

4 Steps to Build  
**Business  
Resiliency**

# Business Ecosystems Are Complex—Disruptions Will Occur

## Organizations Are Complex and Interrelated

Organizations today represent a complex and continually evolving tapestry of products, services, processes, technologies, employees, third parties and more. Each of these components adds complexity to a business and magnifies its fragility—especially when something goes wrong.

## Resources Are Limited

Building a resilient organization can be expensive, so it's important to prioritize the processes, systems, third parties and other resources that are most critical to your business and make them resilient.

## Business Recovery Is Not Enough

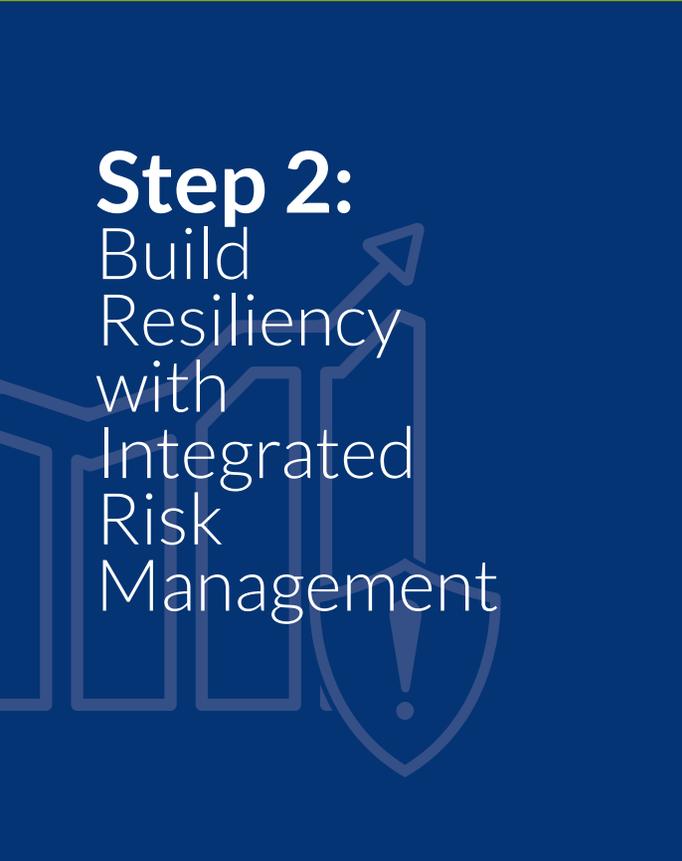
The more complex your business and the more intricate your extended ecosystem, the harder it is to maintain operating in the face of disruption. Complexity also makes it more difficult to see where resiliency risks lie, where they are emerging, and at what speed they could affect your organization. Business and IT recovery plans can go a long way toward ensuring that critical functions can continue to operate or be recovered, but recovery may not be enough. Building a resilient business should be the goal.

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## Step 1: Determine Business Context & Priorities

Establishing business context means identifying the most important parts of your business that are vital to producing products and services for your customers or achieving your strategic objectives so you can make them resilient.

A business impact analysis (BIA) exercise can help you determine which products and services are most critical. It can also help you identify the upstream and downstream dependencies, systems and processes so that you can make them a priority in your resiliency planning. This focus help prioritize your efforts and resources where they matter most.

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## Step 2: Build Resiliency with Integrated Risk Management

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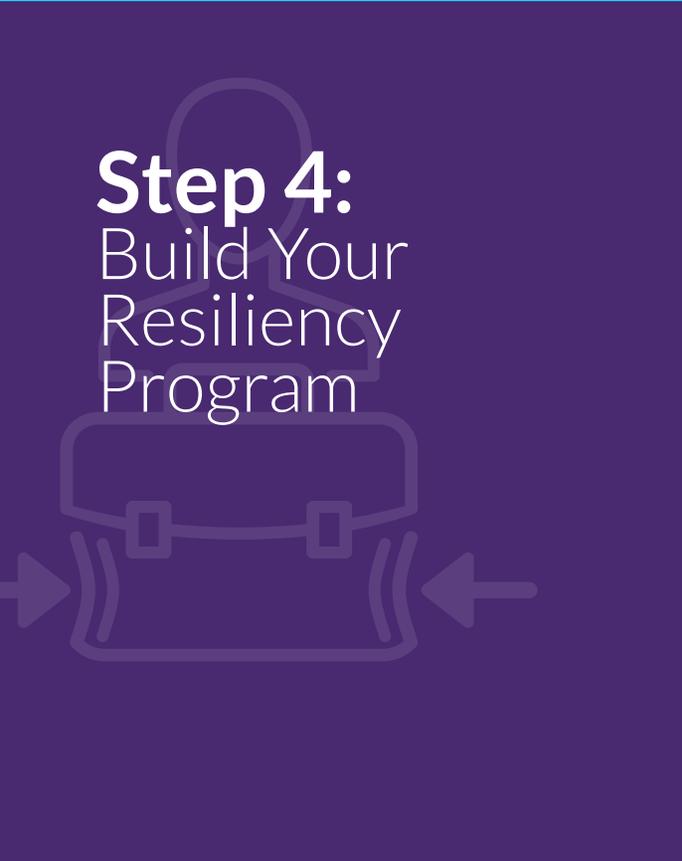
Building resiliency is contingent on understanding and managing the impacts to your organization from risks and threats. So many of today's risks are inter-related and can have a 'domino effect' on complex organizations, so they must be approached in an integrated way. For example, a third-party breach could impact your customer data, leaving your organization exposed to compliance risk, cyber threats, reputation risk and financial loss. Siloed risk management performed by separate internal functions may not consider the full impact of these types of risks or put in place the right measures to mitigate the impacts to acceptable levels.



## Step 3: Coordinate Incident & Crisis Response

A flat tire on a delivery truck. A customer who falls on a slippery floor. A hushed call to a whistle-blower hotline. These kinds of incidents occur often enough inside companies to merit standard procedures for handling them efficiently and effectively.

But what happens when standard incident response procedures aren't enough, and an incident develops into a crisis? Does your incident response team know when to engage crisis responders? This handoff is critical, and if it doesn't happen at the right time and in the right way, it can worsen the crisis, and crisis management alone can be difficult enough. That's why coordination between incident and crisis response is absolutely essential to building resiliency.



## Step 4: Build Your Resiliency Program

Resilient organizations not only implement plans to recover from different types of disruption; they also build resiliency into the fabric of their business - processes, systems and infrastructure. For example, that means identifying concentration risk - like overreliance on one customer segment, or single points of failure—such as using only one facility that manufactures a key part for your product, and having alternate plans for contingencies that could occur.

Successful business resiliency programs not only coordinate business continuity planning, IT disaster recovery planning, crisis planning and incident response activities, but they align these activities with business strategies and objectives, and all three lines of defense to build resiliency into the way the organizations operate and do business.

## How We Help

While other vendors focus on disaster recovery, Archer approaches business resiliency more strategically by integrating it with your organization's integrated risk management program and by addressing a range of use cases geared toward business. The Archer solution for business resiliency is designed to help your organization unify disparate teams, understand business impact and coordinate activities to build resiliency.

### About Archer

Archer, an RSA company, is a leader in providing integrated risk management solutions that enable customers to improve strategic decision making and operational resiliency. As true pioneers in GRC software, Archer remains solely dedicated to helping customers understand risk holistically by engaging stakeholders, leveraging a modern platform that spans key domains of risk and supports analysis driven by both business and IT impacts. The Archer customer base represents one of the largest pure risk management communities globally, with over 1,500 deployments including more than 90 of the Fortune 100.