



Last Updated: 29 April 2020
Next Review: 29 April 2021

Cisco Customer Experience Business Continuity Planning Customer Overview

Revision History & Approvals

Revision history and approval tracked in Doc Central.

Effectivity Information

Guide Effective Date	22 October 2015
-----------------------------	-----------------

Note: Guide approval is tracked in EDCS. A printed version of this document constitutes an uncontrolled copy. User should verify they have the latest version before use.

Cisco Public

Table of Contents

1	Overview	3
2	CX Business Continuity Team Structure.....	3
3	Cisco CX BCMS Overview	3
3.1	Associated Documents.....	3
4	Understanding the Risks and Potential Impacts	4
4.1	Risk Assessment.....	4
4.2	Business Impact Analysis.....	4
4.3	Plan Development	5
4.4	Ongoing Maintenance & Exercises	5
5	Want to Learn More?	6
5.1	Contact Us.....	6
5.2	Other Resources	6

1 Overview

Cisco Systems Executive Management recognizes the strategic importance of business continuity and disaster recovery planning. They have established policies in support of the Business Continuity Management System (BCMS) and assigned responsibility for enterprise-level BCMS program management to the Treasury department.

Program Managers from various Cisco business functions participate in a working group to share best practices, promote collaboration, and ensure consistency of operations across Cisco. Each Cisco organization is responsible for developing and implementing appropriate business continuity (BC) and disaster recovery (DR) plans and for managing their individual programs.

2 CX Business Continuity Team Structure

The Cisco Customer Experience (CX) Business Continuity Management team (part of the Global Service Delivery Excellence group within Cisco CX) is responsible for the global Cisco CX BCMS. The Cisco Customer Experience (CX) BC Manager represents Cisco CX as a member of the program management working group mentioned above.

Cisco CX works side-by-side with customers and partners to develop, implement, and support their network solutions. Our management has the entire organization focused on *solving the toughest business challenges with network-centric solutions to accelerate customer and partner success and loyalty*. Delivering a consistent, integrated, and trusted experience as the leader in technical service requires a high level of availability, dependability, and resilience to business interruption.

To help us achieve our goals, Cisco CX invests in business continuity planning activities to minimize the impact of interruption in the case of an adverse event. A Business Continuity Management System (BCMS) is installed and is managed by a dedicated team of business continuity professionals specific to Cisco CX. Core members of the Cisco CX BC team are Disaster Recovery Institute International (DRII) certified as Business Continuity Professionals and BCMS Auditors to ISO 22301.

This overview focuses on the processes in place to understand risks to our business operations, identify the potential impacts of interruptions, develop business continuity plans (BCPs), and then exercise and maintain those plans.

3 Cisco CX BCMS Overview

The Cisco CX Business Continuity Management System (BCMS) is modeled on, and where appropriate, conforms to the international standard for Business Continuity Management Systems (ISO 22301).

3.1 Associated Documents

Key components of the Cisco CX Business Continuity Management System are described in greater detail in documents designed for consumption by Cisco customers.

EDCS-1512542: Cisco CX BC Program – Customer Overview

EDCS-1512543: Cisco CX Business Continuity Planning – Customer Overview

EDCS-1512544: Cisco CX IT Environment Recovery – Customer Overview

EDCS-1512545: Cisco CX Supplier Resiliency Program – Customer Overview

4 Understanding the Risks and Potential Impacts

4.1 Risk Assessment

The business continuity planning process begins with risk assessment. Simply put, it is a process of identifying the threats (earthquake, fire, flood, political unrest, etc.) to business operations. These threats are often unique to the physical location of company facilities. Threats are ranked according to likelihood of occurrence and potential impact. In some cases, threats can be mitigated by *controls*, which are devices, procedures, or other methods that lower the likelihood or impact of an adverse event. Sprinklers are an excellent example of a mitigating control. They don't lower the likelihood of fire, but certainly can reduce the amount of damage and other impact a fire might cause.

Once the benefits of mitigating *controls* are considered, the ranked list indicates the most likely and most impactful threats. These become the inputs for business continuity planning.

Cisco CX performs a complete risk assessment process every two years. The location-based threats are identified, and their likelihood is determined from past experience and other available data. The mitigating controls are considered, resulting in a ranked list of likely and impactful threats. The risk assessment report is presented to senior management with recommendations for lowering risk through investment. The risk assessment report is considered highly confidential and is only shared outside of Cisco in redacted form.

4.2 Business Impact Analysis

When a business interruption occurs, it is important to resume operations quickly to minimize the negative effects. Since resources (people, buildings, applications, equipment, etc.) may be in short supply, the most critical processes must be recovered as a priority. Business impact analysis (BIA) is a process that determines how quickly the most important activities of an organization should be recovered after an interruption.

The BIA is broken down into three distinct activities:

1. A business impact analysis workshop, where the management and key personnel from a Cisco CX organization meet to identify their business processes and the subject matter experts (SMEs) for each process. This meeting introduces the BIA process, makes sure the organization's management is involved, and sets the expectations of team member participation.
2. Small group meetings, where the subject matter experts define each process in detail and determine the impact of an interruption in order to arrive at a recovery time objective for each process. This is accomplished by interviewing the SMEs. Impact over time is considered from a variety of angles, including financial, legal, customer, employee, etc. The BIA also identifies the IT applications, facilities, internal processes, suppliers, and other dependencies important to the success of each critical process.
3. Consolidation of the data and presentation of the BIA results. The team is brought together again to review the results of the BIA interviews. A ranked list of all business processes and the identification of those critical to business operations is presented in order of recovery priority. The BIA report is modified during the meeting until the team agrees it is accurate and complete. At that point it is approved by the management and filed as a record of the BIA.

The Cisco CX BC team conducts business impact analysis on all Cisco CX organizations annually. Records of business impact analysis are considered highly confidential and are only shared outside Cisco in redacted form.

4.3 Plan Development

There are dozens of organizations within Cisco CX. Each organization is represented in the Customer Experience BCMS by one or more *BC Champions*. BC champions are provided special training and are responsible for acting as their organization's liaison with the Services BC team. A Services Business Continuity program manager is also assigned to each organization. They are responsible for overseeing the development, maintenance, and exercising of their business continuity plan(s).

The approved BIA identifies the critical processes and how quickly they must be recovered in the event of an interruption. The BC program manager and BC champion work together to document workarounds and recovery strategies for each critical process. The resulting business continuity plan (BCP) includes contact lists, emergency conference call information, and procedures that are considered highly confidential. BCPs are considered highly confidential and are only shared outside Cisco in redacted form.

4.4 Ongoing Maintenance & Exercises

Business continuity plans must be updated regularly to account for changes in the business. Changes to organizational structure, personnel, product portfolio, critical processes, etc. occur over time and can cause the documented plan and workarounds to fail when they are needed most.

The Cisco CX BCMS requires all business continuity plans to be reviewed and updated at least once a year. A Cisco CX BC program manager oversees document control for the Services BCMS and ensures all BC documents are updated according to schedule. BCPs must also be *tested* at least once every 12-months to make sure they are suitable and appropriate. The testing requirement may be satisfied in two ways:

1. When a business interruption occurs, the affected organizations determine if the business continuity plan should be *activated*. If so, they use the BCP to execute necessary workaround and recovery procedures according to the priority set during the BIA. Once business functions normalize, the affected organizations deactivate the BCP. The BC champions of teams that activated their BCPs create a post-incident report. This report includes a summary of the event, the BC team's response, and lessons learned resulting from the event. The report may also identify changes that should be made to the BCP and other BC documents used during the activation. Document changes made after a BCP activation may satisfy the annual review/update requirement. Post-activation reports are considered highly confidential and are only shared outside Cisco in redacted form.
2. If no real BCP activation occurs over the course of 12-months, organizations are required to coordinate with Services BC to develop and execute a simulated activation scenario as an *exercise* of the business continuity plans. Exercises are designed to test the accuracy and suitability of the BCP and other BC documents. They are conducted to identify and address weaknesses in the plans before those plans are needed in a real emergency. The Customer Experience (CX) BC program manager assigned to the organization attends the exercise as a *controller*. A post-exercise report is created by the BC champion. It may identify changes that should be made to the BCP and other BC documents. Post-exercise reports are considered highly confidential and are only shared outside Cisco in redacted form.

Cisco CX routinely involves suppliers and partners in our internal BC exercises. Requests for customer involvement in Cisco CX exercises (or Cisco CX involvement in customer exercises) is less common and must be approved by executive management.

5 Want to Learn More?

5.1 Contact Us

Cisco CX is proud of its business continuity management system. We share our best practices at BC industry conferences and are happy to answer questions and provide additional information you may need. Please ask your account representative to route your request to our Customer Information Clearinghouse (customer_compliance@cisco.com).

5.2 Other Resources

The Cisco CX Business Continuity Management System (BCMS) is modeled around the Disaster Recovery Institute International (DRII) ten best practices. Their website (www.drii.org) has a wealth of information about business continuity and disaster recovery planning.