To help you achieve these goals, IBM Information Protection Services can help you preserve your critical data, wherever it's housed. Implementing an effective, cost-efficient resiliency plan based on your priorities for backup, retention and retrieval, IBM uses leading-edge automation technology to help you gain virtually anywhere, anytime access to information within your extended enterprise while providing continuous monitoring and support. Depending on your requirements, we offer a range

of remote, onsite and hybrid data protection services that can help to improve efficiency and success rate for data backup and restoration. And with the experience in managing more than 3,400 information protection clients around the world with more than 24 petabytes of data, you can be confident knowing that IBM has the expertise and resources to safeguard your information.

Expanding disaster recovery to include data protection

A national grocery store chain needed to ensure that current production levels of key business platform operation systems would always be available in times of disruption or a disaster.

Business continuity and resiliency services from IBM helped improve recovery time to meet objectives by supplementing an already existing disaster recovery solution with remote data protection services. This solution allows the company to store system images in a vault in IBM's business resilience center in New York, utilizing and expanding on their existing services agreement with IBM for disaster recovery.

Benefits:

- Improved recovery time objectives and reduced cost associated with tape backup
- Enhanced resiliency by incorporating data protection into the company's overall business continuity plan

Enhancing availability of your infrastructure to proactively reduce downtime

What makes your business stand out in a competitive marketplace? Does your resiliency plan support your ability to maintain the availability levels required by your business? Can your business deftly handle a variety of potential threats to availability, including IT infrastructure stressors or human error? To thrive, your company must be able to offer extraordinary performance and deliver continuous availability around the world or face disgruntled customers, partners and employees.

Otherwise, you risk losing your hard-won customer base and potential revenue, and you could end up with a dramatically diminished brand image. In addition to damaging your relationships with your customers, a failure to maintain service levels can cost you by impeding employee productivity and hindering your ability to smoothly meet changing compliance requirements.

Designed to help reduce the frequency and duration of infrastructure outages, IBM Managed Resiliency Services can help you maintain your stated service level objectives with virtually no downtime. Through consistent management of your critical business processes, IT systems, operating environments and networks, IBM can help you create a more resilient infrastructure that supports your ongoing business availability and changing service level objectives—so you can avoid expensive downtime and recovery costs. Not only can you experience reduced downtime, you can decrease infrastructure complexity and enhance the way you use IT resources, creating more value for your business by meeting and exceeding IT availability and service level requirements. Plus, your IT staff is free to focus on core, revenue-generating business projects and innovation while equipping you to

better manage surges in demand, address regulatory compliance mandates and support governance—all factors that can significantly minimize financial impact from business disruptions. By empowering your company with enhanced agility to meet changing regulatory requirements and evolving business needs, your organization can transcend merely defensively reacting to marketplace flux and instead be positioned to proactively respond to change.

Enabling more efficient recovery to protect your business and your brand

Is your enterprise reinforced to withstand—and recover from—the unthinkable or even the most common disruptions like power outages? In recent years, heightened exposure to disruptive events coupled with increasing government and commercial interdependencies are making disaster recovery and crisis management a critical business imperative. As growing numbers of organizations face such situations, they are realizing the costly and far-reaching repercussions of not having key capabilities readily deployable when disaster situations occur—repercussions that negatively impact the infrastructure, employees, customers, operations, and day-to-day lives.

IBM Disaster Recovery Services helps to empower you to efficiently prepare for, respond to and recover from disruptive events—regardless of their size or scope.

IBM Disaster Recovery Services can empower you to efficiently prepare for, respond to and recover from disruptive events—regardless of their size or scope, helping you to handle emergency situations and mitigate negative effects. IBM delivers vast experience and expertise to deliver a design and validate an effective plan that can help you meet your specific recovery objectives. Even if you've never experienced a particular disaster in your part of the world, it has probably occurred to one of IBM's clients in another locale. IBM supports more than 12,000 clients worldwide, so we've learned which procedures are most effective and are able to smoothly link them with your business processes, including those

that connect you to your supply chain. We can help you track, assess and respond to local, regional and global disruptions that could affect your recovery plan. With more than 150 business resilience centers located around the world offering 5 million square feet of floor space and more than 40,000 work area recovery seats, we are poised to help you get your business back up and running quickly. If your facilities become damaged, IBM can provide the space, multivendor environment, and the equipment for your critical personnel. With sound planning and a prioritized response, you can keep your losses to a minimum and bounce back, ready for business as usual. By enabling effective recovery, including temporary work environments for critical employees that allow faster employee access to crucial applications and data, IBM enables you to respond faster. With IBM by your side, you can quickly and efficiently recover from disruptive events that could otherwise permanently damage your operations and brand reputation.

Meeting defined criteria for disaster recovery compliance

A large financial institution in South America needed to gain access to a third data center for disaster recovery purposes while also meeting the compliance requirements set by the Central Bank of Argentina regarding the location and distance of a disaster recovery site.

Business continuity and resiliency services from IBM delivered a solution based on an in-depth analysis to measure the bank's existing disaster plan against the standards of the Central Bank of Argentina. IBM implemented a disaster recovery solution supported by IBM's business resilience center in that region to fill the gaps in the bank's existing plans. The IBM team then implemented a work area recovery plan to enable key personnel to continue to work in times of disruption.

Benefits:

- Improved recovery time objectives of less than 72 hours and recovery point objectives of up to 24 hours
- Gained expertise from the business continuity consulting engagement
- Complied with Central Bank of Argentina regulations

IBM's unparalleled experience is based on more than 40 years of business resilience and disaster recovery experience and more than 12,000 disaster recovery clients.

Why IBM?

With more than 1,600 dedicated business continuity professionals and over 150 business resilience centers located around the world, respected industry analysts have recognized IBM as a leader in business continuity and resilience. Our unparalleled experience is based on more than 40 years of business resilience and disaster recovery experience and more than 12,000 disaster recovery clients. Using our vast business process and technology expertise experience, we help you design and implement a business resilience solution that meets your organization's needs. Our solutions are tailored to the regulatory and geographic requirements of any location while maintaining standardized timelines and methodologies to assure high levels of quality. By providing a comprehensive approach specifically designed to maintain your availability, protect your information and preserve your brand, we are able to address multiple types of operational risk. And by helping to ensure improved resiliency across all the layers of your business—including strategy and vision, organization and human resources, business processes, applications and data, and technologies and facilities—you can more effectively avoid, prepare for, and recover from, virtually any disruptive event.





For more information

To learn more about gaining a world-class business continuity and resiliency solution for every layer of your business, contact your IBM marketing representative, or visit the following Web site: ibm.com/services/continuity

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