

## 2024 WINNERS

### THE CHALLENGE AND STRATEGY

IBM recognizes the critical importance of Business Continuity Management (BCM) in today's dynamic business landscape. To enhance its BCM framework, the IBM BCM Project Office conducted a comprehensive review of its operating model. The objective was to create a more efficient, synchronized, and resilient approach to respond quickly to unexpected events.

The project focused on three key areas: people, processes, and technology. It aimed to empower every member of the Business Continuity community, simplify workflows, adopt industry best practices, and optimize IT expenses. The ultimate goal was to implement a resilient strategy that focused on proactiveness and sustainable plans to mitigate the impact of disruptive events.

Automation played a crucial role in streamlining processes and reducing manual workload. It was leveraged to optimize IT expenses, provide a global repository, and facilitate real-time insights for risk mitigation strategies.



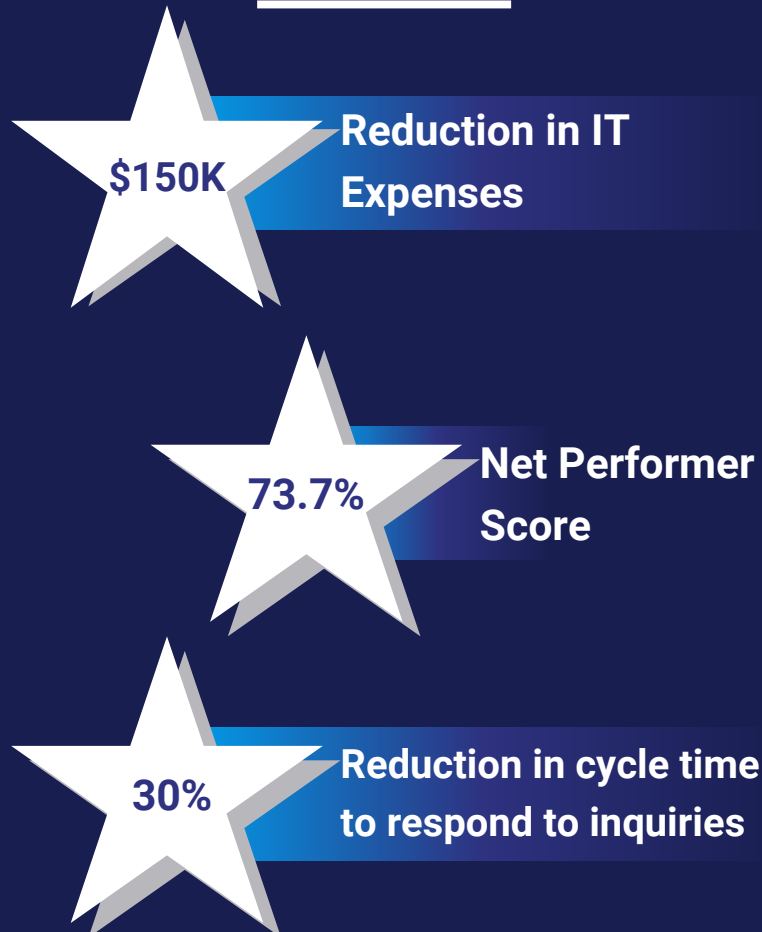
#### PROJECT LEAD

**James J. Kavanaugh**  
CFO and Senior VP,  
Finance and Operations

### BUSINESS RESILIENCE IMPACT AWARD



### RESULTS





## BENEFITS ACHIEVED



### Enhanced BCM Capabilities:

IBM successfully customized and deployed OpenPages® with Watson®, significantly improving BCM capabilities and organizational resilience.



### Improved Responsiveness

Teams can now respond 30% faster to client and regulator inquiries, enhancing IBM's reputation for high-quality service and support.



### Increased Efficiency

The project reduced the time needed to create and maintain business continuity documents by 50%, allowing teams to focus on critical tasks and achieve better outcomes for clients.



### Cost Savings

IBM achieved a \$150K per year IT expenses reduction, demonstrating a commitment to cost efficiencies and resource optimization.

## THE PROJECT IN BRIEF

The updated Business Continuity Project strategy was developed through a series of stages. It began with Design Thinking sessions to gather requirements and build a vision, followed by an iterative process based on Lean Six Sigma (LSS) to understand users' challenges and prioritize initiatives. External benchmarks and industry approaches were also analyzed to inform the strategy.

IBM utilized a combination of its own tools and small custom-developed efforts to optimize the IT landscape. IBM's OpenPages® with Watson® was deployed for unified governance, repository, and workflow. Internal tools like ORI (Operational Risk Insights) provided proactive insights into risks and impacts.

Communication and change management were key components of the project. A Culture of Resilience branded learning was implemented, including mandatory courses and Business Continuity Awareness Week (BCAW) events. Additionally, internal communication channels were established to provide real-time updates and support prompt response to customer needs.

