



CASE STUDY



MULTIFACETED BUSINESS CONTINUITY SOLUTION ENABLES RAPID RESPONSE TO COVID-19 DISRUPTION

SSP is a leading global supplier of technology systems and services to the insurance industry. With more than 35 years of industry experience, and with a highly-motivated, experienced and talented workforce comprising more than 700 employees, we help shape the industry by enabling insurers, brokers and financial advisers to serve their clients more efficiently.

The Challenge

SSP's operating model has increased in complexity and so the associated risk and impact profiles has changed. Our business continuity management system needed an overhaul in order to satisfy our risk appetite and our stakeholders. We decided to upgrade our system to support the requirements of our investors, our objectives, our risk landscape and our customers.

As an existing Daisy customer, we approached our account manager to explore how their Business Continuity offerings could help us operate a robust system that would increase our continuity competence and resilience as a growing organisation. We needed to respond to incidents, as well as assuring ourselves and our stakeholders that we understood our operating model within our threat landscape. We also needed controls in place to continue our business, to protect our customers' businesses and to minimise the impact of disruptions. For competitive advantage we also required demonstrable management to international standards (ISO 22301).

Daisy listened to our challenges in relation to business resiliency. We had tried to implement a business continuity system, however, without the luxury of dedicated resources, this was problematic as we were focussed on more immediate priorities. Lack of consistent resources and experience in business continuity planning meant that results were inconsistent, and keeping things properly up to date was a real headache. Using their BCaaS model, Daisy put together an initial scope of works so that with our input, a programme could be developed. This was refined to balance requirements with budget.

i AT A GLANCE

Company: SSP

Industry: Finance

Employees:
501-1,000

Objectives:

- Upgrade existing business continuity management system (BCMS) to support the evolving requirements and risk landscape
- Acquire demonstrable certification of management to international standards (ISO 22301)

Solution:

- Business Continuity

Results:

- Implemented staff relocation and work transfer strategies within 72 hours of the point of invocation.
- Boosted command, control and communications capabilities to show where mitigation for risk scenarios of concern were needed.

The Solution

We chose Daisy's BCaaS solution which included design and implementation of an economical business continuity management system tailored to our strategic objectives and risk appetite. Owned and steered by us, the management system would be administered and improved by Daisy's industry-leading consultancy team. This service also utilises Daisy's business continuity software "Shadow- Planner" in two main ways. Firstly the mobile app would put key responder guidance available on our mobile phones and within reach at time of need, and secondly the Shadow- Planner management tool would be used to gather and analyse risk and continuity data, and to track and monitor the business continuity management system (BCMS) and its outputs against our strategic risks and objectives.

The Result

The BCMS proved its worth in early 2020 in response to COVID-19 when we used our well-rehearsed command, control and communications framework and our BC intelligence to implement staff relocation and work transfer strategies to keep our business going despite denied access to buildings and absences caused by lockdowns in the areas we operate. We're proud that we achieved it within 72 hours of the point of invocation. Earlier risk analysis generated by the Daisy-administered BCMS had already allowed us to boost our command, control and communications capabilities and showed where we needed a range of mitigations for our risk scenarios of concern. We subsequently used our BCMS system to put those mitigations in place, so when COVID-19 hit we were ready to deploy strategies.

Thanks to the plans developed jointly over the last few years, we have expedited responses to a number of other disruptions. Training and rehearsals have prepared our teams to more confidently take control of incident responses and to make better-informed decisions so the outcomes of real or rehearsed incident responses are improving. Daisy's Shadow-Planner app has helped responders access the guidance and contact details they need in the immediate term, and we're now looking to extend its use by making technical recovery guidance and contacts available.

But it's the repeating lifecycle of BCMS activities that keeps awareness of threats and vulnerabilities on the agenda and works to embed key management principles into SSP's DNA. We saw immediate value during the first lifecycle as Daisy worked with us to standardise the approach to continuity risk management across our changing organisation. Standardisation allows a more consistent analysis of continuity impacts and to leverage continuity expertise across the organisation. Daisy's Shadow-Planner software does most of the administration for programme scheduling, document control and number crunching so our BC budget and people are released to focus on preparedness. This means we've increased control of continuity risks and improved conversations. These have matured over time and now include emergency preparedness, command, control and communications, crisis management, disaster recovery and risk management. Our group-wide understanding of these wider disciplines has improved our adoption of organisational resilience into our daily thinking, and we believe Daisy's approach has provided us with demonstrable capability to meet international standards (ISO 22301).



Find out how Daisy can help your organisation:

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