



## A Case for Web-based Planning

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文章简介: 本文介绍了跨国公司伊士曼柯达为了帮助其分布于十个国家的为数众多的分公司和部门制定业务应急计划而建立网站的情况。该网站提供了总公司对各级公司和部门提出的应急计划要求、相关术语的定义、建立恢复计划的指导方针、以及项目启动、关键业务评估、业务连续性选项、业务连续性计划设计、测试、认证、维护方面的知识和模板。该网站为整个集团公司绝大多数分公司和部门的应急计划制定提供了全面支持,是大型集团在应急计划制定方面可资借鉴的经验。



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## **A Case for Web-Based Planning**

*How do you maintain effective contingency plans for a \$14 billion company with 84,000 employees and manufacturing facilities in ten countries? CPM Hall of Famer Rich Corcoran of Eastman Kodak does it on the Web.*



by Andy Hagg

It seems that everything these days is done on the Internet. From researching bugs for your son's science project to buying groceries. From chatting with your mother across the country to buying a car. The World Wide Web is indeed getting worldwide use. You can even use it to develop and maintain your company's contingency plans. But, is planning on the Web just another hip thing to do just because you can, or are there real benefits to going online? *CPM* asked Rich Corcoran of Eastman Kodak to walk us through his site and explain why he chose Web-based business continuity management.

Corcoran, a 1999 *CPM* Hall of Fame inductee and member of the magazine's Editorial Advisory Board, manages Eastman Kodak's worldwide business continuity program, which includes the recovery requirements and strategies for mission-critical information processed on mainframes, midrange, client-server, call centers, telecommunication, and end-user areas. He acts as a consultant to the Business Units and Technical Infrastructure Support on recovery plan development, advises on recovery alternatives, and manages the Kodak side of its Rochester-based IBM Main Frame Recovery Program.

Corcoran created the Kodak Disaster Recovery and Business Continuity Web Site in the spring of 1999 to provide users with, according to the site's homepage,

"the proper information, documents, and software required to develop, test, and maintain recovery plans and procedures." It includes concerns such as IT recovery planning, business continuity planning, incident management, and security.

### **Why Web-based?**

The primary business driver of contingency planning at Eastman Kodak, as with most companies, is a corporate standard. That standard requires Kodak to have recovery plans in place for each business unit within the organization, and it outlines the very minimum requirements necessary for proper plan development.

Kodak was also motivated to develop a plan implementation process for Enterprise Resource Planning (ERP) certification. In order to gain certification, the company went through a "phases and gates" review, which calls for a business impact analysis (BIA) and recovery plan to be in place.

"I wanted to provide a means of doing that within a site," says Corcoran, "and I went with templates so that people would have a bearing as to how to achieve the corporate standard. From a standpoint of the business, it didn't make sense to have everybody going every which way. I didn't want [planners] searching multiple sources in order to be in compliance. I wanted them to be able to come to one site."

*Corcoran believes that the site has increased productivity and alerted the business units and all those involved in contingency planning of their roles and responsibilities regarding this important business function.*

Another key factor in the decision to move to Web-based planning was the Web's ability to accommodate a global audience. With manufacturing operations presently in ten countries around the world, Kodak has an international workforce with varied needs. In fact, about 25 percent of the hits that Corcoran gets on his site

come from outside the U.S., which tells him that there is indeed a global factor to be considered when developing and maintaining contingency plans.

"The site is capable of having other Kodak country locations add specific country needs into that," says Corcoran. "There are parts on the site that give ... standards for fire safety, and they could be different in other countries that may be more strict or less strict in their requirement codes."

But the strongest argument for going to a Web-based planning program came from an assessment of the needs of the individual business units. More than anything, that's what drove Corcoran to establish their current system.

"The business units were coming back to me and saying, 'Rich, I know I have to do this because it's a corporate standard, so I don't mind you giving me the guidance, but make it as easy as possible for me. I've got many other things on my plate. But also cover all the essentials that I've got to have. I don't want to put a program together that's paper-thin or a false front. ... We want to make sure that there's substance behind it.'"

Furthermore, the units were insistent upon ease of maintenance. They didn't want something technically challenging that they couldn't hand off for the most part to an administrative assistant to be maintained at a workstation with Adobe or Microsoft Word.

Corcoran operated under the assumption that a Web-based planning program would be simpler, more user-friendly, and better received than a database-based program, which often has a more technical feel. Furthermore, the business units would be more familiar with a Web site because of their previous experiences.

"Kodak has over five hundred intranet sites at this point in time," Corcoran explains. "Those are designed by and run by the business units. Remember that the audience I'm trying to get to is the business units. So the concept of using the Web

site kind of just fell in line with what they are already used to. They like the touch and feel of a Web site versus the database idea ... "

Corcoran points out that this is not just true for Kodak. A frequent speaker at business continuity conferences such as the CPM Conference and Exhibition, Corcoran has heard stories much like his.

"In general discussions at conferences, the Web site seems to be the most accepted method and approach to go with this."

Even companies that don't have experience with their own intranet sites can go to a service provider and have one put up for them. And according to Corcoran, it would be well worth it for a company to go this route and keep the process as simple as possible.

"It's easier for an IT person to work at a simpler level than it is for a business person to work on an IT-perceived, or more technical, level."

### **Elements of the Plan**

The Kodak Disaster Recovery and Business Continuity Web Site looks much like any other Web site out in cyberspace, complete with homepage, an About Us section, Web links, and a page devoted to feedback. Other pages within the site include the Kodak Internal Control Standards, which describes the requirements and responsibilities of building a recovery plan and provides definitions of relevant terms. The Disaster Recovery Processes page houses a universal process that provides guidelines on how to construct a recovery plan. Available for downloading as a Microsoft Word document or PDF file, this demonstration document covers the initiation of the project, vital business assessment, business continuity options, design of the business continuity plan, testing and certification of the plan, and maintenance of the plan.

"We wanted to provide a proven process for a total recovery plan program. We had that incorporated in the six phases. ... This process is built into the site so that people can utilize that process model if they need to."

Other documents are provided to assist the business units in implementing plans. Business recovery templates, for example, are provided on a separate page of the site and can be downloaded and easily customized and maintained at the user's desktop. These templates include business impact analysis, computer center recovery, incident management, LAN recovery, management recovery, and workgroup recovery. Furthermore, a treasury of Kodak and industry best practices collected by Corcoran over the years is available for users to incorporate into their plans or to use as a benchmark.

Links are provided to other Kodak intranet sites, such as Corporate Risk Management and Insurance, Corporate Audit, and Corporate Security.

"If they want to get further information regarding other aspects of continuity planning in the business, I gave them hot links to do that," says Corcoran. "Conversely, their sites that they maintain internally have jump-off points to mine, too. So it's a web of [easy access] to any of the data that you would need for your overall continuity program."

Furthermore, Corcoran has provided links to external sites that may be of assistance to the planners.

"I copied the links that came from *www.ContingencyPlanning.com* and we pulled down what it had available."

The site therefore provides a valuable conduit for knowledge transfer. Corcoran built into the site a wide range of knowledge that not only enhances the ability of a planner to build and maintain an effective plan, but also reduces the learning curve of business continuity replacement personnel.

## **Selection and Cost Considerations**

When it came to the decision of whether to buy or create the software base used for the site creation, Kodak opted to buy and to then to customize the site with Kodak's specific focus, best practices, and ultimate goals. One of the biggest considerations in purchasing the software was its compatibility with Kodak's existing operating system.

"The software had to comply with our platform standards that we'd put into the system. Obviously, we didn't want to introduce some piece of software that wasn't compatible with the rest of our software."

As far as the cost to buy the software, Corcoran sees that as virtually negligible in the long run.

"If you look at this as a tool to put your program across—an overall tool for your business continuity program—and you look at it and say, 'I need something from an awareness standpoint and an effective way to promote and to utilize the program,' that would be the justification for the site.

"There was [an internal] cost to build the site and then to put it up on the server and maintain it," Corcoran continues, "but the benefits certainly far outweigh the cost. Everything that we've driven out of this so far has paid back a thousand-fold."

## **Results**

Corcoran's Web-based planning site satisfies ninety-five percent of Kodak's recovery requirements. Roughly five percent of Kodak's operations involves very large, complex recovery programs that necessitate the use of the entire software package.

"If you were going with a mega–data center recovery program," Corcoran

explains, "you wouldn't go with just the templates. You would be looking to have extremely more detail."

Nevertheless, the site has been a vast improvement over previous processes. The site gets an average of 50 hits a day, which, from Corcoran's perspective, is a "good, healthy sign." Feedback has been very positive, and as suggestions are forwarded to him, he adds to and enhances the site accordingly.

Corcoran believes that the site has increased productivity and alerted the business units and all those involved in contingency planning of their roles and responsibilities regarding this important business function.

"By and large," he says, "we've used this as an awareness tool also, so that the people know what the standard is, they know what they have to do and that the tools are there for them to do it, and they know what the process is."

How has the Web site been more effective than previous systems? To answer that, Corcoran points out the disadvantages of the most likely alternative.

"This is certainly a better way to go than what I had seen in the past, where you buy a software package off the shelf and just hand it out to the group, and it just becomes shelf-ware because it's too complicated for the most part. ... If you don't break it down, if you don't make a template, for the most part it is too difficult and too cumbersome for the business units, and they just won't use it."

Although Corcoran would remind us that the only true way to gauge the success of a plan is to see it through an actual recovery, he frequently reviews plans that have been created and, so far, the results have been quite favorable.

"I've reviewed the plans that have been created with the [site's] templates, and I would rate them all as acceptable and capable of passing a corporate audit."

Which goes a long way toward achieving Corcoran's mission to "never have

a disaster that Kodak can't recover from."