



Building a better working world

Service resiliency

Business needs and customer tolerances are changing

New ways of operating in unfamiliar and unsettling global business conditions require a change in approach to how organizations prepare for and respond to disruptions. Business disruptions are inevitable, business tolerance and customer expectations have shifted to "always on", and cascading failures are on the rise due to increasing interdependencies. Organizations must think holistically and proactively to preserve business continuity and build enterprise resilience.

Based on our experience, key resiliency challenges include:

- ▶ 68% of clients do not have business continuity management (BCM) or disaster recovery management (DRM) program governance in place.
- ▶ 82% perform limited, ad-hoc or no analysis of IT resiliency capabilities against business requirements to identify the gaps.
- ▶ 88% perform limited, ad-hoc or no assessments of vendor or third-party resiliency to identify gaps.
- ▶ 54% have ineffective business continuity plans (BCPs) and disaster recovery plans (DRPs).
- ▶ 82% do not effectively test BCPs versus 58% who do not effectively test DRPs.

What if you could...

- ▶ Improve alignment between business operations and continuity objectives, IT capabilities and third-party services?
- ▶ Optimize resiliency investments through defensible analysis and business case?
- ▶ Integrate planning and testing to validate the organization's holistic response toward unplanned disruptions?
- ▶ Continue improving resiliency program maturity and adoption, across all areas of the enterprise?

Enterprise resiliency lifecycle

Mitigate

Strategize

Maintenance

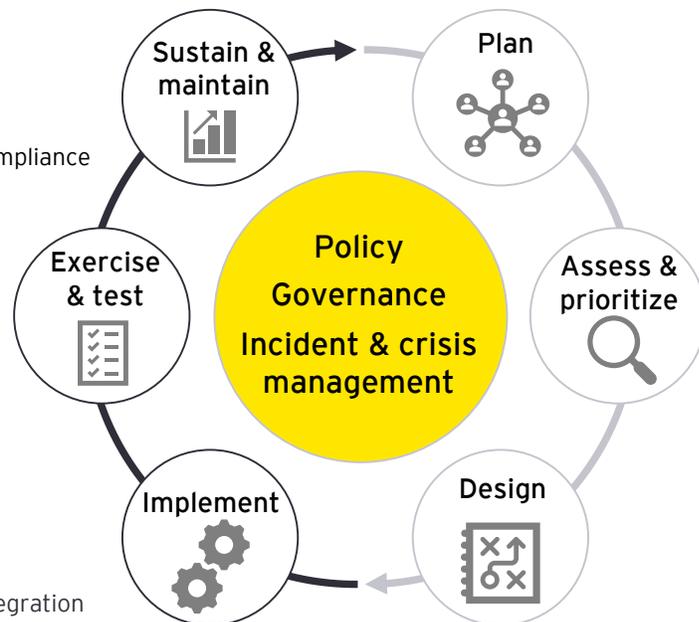
- ▶ Quality reviews
- ▶ Training and awareness
- ▶ Communication plan
- ▶ Reporting, metrics and compliance
- ▶ Change management

Exercise and test

- ▶ Scenarios testing
- ▶ Resiliency modeling analysis (fault injection)

Recovery strategy implementation

- ▶ Recovery solutions
- ▶ Recovery capabilities
- ▶ Incident response plan integration



Program planning

- ▶ Maturity assessment and annual roadmap refresh
- ▶ Budget and resource planning

Risk assessment and service prioritization

- ▶ Business and application impact analysis
- ▶ Site and third-party risk assessment
- ▶ Business and technical dependency analysis and mapping
- ▶ Recovery gap analysis

Recovery strategy development

- ▶ Continuity and technical strategy options
- ▶ Business case recommendation
- ▶ Strategic roadmap development

EY service resiliency

EY service resiliency focuses on both inherent (routine challenges) and adaptive (crisis response) resilience. The following services are designed to meet unique resiliency needs:

Program governance, policy and framework

Develop and operationalize a resiliency program framework that enables you to implement, monitor and continuously improve resiliency capabilities, such as:

- ▶ Resiliency program governance, communications and operating model
- ▶ Policy and compliance
- ▶ Framework and standards
- ▶ Roadmap and business case

Assessments and analysis

Assess and benchmark your resiliency posture and maturity against industry standards and leading practices to help you identify and prioritize critical business and technology capabilities, via:

- ▶ Program maturity assessments and audits
- ▶ Business impact analysis
- ▶ Risk assessments (site and third-party)
- ▶ Failure mode analysis

Resiliency strategy and roadmap

Develop recovery strategies, roadmaps and models in line with your business and IT strategies to provide senior management with multiple options for remediating recovery gaps, such as:

- ▶ Business and technical recovery strategy options
- ▶ Cost modeling and analysis
- ▶ Business case development
- ▶ Strategy implementation roadmap

Response and recovery plan development

Document and enhance business and technical response, and recovery plans to prepare you for any type of incident, disaster or crisis, with:

- ▶ Business continuity plans
- ▶ Disaster recovery plans
- ▶ Incident response plans
- ▶ Crisis management plan

Resiliency capability validation

Conduct exercises and assist you with post-incident response and recovery following live events (e.g., cyber-attacks, natural disasters, supply chain and disruptions), through:

- ▶ Tabletop exercises
- ▶ Functional tests
- ▶ Integrated tests
- ▶ Chaos engineering and fault injection

Contacts



Amr Ahmed

EY Americas Infrastructure and Service Resiliency Practice Leader
Ernst & Young LLP
Mobile: +1 848 391 8100
amr.ahmed@ey.com



Tammy Alairys

EY Global Technology Transformation Leader
Ernst & Young LLP
Mobile: +1 312 879 4741
tammy.alairys@ey.com



Prudence Marasigan

Service Resiliency Leader
Ernst & Young LLP
Mobile: +1 412 644 0524
prudence.marasigan@ey.com



Eric Chiang

Service Resiliency Leader
Ernst & Young LLP
Mobile: +1 925 915 0644
eric.chiang@ey.com

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