

Agenda

- Our current reality...
- How iGrafx is positioned to help
- What is Business Continuity & Resiliency
- iGrafx BC&R Accelerator



Our Current Reality



- The feedback is rolling in, but now with analysis and guidance
- From Shock to the New Normal
- From Workforce Safety to
 - Critical Business Processes
 - Change Management
 - Organizational Transformation
- Plans for the Future
 - Reskilling Employees
 - Organizational Transformation
 - Supply Chain
 - Customer Experience
 - Process Management, Risk, Compliance (new regs)

REACTIVE TO PROACTIVE: THE NEXT 90 DAYS

Survey Summary Report







While there are still many uncertainties around COVID-19, ranging from its economic impact to the potential for a second wave, organizations are pivoting to building resiliency and planning for their post-pandemic futures.



APQC conducted a survey in early 2020 to find out how organizations are preparing for the new normal and what are their biggest challenges moving forward.



This report provides a cross-industry perspective into impacts on and changes in organizations' business models and the effects of COVID on technology and methodology adoption.



356Valid Participants

Publication date: Tuesday April 21 2020

Introduction

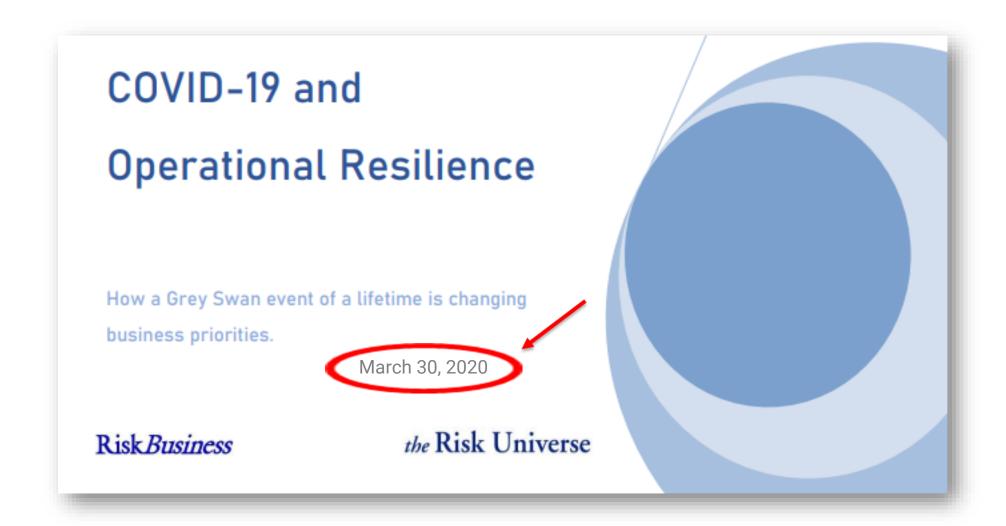
The data from our <u>Voice of the Enterprise</u>: <u>Digital Pulse</u>, <u>Coronavirus Flash Survey March 2020</u>, which we conducted with over 800 technology decision-makers, paints an extraordinary picture of widespread, severe and compounding impacts on businesses (see Figure 1). If anything, these will have become more widespread and more severe since we conducted the survey.

Figure 1: Coronavirus Impacts

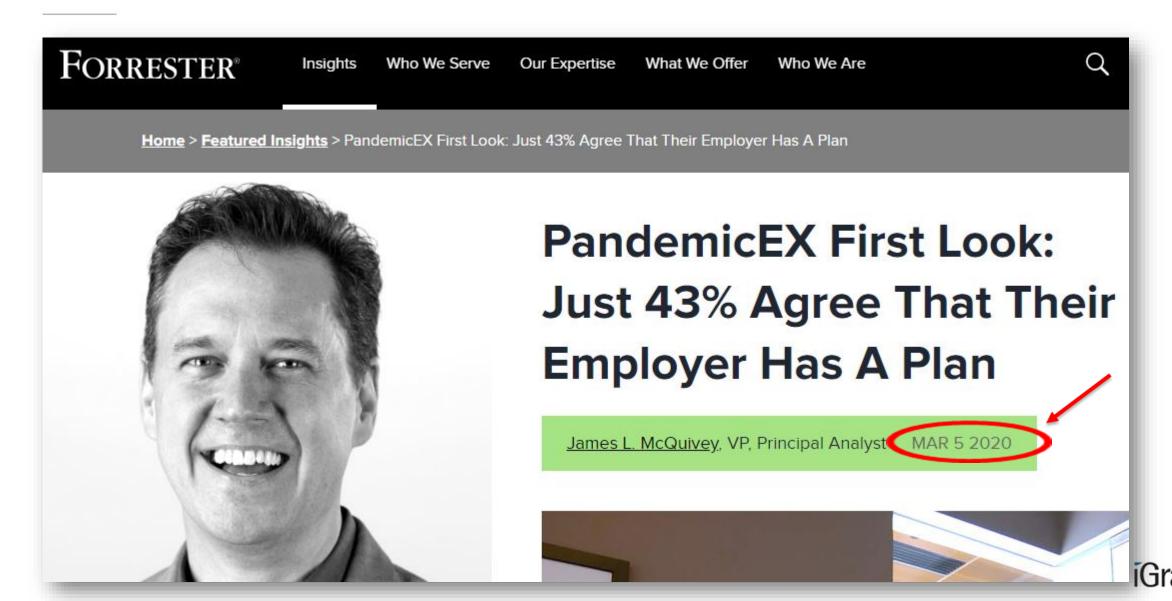


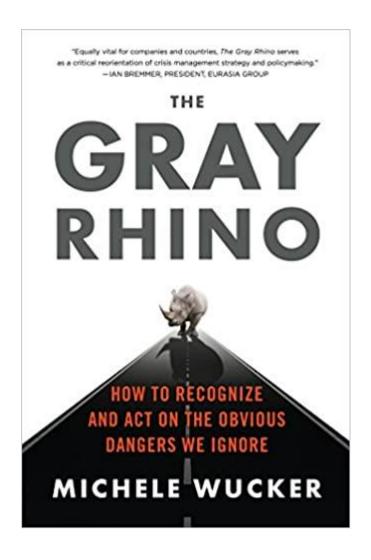
Source: 451 Research's Voice of the Enterprise: Digital Pulse, Coronavirus Flash Survey March 2020











- · Concept coined by Michele Wucker in 2013
- Book authored in 2016 ←
- A "gray rhino" is a highly probable, high impact yet neglected threat: kin to both the elephant in the room and the improbable and unforeseeable black swan. Gray rhinos are not random surprises, but occur after a series of warnings and visible evidence. ...







How iGrafx is Positioned to Help

Process-Centric Business Modeling



iGrafx Enables Business Transformation

Business Continuity and Resiliency is a crucial use case in the Business Transformation Maturity Model.

Transformation is about change. Preparing for disruption, operating through continuous disruption and ideally disrupting the competition.

Operational Executing cheaper, faster, and better

OPERATIONAL EXCELLENCE Efficiently execute and continuously optimize the operations of the enterprise

OUALITY MANAGEMENT Integrated Management System to demonstrate and certify quality to auditors, e.g., QMS, ISO certification, etc

Business Model See business impact of your operations

GOVERNANCE, RISK & COMPLIANCE, PRIVACY & BUSINESS CONTINUITY Ensure that enterprises mitigate operational risk, assess critical operational impact, and comply with regulatory requirements such as

SOX, GDPR, FDA validation, or other industry specific regulations

PERFORMANCE MANAGEMENT Monitor the health of your operations by collecting metrics through KPIs pinpointed within your key processes

Strategic Drive fundamental and cultural change

DIGITAL TRANSFORMATION

Identify critical processes to automate, while mitigating risks, ensuring compliance, and providing a framework for governance & continuous business improvement to effectively deliver promised ROI

CUSTOMER EXPERIENCE

Visualize the end-to-end customer experience in order to prioritize process changes to optimize the journey



Continuous Disruption

Strategic transformation and resiliency efforts must be aligned with required process change



New Regulations

Your Key Competitor
COVID-19
Digital Upstarts

Oil Prices
Global Unrest

The Economy Blockchain

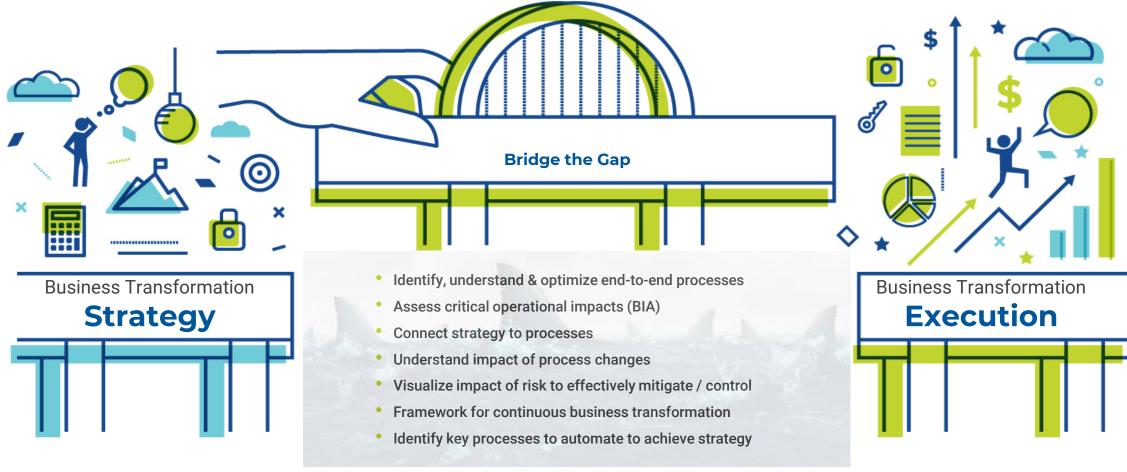






Continuous Disruption

Strategic transformation and resiliency efforts must be aligned with required process change





Business Transformation Platform



- Also known as a Strategic Transformation Platform (STP)
- The Bridge Between Strategy and Execution



The STP



 A critical benefit of STPs is in how change management is orchestrated. STPs can examine the activities and linkages of various people, applications and processes to reveal dependencies and then alert architects and users as to how various goals, performance metrics or business rules may be affected. Such awareness can make change management more orderly while helping ensure that measurable goals are achieved without disruption.



Business Continuity & Resiliency

A Critical Use Case for our Interesting Times...



Effective Business Continuity & Resiliency

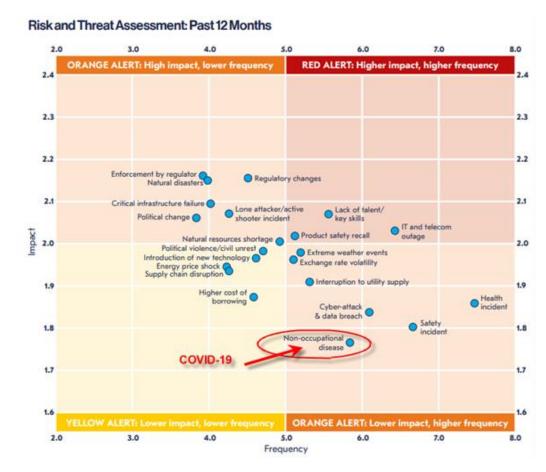
ISO 22301 – Business Continuity – Perceived Threats (2016)

- 85% Cyber Attack
- 80% Data Breach
- 70% Unplanned IT Outage
- 57% Utility Supply Outage
- 55% Act of Terrorism

Very little thought to Pandemic Threat

Business Continuity Institute (BCI) – (2019)

- Pandemic very low on Impact level
- Regulatory Changes high Impact level





Effective Business Continuity & Resiliency

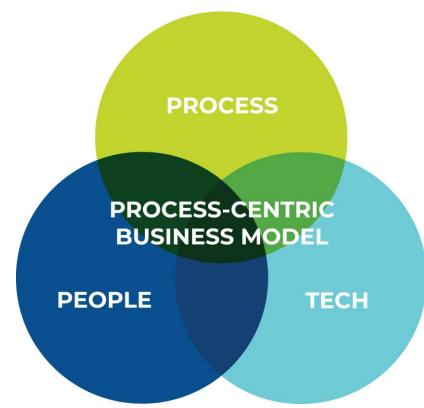
Typical reaction to business continuity and resiliency challenges involves focusing on IT infrastructure and systems. i.e. Gartner's latest press release. **But, this is not enough.**

STAMFORD, Conn., March 24, 2020

Gartner Says Organizations Should Follow a Five-Phase Approach for Resilient Business Models During Coronavirus Disruptions

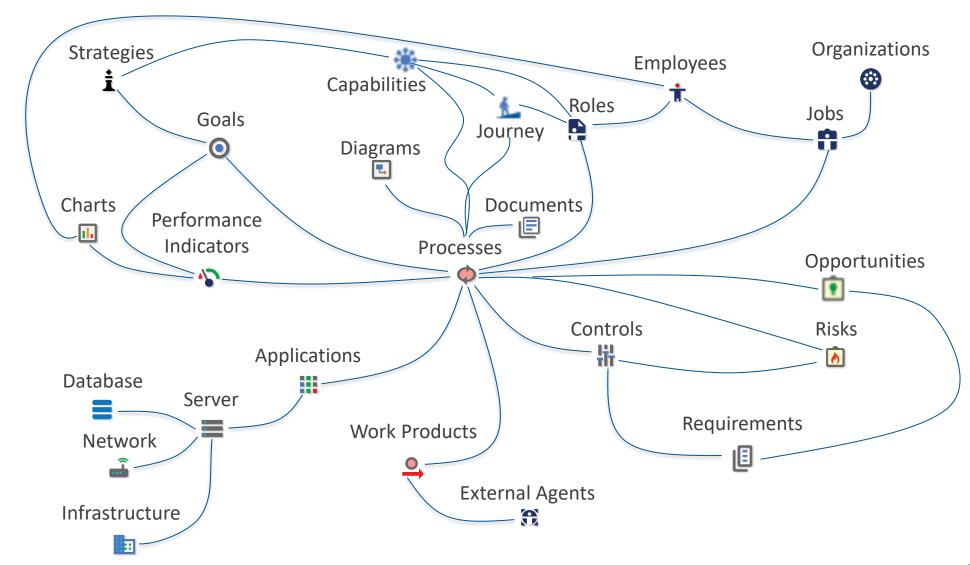
A five-phase strategic and systematic approach to strengthen the resilience of organizations' current business models is key to continuity of operations during the coronavirus pandemic, according to Gartner, Inc.

Most successful companies leverage a **Process- Centric Business Model** to understand impact and risk around process, people, and technology. This allows them to react quickly and mitigate effectively.





Challenges affecting the business





Challenges affecting the business



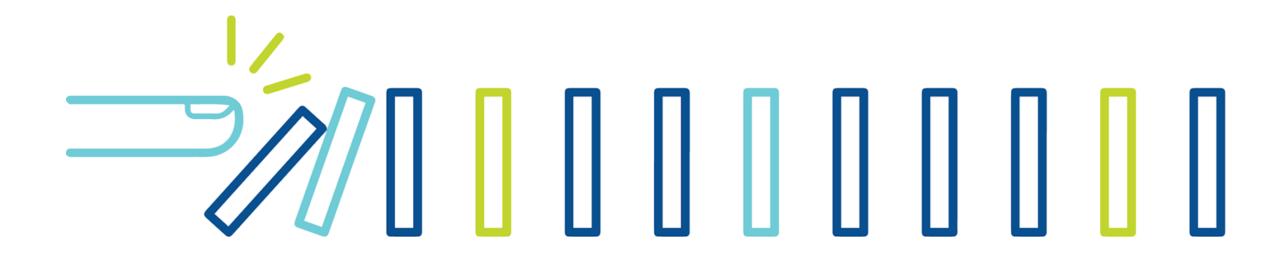


Why It Is Needed

- Process is important now more than ever for the sake of business continuity and resiliency
- Process-centric business modeling is normally used for business transformation

Other Benefits

- Allows for major impact visibility
- · Allows for clear understanding and quick action
- · Strategic Transformation Platform (STP) creates significant value





DATA VS. IMPACT

Data

- · KPIs shows you what has happened
- · Risk assessment effective for foreseen events

Impact

- · Relationships shows you what will be affected
- · Systems, people and processes impacted

Impact Via Business Model Allows For Quick Decisions



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DATA VS. IMPACT

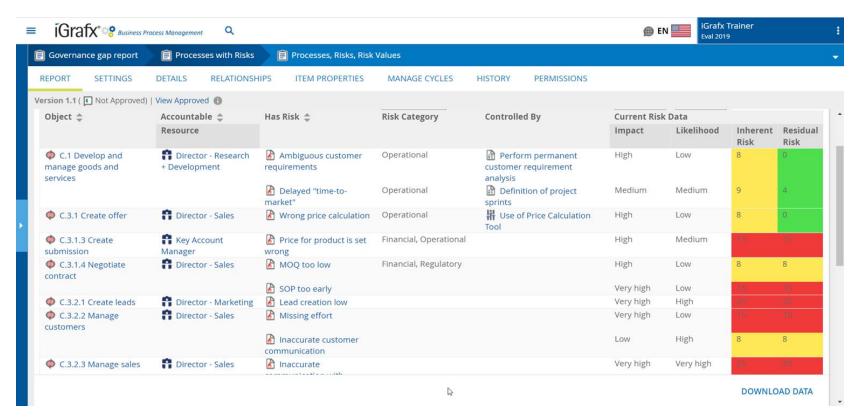
Data





DATA VS. IMPACT

Impact





EXAMPLE USE CASE AREAS IN TIMES OF PANDEMIC

Strategic/GRC

- · Identify risk from the strategic down to operational
- · Re-Assess inherent risk, mitigating controls and residual risk
- · As Interruption occurs, focus on effectivity of control processes

People Planning

- · Understand "backup" responsibilities
- · Documented Processes
- · Supporting systems with remote workers
- · Backup processes & Restoration

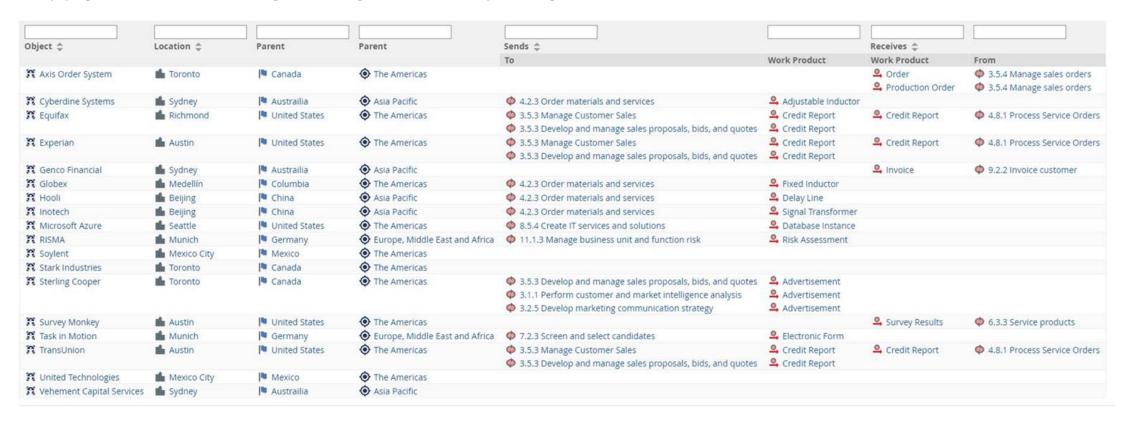
Supply Chain

- · Geographic location of all points
- Trace to processes and people impacted
- · Restoration



EXAMPLE USE CASE AREAS IN TIMES OF PANDEMIC

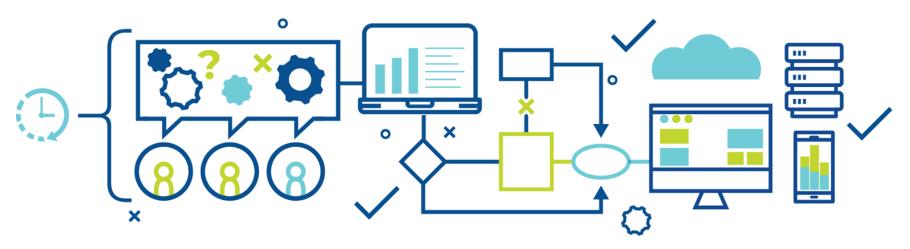
Supply Chain – Seeing through the complexity





IMPORTANCE OF DISCIPLINED CHANGE MANAGEMENT

- · Common understanding quickly gets out of date without a model
- · Scheduled reviews drives model updates
- · Monitoring via KPIs may require process change
- · Understand impact of IT landscape changes to operations
- · Changes need to be validated and auditable





KEY COMPONENTS OF A BUSINESS MODEL

Process Landscape

- · End-to-end flows
- · Ownership
- Customer journey

Organization

- Roles
- People/contacts
- Locations





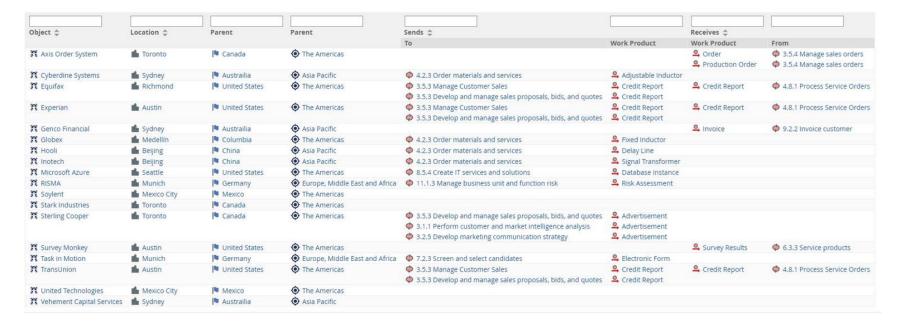
KEY COMPONENTS OF A BUSINESS MODEL

Suppliers / Partners

- · External location
- Business continuity assessment

IT Landscape

- Applications
- Locations
- Data
- Infrastructure





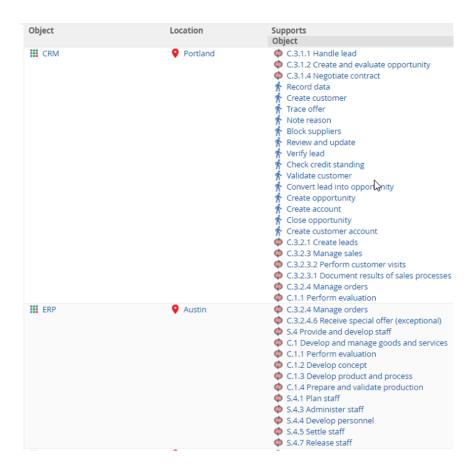
KEY COMPONENTS OF A BUSINESS MODEL

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IT Landscape

- Applications
- Locations
- · Data
- · Infrastructure





KEY COMPONENTS OF A BUSINESS MODEL

Repository Storage

- Process documentation
- · Procedure documents

Metadata

- · Key relationships between objects
- · Custom properties

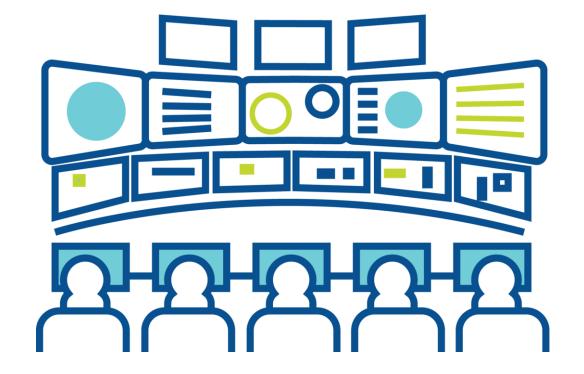




KPIs & THE "CONTROL ROOM"

Metrics

- · Tied to strategy
- · Measured in the context of process
- · Validates actions taken



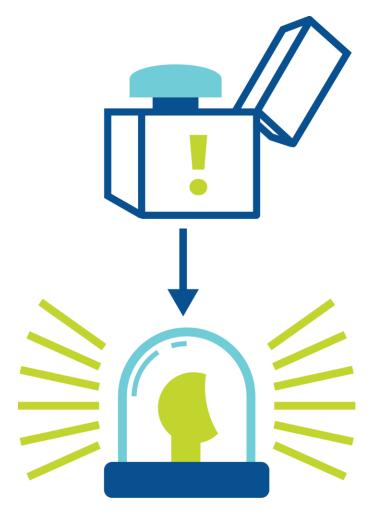


NEW PROCESSES TO CONSIDER

Context Switching

- · Process to switch to emergency mode
- · Once event has passed, process to move to "new normal"

Design This Processes Up Front To Allow For Quicker Reaction







There Is Still A Lot To Be Said For Leveraging Technology



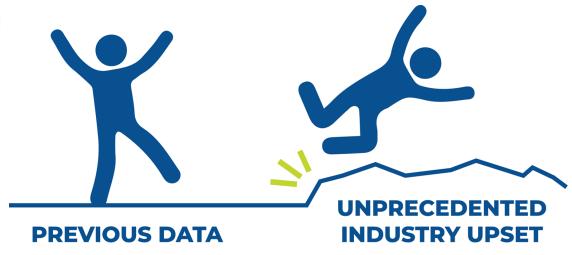
What About Technology?

WHAT ABOUT PROCESS MINING?

Forensics

- · Process discovery based on what has happened (log files)
- · Cannot assess impact to systems, people or other processes if the event has never happened before

Layering Both Business Modeling And Mining Is The Right Mix





What About Technology?

WHAT ABOUT AUTOMATION / RPA?

Hyper-Automation Highly Recommended

- Reduces people impact
- But, don't want to automate a bad process
- Business model important to prioritize for best ROI
- Need to reduce compliance issues on the backend

Using Business Modeling With Automation/RPA Is The Right Mix



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Business Models During & After COVID-19



ASSUMPTIONS

New Regulations Coming

- · Typically follows such an event
- · Compliance requirements around business continuity

Now Is The Right Time To Be Enhancing Your Model

- Mitigation Top of Mind Very Real for people
- · Resultant Institutional Knowledge should be captured
- Motivation is there now

Informed Leadership Decisions Builds Confidence With Employees, Customers, And Shareholders





TURN YOUR PROCESSES INTO VALUABLE ASSETS

Use Business Model To Enable Business Continuity & Resiliency

- · Know what is impacted
- · React quickly and shift gears to emergency mode
- · Prioritize and focus on what is critical
- · Maintain positive customer experience
- · Augment with process mining and automation
- · Leverage via a Strategic Transformation Platform



TURN YOUR PROCESSES INTO VALUABLE ASSETS

Processes No Longer Hidden

- Systems are real
- People are real
- Invisible Processes emerge
- Allows true strategy to execution and ability to act quickly





Business Continuity& Resiliency Accelerator

Released June 16, 2020



The Release

For Release 8:00 am June 16, 2020

iGrafx Business Continuity Helps Enterprises Adapt to New Normal

A Comprehensive Offer Including Assessments, Custom Content, Services and Automation

Austin— June 16, 2020 — Long used by the world's largest enterprises to operationalize governance, risk and compliance, iGrafx now offers a solution to jumpstart the identification and modeling of critical business processes to support resiliency initiatives. Today it announced a cohesive offering including online assessments, customized services, specialized properties and tailored reports to track progress, as well as an automated accelerator to conduct business impact analysis.



Web Based Assessment

Web Based Self-Assessment

- Resiliency (Processes, People/Roles, Systems/Apps)
- Supply Chain Flow
- Change Management
- Risk Management
- Regulatory Compliance
- KPIs
- Swap Procedures



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Specialized Content –

Resiliency (Processes, People/Roles, Systems/Apps)

Use Business Modeling to capture BIA and find gaps

- Assess "Process" Maximum Allowable Outage (MAO)
- Rank to identify Business Critical Processes
- Establish missing resiliency

Object 😂	F - MAO 7 Days V Criticality Rank	Accountable 😂			Alternata Parnancible
object +	Criticality Ralik	Resource	Responsible	Role	Alternate Responsible 💠
			Resource		
6.4.1.1 Develop Salary/Compensation Structure And Plan	F - MAO 7 Days	★ Warner Bruno		CFO - role	Compliance Officer - role
4.3.4 Perform Quality Testing	F - MAO 7 Days	P VP Production - role	* Karen Mitchell		
8.3.4 Perform financial reporting	F - MAO 7 Days	CFO - role	★ Warner Bruno		
♠ 6.4.7 Manage Leadership	F - MAO 7 Days	★ Ann Smith		CEO - role	



Specialized Content – Supply Chain Flow

Identify Exposure in Supply Chain

- Locations at Risk
- Good & Services Impacted
- Gaps in Resiliency





Specialized Content – Risk Management

Assess Risk in context of Critical Processes

Key points to address for continuity

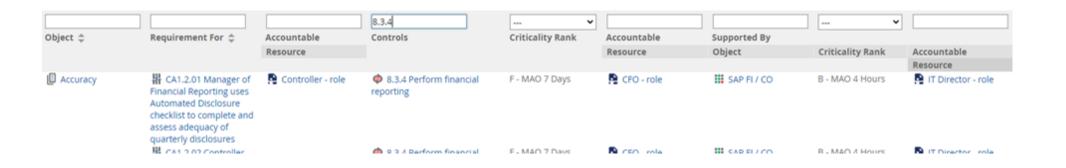
oject	Criticality Rank	Has Risk	Instance of Risk	Controlled By	Accountable Resource	Risk Category	Current Risk I Impact	Likelihood		Residual Risk	Reason	Financial Impact	Financial I
Log Customer Status													
Log into UlbPro	G - MAO 1 Month	Unauthorized UitiPro Login Allows Change to Payroll Files	R10 Unauthorized Access to Payroll Files (Change Amount)	Login to UtiPro Payroll Files for Annual Bonuses is Restricted	R IT Director - role	Operational	Very high	Low	10		Financial impact of bonus could be substantial	100000	5
Log Payment													
Log Policy Status													
													ACTION .

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Specialized Content – Regulatory Compliance

Understand the impact of Regulatory Change

- Critical Processes affected
- Auditability





Specialized Content – Return to "Normal"

Point the way to return to the New Normal

- Impact of needed adjustments
- Measure against new KPIs





Tailored Service Offerings

What We Provide:

Our team will work to coach and train your staff in the three stages for BC&R readiness. These stages include:

Identify:

- Perform a Business Impact Analysis to gather data and identify Critical processes and related information.
- · Enter the objects and relationships in iGrafx
- Use the Identify stage reports delivered with this solution to help identify gaps and ensure relatively complete object creation with direct relationships.

Evaluate:

- · Identify issues in the data, including:
 - Single Source (single point-of-failure) issues
 - Gaps that exist with "indirect" relationships
- Manage and govern the content, ensuring that it is complete and maintained, so that you
 are ready for a BCR event.

Engage:

- · Identify backups for impacted processes and resources
- Ensure the proper resources have access to needed documentation
- Understand 'higher order' or future impacts like what changing regulations due to the event will mean.



Next Steps

Take the free Online assessment

Are You Ready? Free Assessment

Contact your iGrafx Sales Representative for more information

Request More Info



Thank You!

Questions?

