

# *Enterprise resilience and the role of Standards*

*November 2013*

# *Why do we have Standards?*

*Globalisation*

*Consistency*

*Quality*

*Supply  
chain and  
outsourcing*

*Marketing  
value*



# Ultimately, a failure to plan hurts the bottom line

## Companies with a positive approach to crisis management and recovery



## Other companies

■ Recoverers ■ Non-recoverers

# *The majority of Standards in resilience are focussed on processes and functions*

## *Who can provide resilience assurance?*



### *ISO 31000*

Risk management,  
Principles and guidelines

### *ISO 31010*

Risk assessment  
techniques

### *ISO 22313*

Business continuity  
guidance

### *ISO 22301*

Business continuity  
requirements

### *ISO 24762*

Guidelines for information  
and communications  
technology DR services

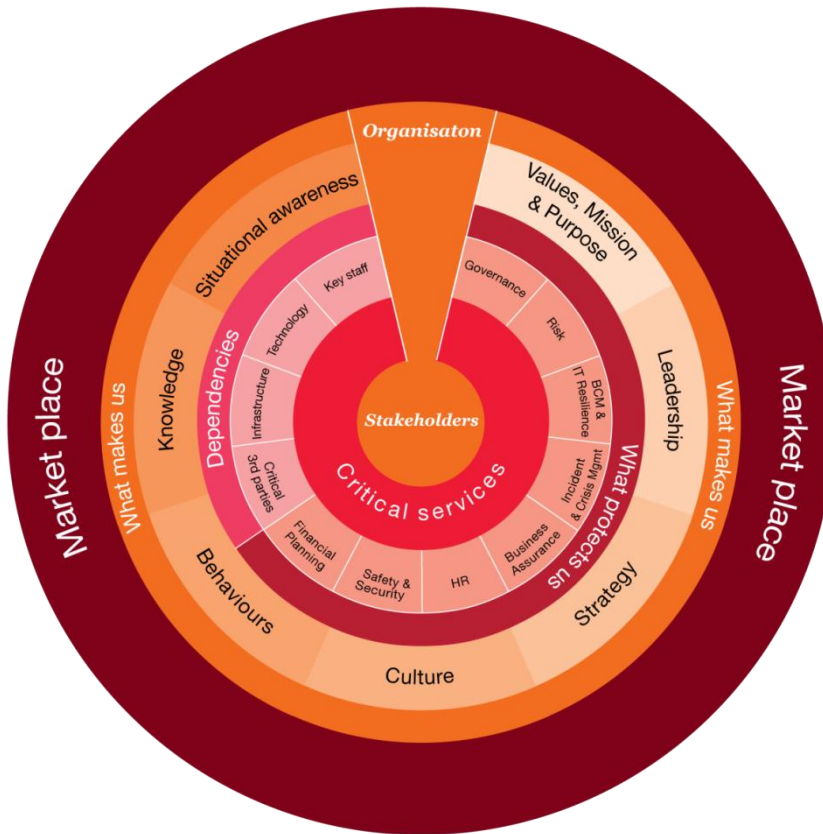
### *ISO 27035*

Information security  
incident management

### *ISO 22398*

Guidelines for exercises

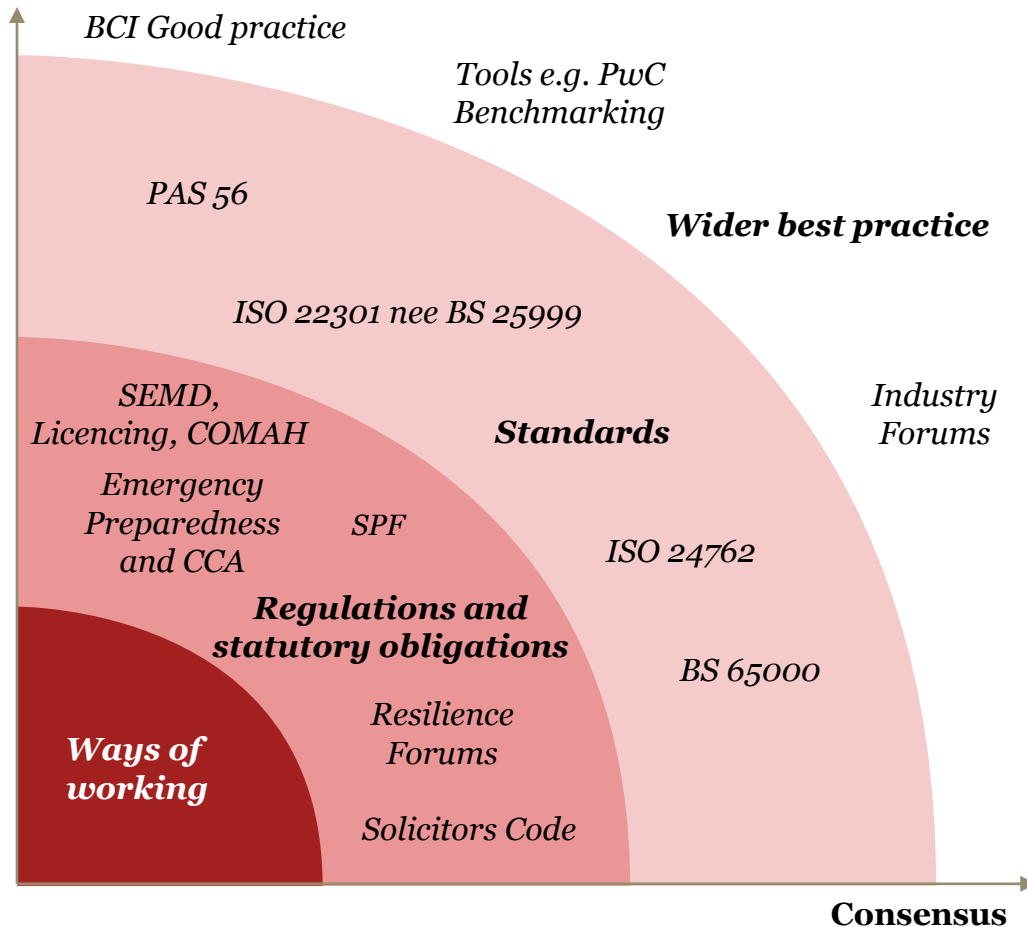
# *The majority of Standards in resilience are focussed on processes and functions*



## *Resilience indicators include:*

- Shared values
- Situational awareness
- Social capital
- Research and development
- Staff (commitment, engagement, behaviours, capabilities and capacity)
- Innovation and creativity
- Networks and dependencies
- Exercised/stress-tested strategies (including financial, commercial, technological)

# Case Study: BCM journey (ISO 22301/BS 25999)



- Responding to industry needs
- Close collaboration between industry, regulators and Government
- Timing of SPF & CCA development coincided with BS 25999 writing
- Allowed cross-fertilisation between regulatory and Standards development processes
- Allowed further areas for development to be taken back into the Standards process

# *Impact of Standards in resilience*

*Agreed Standards allow consistency in approaches to resilience*

*Involving a wide group of interested parties helps to maintain the relevance of Standards*

*Flexibility and evolution of thinking – room to grow*



---

# *Enterprise resilience and the role of Standards*

This publication has been prepared for general guidance on matters of interest only, and does not constitute professional advice. You should not act upon the information contained in this publication without obtaining specific professional advice. No representation or warranty (express or implied) is given as to the accuracy or completeness of the information contained in this publication, and, to the extent permitted by law, PricewaterhouseCoopers LLP, its members, employees and agents do not accept or assume any liability, responsibility or duty of care for any consequences of you or anyone else acting, or refraining to act, in reliance on the information contained in this publication or for any decision based on it.

© 2013 PricewaterhouseCoopers LLP. All rights reserved. In this document, "PwC" refers to the UK member firm, and may sometimes refer to the PwC network. Each member firm is a separate legal entity. Please see [www.pwc.com/structure](http://www.pwc.com/structure) for further details.