Business Resilience
End-to-End

GMAC-RFC
Case Study

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Traditional BCP/DR Approach

- Recovery Time Objective
- Recovery Point Objective
- Lost Data
- Resume Business
- Restore Technology Capability
- Restore Communications
- Restore Business Functions
- Move to Alternate Site
- Return Home
- Notifications
- Data Synchronization
- Systems Applications Data
- Relocate Office Equipment / Supplies
- Work Flow

Arriving at BRM

- Significant growth created a complex and interdependent business and IT systems environment.
- Analysis concluded that unacceptable loss would occur from a significant outage lasting more than 24 hours.
- Proposed external vendor solutions could not mitigate the problem and meet recovery requirements.
- Required an integrated, sustaining, all-encompassing approach.
- Determined an internal recovery solution would meet requirements, create a lower CODB, and provide additional benefits:
  - Addressed day-to-day impacts up to catastrophic versus catastrophic only
  - Minimize vendor contractual limitations
  - Process enhancements, change management, testing, service delivery, Incident Response etc.
Industry Best Practices

- Over 60% of G2000 organizations are implementing a dual data center strategy to support continuous availability
- Business and IT availability classification requirements aligned with associated cost, application and system architecture requirements
- Companies that manage resilience internally achieve a greater degree of maturity and business process alignment with their supporting IT systems
- Financial services industry is under increased scrutiny by regulatory agencies due to the critical nature and impact of its services to the economy. Their response includes:
  - Investment in failover capabilities to significantly reduce the time for recovery and to respond to widespread/regional disruptions
  - A realignment from the traditional approach of recovering technology and facilities toward a full business resumption model
  - Increased frequency of exercising business and IT resilience capabilities

As real-time business requirements become more pervasive, business continuity must be integrated throughout the corporate culture and business processes, with clear accountability and measurement defined to align with acceptable corporate risk.

Business Resilience Defined

Resilience is the ability and capacity to withstand and adapt to new risk environments. A resilient organization effectively aligns its strategy, operations, business systems, governance structure, and decision-support capabilities so that it can uncover and adjust to continually changing risks, endure disruptions to its primary earnings drivers, and create advantages over less adaptive competitors.

Program Mission

The Business Resilience program manages the organizations capabilities to continue to provide services at anytime, regardless of the event and impact. Prioritization of investments in people, processes, technology and facilities are based on business risk and criticality. Comprehensive testing continuously validates the recovery capabilities and an integrated governance model assures transparent coordination and reporting.

Best Practice: Resiliency Model
Leadership needs to ensure that business and IT BCDR strategies are continuously aligned to create value.

Business-Driven Strategy
- Business defines requirements & strategy
- Focus is on making "today's and future business better"
- Accomplished in conjunction with Governance, business process improvements and capabilities
- BCDR requirements are understood and integrated in business process, valuable and cost effective

Business/IT Alignment Model
- IT aligns and offers BCDR strategic capabilities to enable new growth, products, services, channels
- Creates BCDR "portfolio validity" for business leverage
- Provides responsive, flexible technology environment
- IT BCDR Services are cost effective, responsible and measured

IT-Enabled Strategy
- Value and cost effective IT BCDR portfolio visibility for business leverage
- Provides responsive, flexible technology environment
- IT BCDR Services are cost effective, responsible and measured

Approach
Business resiliency is incorporated throughout the corporate culture and business processes. Every level of the organization has been evaluated, with new models and methodologies developed and integrated into daily processes, ensuring business process compliance with regulatory requirements at every layer.

Program Vision
- The vision for Business Resilience Management is:
  - Establish BRM processes and services that are well-integrated with business and IT planning, development and operational processes such that enterprise-wide BRM implementation, testing and compliance are ensured, and support business objectives.

- Our Strategy for accomplishing this is:
  - Adopt an internal strategy to deploy BRM solutions and develop industry partnerships to support business expansion and growth.
  - Deploy a dual data center infrastructure, storage and data architecture to support business continuous availability needs and flexible, scalable and agile BRM solutions.
  - Eliminate BRM gaps through investment into development of internal capabilities.
Resiliency Tier Framework (RTF)

Provides a common dialogue for Business & IT recoverability

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Recovery Time Objective (RTO)
Recovery Point Objective (RPO)

RTF Certification Standard: Tier Alignment

(1) Business RTO/RPO Requirements
(2) Business Process, Application and System Resiliency Requirements
(3) Remediation and Resiliency Solutions
GMAC-RFC consistently assesses and determines required recovery capabilities for processes and new initiatives. The assessment is based on an analytical model consisting of quantitative and qualitative measures. The assessment and analysis process is structured in four phases, designed to conduct a comprehensive analysis for people, process, technology, facilities, and interdependencies.

**Business Resiliency Planning**

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**Systems Availability & Recovery Gaps**

- Application 1 BRM Gap Scorecard
- Application 2 BRM Gap Scorecard
- Application 3 BRM Gap Scorecard
- Application 4 BRM Gap Scorecard
Critical Service Portfolio

The Vital and Critical portfolio management process has been established to prioritize resiliency requirements and enhancements for business processes based on criticality. It is also designed to eliminate a functional, silo-view, by combining process components into one integrated profile known as a ‘Recovery Domain’. Recovery Domains enable a structured process to continuously enhance resiliency capabilities and provide a strong foundation to provide highest availability for our business processes.

Why Use Recovery Domains?
The volume and complexity of business systems require that recovery parameters are understood to ensure recoverability.

What is a Recovery Domain?
A method for aligning business functions and supporting applications and infrastructure into logical groups that enable resumption of target business or systems functions.

Process Integration and Improvement

- Integrate BRM Resiliency oversight, standards and best practices into RCG People, Process & Technology areas:
  - New Application Development (SDLC)
  - Business Impact Assessment and Planning
  - Existing Business and IT System remediation
  - Annual Operating Planning
  - IT Frameworks
  - Delivery Assurance Processes and procedures
  - IT Operations Service Management
  - Education and cross-training
  - Improve resiliency maturity and metrics scorecards
  - Etc.
Process Integration and Improvement: BRM Alignment with DA Framework

- Technology Services Group
- IT Service Management Policy

BRM Resiliency (People, process, Tools)
Service Management Framework

Dual Data Center (DDC)

- Adopted a geographically dispersed Dual Data Center (DDC) resiliency strategy. Vital and Critical applications are required to have full fail-over capability within the DDC architecture.

WHY:
- Geographically redundant DC reduces risk
- Internal self-sufficiency and capabilities enable better business resiliency
- Standard availability and recovery solutions reduce complexity and costs
- Shared support and SLAs meet business recovery objectives
- Shared infrastructure enables long-term economies of scale and reuse

Includes resiliency requirements
Includes resiliency design & costs
Includes Business Recovery requirements (BRR, BRS)
Includes Service Level agreements (SLAs)
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Deploy Tiered Storage Architecture Standard for improved RPO Resilience and Recovery

- Provide tiered storage options to support business RPOs
- Provide Local DC and Remote DC Data Replication and Recovery
- Provide Resilient Storage Architecture
- Integrate backup and recovery architecture
- Employ Information Management practices to enable data recovery

Data Resilience

BRM Governance & Coordination

The governance model is designed to provide centralized oversight and to enable business ownership. Consistent program tools allow for prioritized assessment, analysis, evaluation and decision-making processes depending on criticality across the enterprise. Defined roles and responsibilities assure consistent business resiliency planning and execution.

BRM Governance: An established set of methods by which Business Areas address their business resilience needs.

- BRM Governance, Stakeholder, BRM Program Manager, BRM Architect, BRM Specialist, BCP Site Coordinator
- Risk Assessment
- Business Risk
- Risk Committee

BRM Program
- Business Risk Management Committee (BRMC)
- Business Resilience Management Team
- Risk Assessment
- Risk Committee

Risk Committee
- Members include senior executives from across the organization

BRM Operations Team
- BRM Program Manager
- BRM Architect
- BRM Specialist
- BCP Site Coordinator

Business Units
- Stakeholders
- Projects

Standards?

- type
Recovery Plans

The plan structure is designed so that all plans are integrated in an efficient manner. Data content flows are documented between plans ensuring that all required data is captured and non-essential data is minimized. Each plan is assigned an owner.

BRM Program Objectives

Implement BRM practices into way of doing business

BRM Planning Overview

- Operational Readiness
  - Establish Governance
  - Train Staff
  - Assess and Adopt BRM Framework
  - Establish BRM Resiliency Baseline
- Annual Operating Plan
  - Assess
  - Prioritize
  - Plan
- Execution
  - Maintain Recovery Plans
  - Exercise Recovery Plans
  - Execute Resiliency Risk Reduction Projects
- Oversight and Compliance
**Review**

- Develop a continuity framework that addresses all levels of the organization: facilities, technology, applications, data, processes, governance, strategy.
- Integrate all elements of the framework.
- Establish a governance committee, placing responsibility within the business.
- BRM Operations maintains the framework, tools, methodologies, artifacts.
- Incorporate BRM processes and capabilities into day-to-day processes.
- Invest internally to improve processes versus externally leaving processes as-is.

**Value Proposition**

- Reduce business risks
- Enable business growth
- Invest in gap reduction
- Take complexity out
- Create choice and flexible BRM options

**Business strategy alignment and cost optimization through implementation of the BRM strategies provides company with a range of options to improve business value**