



# Choosing BCP Software: One Organization's Story

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# Introduction

- Brenda Brown-Paul
  - Sr. Analyst for a Professional Services Company
  - 21 years of IT experience
    - 6 years in business continuity
    - Certified Business Continuity Planner
    - Primarily federal government contracting
    - Several application review & requirements analysis projects
- Customer – Data center

# Overview

- **Problems – What were we trying to solve?**
- **Review Process – How was the analysis conducted?**
- **Findings – What was the final result?**
- **Lessons Learned – What could have been done better?**

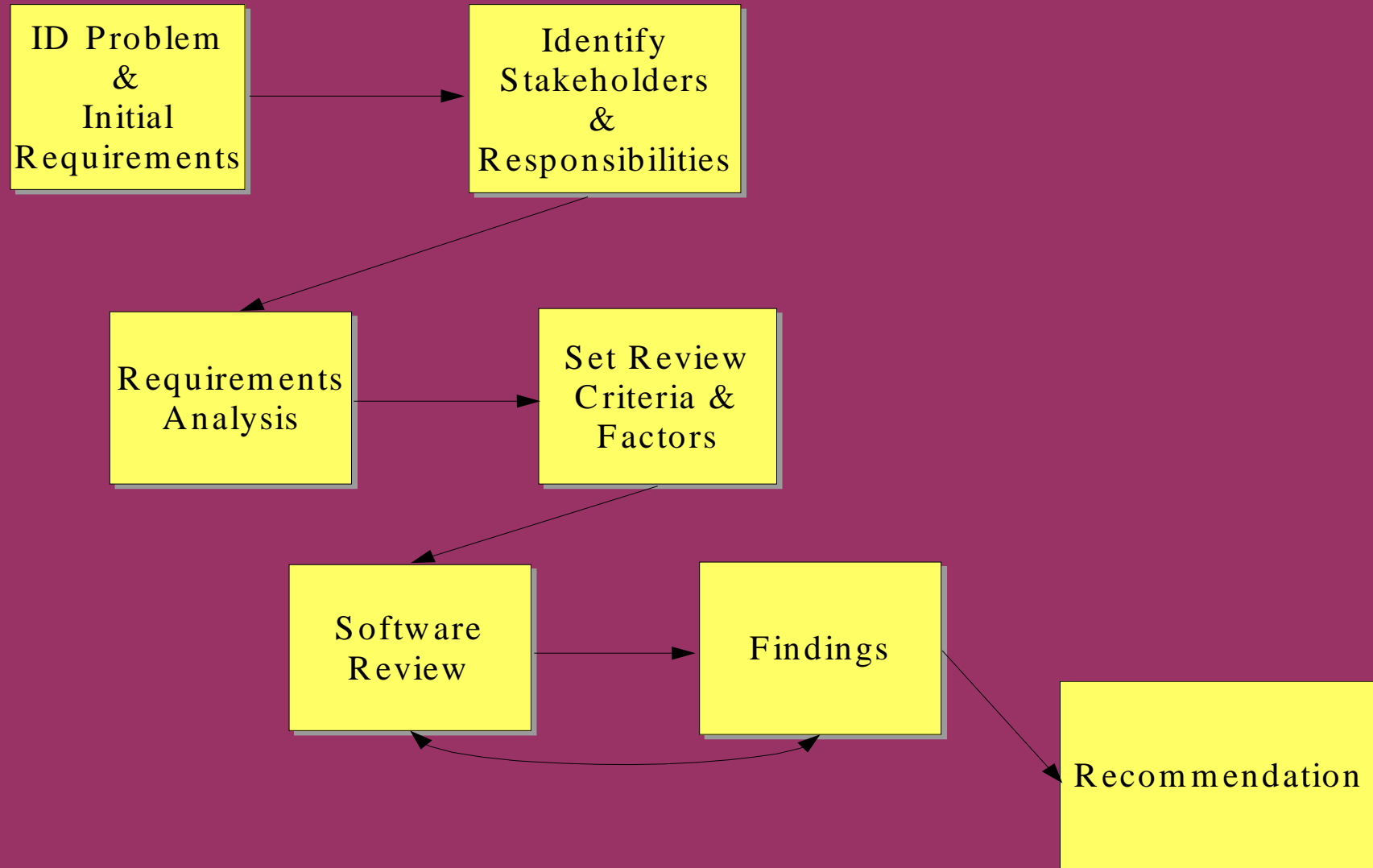
# State of Customer's Business Continuity Program

- The Data Center's Business Continuity Program
  - Started in 2001 after negative audit report
  - Includes BC Plan, OEP, Crisis Management Plan, Business Recovery Plan, & IT Contingency Plans
  - User Training & awareness programs
  - Supported by management
- Missing? Tools to support the program!

# Identify the Problem

- What are you trying to solve?
- Decentralized management of BCP Documentation
  - System owners responsible for SOP & IT Contingency Plans
  - Documents kept in directories that cannot be accessed universally
  - Confusion about versions among staff
  - No easy way to collaborate or show dependencies
  - New things keep popping up!

# Overall Process in Choosing BCP Software



# 1. Initial Requirements

- Would be a shared, Internet-based application
- Would be “easy” to administer
- Would be “easy” to use
- Would be browser independent (very important for this customer)

## 2. Stakeholders

- Who are the stakeholders?
  - Customer Management
  - Team Leaders
  - Team Members
  - **Business Recovery Coordinator**
  - **BC Consultant**
  - System Administrator(s)
  - Project Managers



# Expected Stakeholder Responsibilities

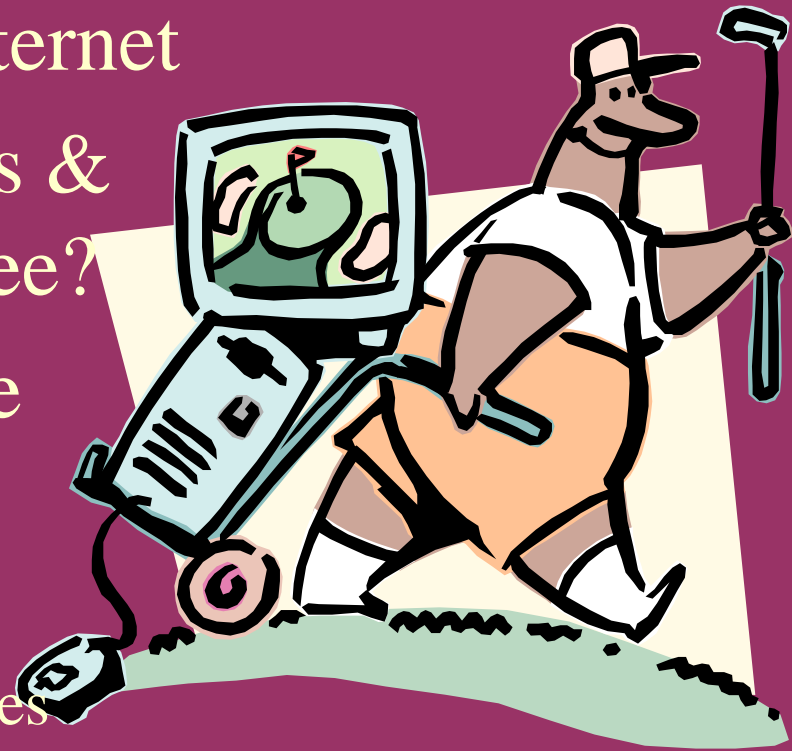
- Agency, Division & CIO Mgmt – No interaction
  - Office level management – Interaction possible, but no assigned responsibilities
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- Team Leaders, BRC & Consultant – Responsible for updates & other tasks
  - BC Consultant – Administration (not system) & Security
  - System Administrators – Backups, recovery, contingency, etc.
  - Project Managers – May request information from system directly or through other users.

# Primary Stakeholders

- BC Consultant & BRC
  - BRC responsible for overall BC program
  - Consultant will be the primary administrator & Security Officer for the software
    - Set up users
    - Manage web space
    - Define backup schedule
    - Interface with vendor
    - Etc.

# Stakeholder Skill Sets

- Comfort level with PCs
- Comfort level with the Internet
- Will the users follow rules & guidelines? To what degree?
- Past experience with these users
  - Adherence to:
    - Change Management Policies
    - SOP Creation
    - Timely updates



# 3. Requirements Analysis

- Internet Based
  - Run in secure web space
  - Browser independent; no Active X
  - Should look & feel like a website
- Scalable
- How much?
- Ease of Use
- Ease of Deployment
- Support

# Requirements Analysis (cont.)

- Adherence to DRII Professional Standards
- Security
  - In addition to secure network, want additional level of security
  - User login
  - Restricted access to modules, fields, etc.
- Contingency Event Support

## 4. Software Review Criteria

- Three Categories of Software
  - **Category A** – A “basic” application that steps through the BCP process
  - **Category B** – A BCP application that steps through the process, includes a ‘planning wizard’ & helps manage exercises
  - **Category C** – A BCP application that does all of the above & provides incident management & notification modules

## Criteria

- **Weights from .50 to 1.00**
  - **Essential – 1.0**
  - **Important – .70 or greater**
  - **Interesting – .50**

# Criteria

- **8 overall criteria**

Criteria	Weight
Ease of Use	1.00
Integration	1.00
Adherence to DRII/BCI Standards	1.00
Security	1.00
Ease of Deployment	.90
Purchase Price	.70
Support	.50
Contingency Event Support	.50



# Criteria

- Each criterion had a list of factors. Each factor ranked from .50 to 1.50
  - Exceeds the factor – 1.50
  - Meets the factor – 1.00
  - Did not meet the factor - 0
- Overall, there were 49 factors between the 8 criteria

# Final Scoring

- Derived by multiplying the individual factor score by the factor weight, adding all of the factors by that criteria together, & dividing the result by the number of factors in the criteria.
  - All factors do not apply to each category
  - Maximum Score for a Category A app: .87
  - Maximum Score for a Category B app: .83
- Finally, the score & the price were listed & ranked

# 5. Software Review – Step 1

- Where else – the Internet?
- Review of BCP & Disaster Recovery Websites
- IT Industry Research organizations
- Warning: General web search is too broad

# Software Review – Step 1

- Recommendations from peers
  - Internal company business continuity group
  - Internal customer business continuity group
  - Association of Contingency Planners (Mid-Atlantic Chapter)
  - Called a bunch of folks I know



# Software Review – Step 2

- Review of vendor websites & demo SW
- Narrowed list to six vendors to get more information by phone.
- Sent questionnaire to the vendors with criteria
- Online demonstrations
- When possible, met with company representatives
- Asked for, and called, references!!!

# Software Review - Shortcomings

- Only one person involved in this review
- Could not test the applications in the customer's environment – which skewed the decision
  - Most required application to be loaded at the customer site – no could do
  - One would not provide access to a demo site
  - Only 2 could provide demo site access; one made it so easy that it swayed the reviewer toward their company early in the review process

## 6. Findings

- 6 Final Candidates
  - Category As (2)
  - Category Bs (3)
  - Category C (1)

# Findings – Category A

- 2 Candidates
  - Neither application met all of the criteria
- First Candidate
  - Not web-accessible as advertised, though web-enabled was coming in about a year
  - Clumsy look & feel – Old Visual Basic interface; could “feel” the db
  - Restricted user to completing BC Plan in a proscribed order
- Second Candidate
  - This was one of several modules that had to be purchased separately
  - Addressed only 4 of DRII Best Practices. 4 others addressed in 2 other modules
  - Required knowledge of 3<sup>rd</sup>-party, proprietary reporting application
  - Cost more than all of the 5 other applications rolled together!
- Both applications only run on Windows Servers



# Findings – Category B

- Each met the minimum requirements to varying degrees
- One app was a category A until online demo was given
- One app could be a category C with a notification module

# Findings – Category B

- **First Candidate**
  - Over 30+ pre-defined reports
  - Tracks application criticality, risk tolerance, dependencies, GAP analysis, etc.
  - Comes with 1000s of pages of guidelines, a user's guide & online help
- Not at all intuitive & must be used in a proscribed order. Could not load existing documents, or easily cut & paste
- Any changes to the fields, format, reports, etc required vendor work \$
- Reports could not be altered until they were in WP. Not easy for customer stakeholders
- Security
- No tracking for tests or events

# Findings – Category B

- **Candidate 2**

- Very easy to use – intuitive!
- Longest track record of any company reviewed – 21 years
- Built on java – can run on any server
- Had track record with ODBC notification apps
- Provided starter list of tasks to help novice, but could jump around
- Collaborative; unlimited number of users
- Easy list interfaces
- Security

# Findings – Category B

- **Candidate 2 (cont.)**
  - Test/Activate module for exercises & to track actual events
  - Versions are tracked
  - Existing documents can be cut & pasted into the database
- Reports are in the same 3<sup>rd</sup> party application as the first
- Training offered for free about 350 miles away at company HQ or for \$1500 per day onsite

# Findings – Category B

- **Candidate 3**

- Very easy to use! Site administrator (reviewer) had no training, but basic instructions
- **ACCEPTS DOCUMENTS JUST AS THEY ARE!!!**
- MS based, but can be run on any platform
- Application designed for the Internet and collaboration
- Able to manipulate the site through any HTML editor.
- Provides complete set of document templates based on DRII Best Practices in order
- Focus of the company is on government COOP processing; they speak the language
- Certified DRII training partner

# Findings – Category B

- **Candidate 3**

- Database tracks all documents, files, users, lists, etc.
- Training is minimal; mostly for system administrator & done during installation
- At time of evaluation, this was a very young company (couple of years old). Staff had over 20 years in DRP
- At beginning of evaluation, had few customers.
- Better bells & whistles if you use Office 2003 on MS 2003 server, but completely functional without it.

# Findings – Category C

- All the great features of Category B apps
- In fact, too many features for this client!
- Lots of fun to play with! Very easy to use
- No real customers, though used in large national testing by Feds
- Developed for the Internet from the start

## 7. Recommendation

- Recommended third application in Category B
- Customer only wanted demonstration of the recommended application



# Lessons Learned

- Analyst's vision was not the customer's vision!
- Internal sales job was not strong enough
- Needed to have one customer "champion" invested in the process
- The priorities have changed.
- Who is going to do the certification & accreditation for this package, which includes writing the IT Contingency Plan, justification, etc?

# Questions



- Suggested websites
  - [www.contingencyplanning.com](http://www.contingencyplanning.com)
  - [www.drj.com](http://www.drj.com)
  - [www.metaworld.com](http://www.metaworld.com) or  
[www.gartner.com](http://www.gartner.com) (recently purchased  
metaworld)
- Contact
  - [brenda.e.brown-paul@lmco.com](mailto:brenda.e.brown-paul@lmco.com)