

## **6 Conclusions and Recommendations**

BCM is a relatively new concept, which followed other approaches to assure the continuity of an organization, like disaster recovery and contingency planning. BCM distinguishes itself from such approaches mainly by its focus on the continuity of critical processes instead of the continuity of certain functions within the organization (like IT) and by evaluating both preventive and repressive and corrective measures.

It can be observed an increasing trend in utilizing ICT for achieving organizational objectives across many sectors. This indirectly brings in some vulnerability to the organizations, which might affect to the continuity of the organization's core processes.

The first two objectives of this research is to identify the current state of reliance on ICT and the maturity of BCM process in Sri Lanka. The findings of this research reveals organizations rely more on ICT when it comes to achieving operative objectives over strategic objectives. In Sri Lanka the organizations that use ICT for their day-to-day operations shows a reliance on ICT just above the 50% margin. The average readiness for the continuity is 65%.

Among many other factors 'Reliance on ICT' plays a significant role on deciding the 'Maturity Level of BCM process'. The research shows some correlation between these two factors. This is an achievement with respect to the third objective of this research.

By looking at the outcome of the result on average, the Sri Lankan organization that uses ICT for their operations have initiated the Business Continuity Management process. However they still have enough room to make those efforts more effective and efficient.

On the other hand, since the level of the maturity of BCM an organization targets at is influenced by many factors, it is ultimately a business decision to which level an organization should reach at their BCM maturity spectrum. As many other decisions made by organizations, this decision also should make an economic sense to them.



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## **8 Appendix A**

# **Interview Guide**



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**K.C. Usgoda Arachchi**  
**Department of Computer Science & Engineering**  
**University of Moratuwa**  
**December 2006**

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**Supervised by**

**Mr. Kithsiri Samarasinghe**



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**This dissertation was submitted to the Department of Computer Science & Engineering of the University of Moratuwa in partial fulfillment of the requirement for the Degree of Master of Business Administration.**

**Department of Computer Science & Engineering**

**University of Moratuwa**

**December 2006**



## Declaration

“I certify that this thesis does not incorporate without acknowledgement any material previously submitted for a degree or diploma in any university to the best of my knowledge and belief it does not contain any material previously published, written or orally communicated by another person or myself except where due reference is made in the text. I also hereby give consent for my dissertation, if accepted, to be made available for photocopying and for interlibrary loans, and for the title and summary to be made available to outside organizations”

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Signature of the Candidate

.....  
Date


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.....  
Supervisor

## **Abstract**

Organizations are more and more concerned about the risks that threaten the continuity of their business. Among many other factors, the increasing reliance on ICT and other technologies make organizations more vulnerable and influence a rise in attention for continuity. The aim of this research is to contribute new knowledge to help to fill the Business Continuity gap in Sri Lankan organizations who are increasingly rely on ICT.

ICT is the backbone of business today. Recovery time objectives have been shrinking. Organizations occupy themselves with BCM to assure the continuity of their business. The population of this study is all the public and private sector organizations reside in Sri Lanka who uses ICT in achieving their operational and strategic objectives. The research studied thirty three organizations across ten industries to achieve three main objectives. The context of this cross industry research includes the topics ICT reliance and business continuity.

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According to the research findings the organizations are relying on ICT on achieving their operational objectives more (64%) over strategic objectives (55%). The overall reliance on ICT has reported as 59%. Therefore it is important to notice that more than 50% of achievement of their operational and strategic objectives depends on ICT.

The top management's commitment and leadership shown towards better BCM process seems 'almost high'. The organizations' effectiveness and efficiency on having good BCM processes is about 65%. This means the organizations have more room to develop in the BCM discipline. Some positive relationship exists between 'reliance on ICT' and the 'maturity level of BCM'.

By looking at the outcome of the result on average, the Sri Lankan organization that uses ICT for their operations have initiated the Business Continuity Management process, however they still have enough room to make those efforts more effective and efficient.

## **Acknowledgements**

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Finally I would like to express my gratitude to the management of University of Moratuwa for offering such a MBA program, allowing us to get our knowledge, skills and attitudes enriched to a higher level.

# Interview Outline

**3**

## Reliance on ICT

**A**

### ICT support for Operating Objectives

**3A1**

Say few primary and secondary business activities, which would halt if all IT related services supporting those activities, become unavailable? (please assume your BCM plans did not work at all)

Up to which extend does your critical business process fully depend on ICT? %

**3A2**

What amount of Administrative operations can run without ICT? %

**3A3**

What is the level of dependency of Control Systems over ICT that are neither critical business processes nor administrative operations? %

**B**

### ICT Support for Business Strategies



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**3B1**

What are your main corporate strategies? (eg. cost leadership / differentiation / global presence ect)

What is the level of support you get from ICT on achieving those objectives? %

**3B2**

The place ICT gets in your Technology Strategy?

Very High / High/ Medium / Low / Very Low

# 1 Business Continuity Management Maturity Level

## A Effectiveness of BC Process

### 1A1

Do you have a DR/BC plan in your company? Is it active?

If Yes, what is the level of alignment of this plan with the real Business needs of the company? (Or the level of Appropriateness)

High / Medium / Low / Very Low

### 1A2

What is the current level of Coordination among deferent departments, functions and Business units for this BC Plan?

High / Medium / Low / Very Low

### 1A3

What is the level of awareness / competency about the BC process among all levels of employees?

High / Medium / Low / Very Low

### 1A4

Up to which extend do you coordinate with external parties? (eg. Suppliers, Unions, Government, banks ect)

High / Medium / Low / Very Low

## B Efficiency of BC Process

### 1B1

How frequently do you measure the performance of your BCM program?

Monthly / Quarterly / Annually / Rarely

### 1B2

Enough amounts of resources have been allocated? (e.g. competent personnel / financial and other)

Yes Sufficient / Yes just short of / Yes but not sufficient / Not at all

### 1B3

The commitment and understanding demonstrated by executive management regarding the BCM process?

High / Medium / Low / Very Low

