



# **Exercising Business Continuity Plans for Natural Disasters:** A Quick Guide for MNOs



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## GSMA Disaster Response

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# 1 Introduction

Frequent natural disasters, such as earthquakes and floods, are having a significant impact on many communities across the globe. There is growing demand for mobile network operators (MNOs) to help alleviate some of the impact, not only for their subscriber base, but in the communities where they operate.

Mobile networks and the connectivity MNOs provide can be a lifeline for those affected by natural disasters and other humanitarian emergencies. Increasing the capacity of MNOs to manage and reduce the impact of disasters is quite paramount for the GSMA Disaster Response Programme. In March 2015, the GSMA launched the Humanitarian Connectivity Charter to support MNOs in creating more prepared and resilient mobile networks.

MNOs can improve their preparedness and response activities by implementing business continuity management (BCM) programmes. One of the ways to test the effectiveness of these programmes is to conduct a regular business continuity exercise.

A business continuity exercise is a scenario-driven event that is conducted to validate business continuity plans and procedures that would be initiated during a real incident or disaster situation. One of the many benefits of the exercise is that it helps organisations to continuously improve by identifying its strengths and weaknesses. This information is then used to further improve business continuity plans, bringing more consistency to an MNO's disaster response activities and minimising the element

of surprise when incidents do occur. The exercise can also be used as a team-building tool whereby the response team is trained together in a realistic simulation of an actual disaster or incident. This quick guide has been designed to aid BCM practitioners and other interested stakeholders working with MNOs, to prepare and conduct business continuity exercises.

#### The main objectives of the guide are to:

- Provide an overview of the principles of BCM underpinning the organisation of incident and/or disaster management exercises, from an MNO's point of view.
- Introduce best practices for successful incident and/or disaster exercise drills, in collaboration with both internal and external stakeholder organisations (NGOs) and governmental and regulatory agencies.
- Introduce other ideas for MNOs to raise awareness of disaster preparedness amongst its stakeholders.

This guide is in no way exhaustive, but should serve as a baseline for MNOs to develop and maintain their BCM exercise activities and be better prepared in disaster situations.

# 2 MNO BCM in context

## 2.1 Understanding the operational environment

For an MNO, part of business continuity management (BCM) is understanding the operational environment. This involves identifying critical activities and resources, using these inputs to prepare a business continuity plan, and ensuring it is conducted, maintained, and reviewed periodically in collaboration with stakeholders, such as government, regulatory, and humanitarian agencies.

#### Specifically, this requires:

- Identifying key products and services.
- Identifying activities and resources that support these key products and services.
- Identifying the impacts of disruption to these activities and determining how they vary over time.
- Establishing a maximum tolerable period of disruption for each activity.
- Categorising activities according to their priority for recovery and identifying critical activities.
- Identifying all stakeholders relevant to the critical activities, including governmental agencies, regulatory agencies, humanitarian agencies, suppliers, and outsource partners.
- Setting recovery time objectives for the resumption of critical activities within the maximum tolerable period of disruption defined for each disaster or incident type.
- Estimating the resources each critical activity will require for preparation, response, and resumption.
- Identifying and evaluating the threats that could disrupt mission-critical activities, assets, and resources.

## 2.2 Exercising a business continuity plan

The benefit of exercising a business continuity plan (BCP) is ensuring a controlled, coordinated, and communicated response to incidents or crises, and providing assurance there is appropriate resilience and disaster recovery capability in place. An MNO's capability in business continuity management cannot be considered reliable if it is not exercised appropriately, therefore, exercises should be performed at planned intervals according to an agreed BCP.

### The purpose of business continuity exercises is mainly to:

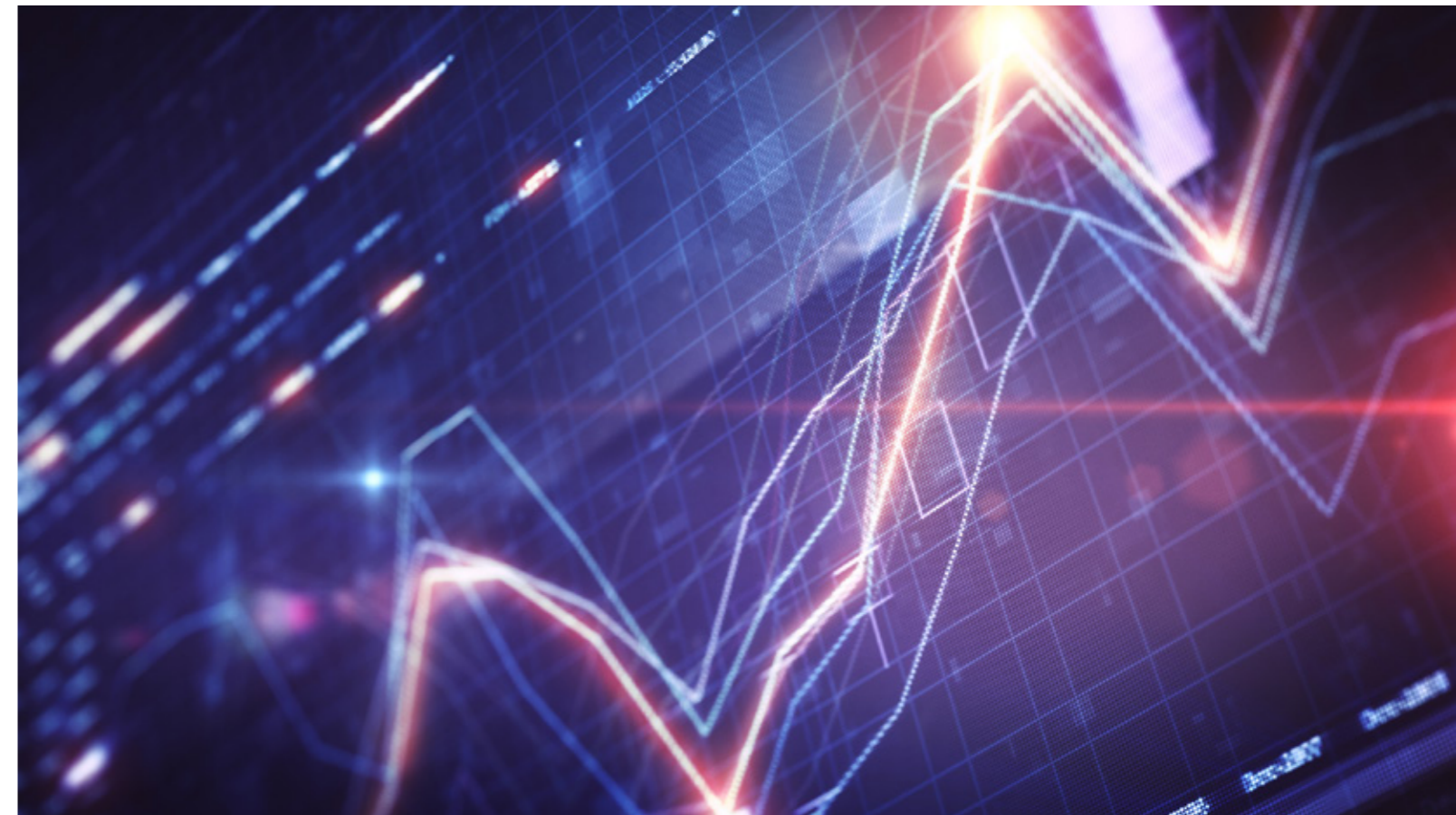
- Evaluate current competence in business continuity management.
- Identify areas for improvement or missing information.
- Highlight assumptions which need to be questioned.
- Provide information and instil confidence in exercise participants.
- Improve the efficiency of resumption teams.
- Raise awareness of business continuity within the organisation.
- Test the effectiveness and timeliness of response and restoration procedures.

# 3 The business continuity exercise

All aspects of a business continuity exercise are to be defined in an MNO's Business Continuity Management Exercise Programme document. Annual exercise plans should be developed based on this programme, with each exercise conducted as agreed.

An MNO's **BCM exercise** programme should be split into two main phases:

1. **Planning phase**
2. **Performance phase**

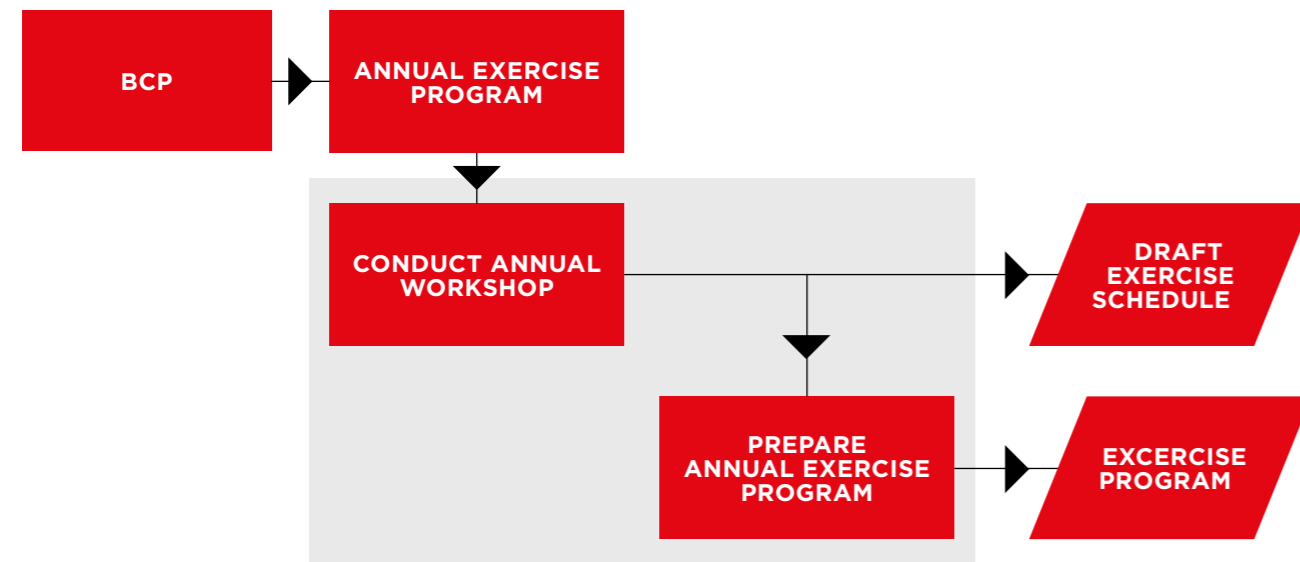


### 3.1 Planning phase

Planning phase activities are the bedrock of any business continuity-related exercise and should be conducted annually. The activities in this phase determine the success or failure of any BCM

exercise programme. When planning an exercise programme, it is recommended that MNOs, at minimum, follow the two (2) steps in Figure 1.

Figure 1  
Planning a BCM exercise programme (overview)



#### Step 1: Conduct an annual workshop

Since it is rarely possible to undertake a business continuity exercise with an entire organisation or locality at one time, an exercise programme plan is necessary to ensure that all aspects of the MNO's continuity plan have been conducted within a certain timeframe. The MNO's Business Continuity Manager should arrange an annual workshop to develop the exercise activities for the coming year based on information from the current year. The output of this workshop should be a draft annual schedule/program brief, which will only be issued once it has been ratified by the Business Continuity Governance Committee. This output should contribute to the preparation of the annual exercise programme.

**Checklist:**

- The right participants are included in the workshop.
- Participants represent a wide range of stakeholders and functions of the MNO.
- Information from the current year is available and up-to-date.

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**Main outputs:**

- Draft annual schedule and scoping

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**Templates:**

- Exercise Schedule Template

#### Step 2: Prepare an annual business continuity exercise programme

The annual business continuity exercise programme should include suitable activities to validate various aspects of an MNO's business continuity strategy. This typically consists of exercises and drills expected to be performed by the MNO over the coming year. The exercise programme will validate the technical, logistical, administrative, procedural, and other operational components of the business continuity plan, as well as technology and telecommunications recovery, including the availability and relocation of MNO staff.

The MNO's business continuity exercise program should be consistent with the scope of the business continuity management system (BCMS) and give due regard to any relevant legislation and regulation. The annual budget should also include the cost apportioned to each agreed exercise and be ratified as part of the annual exercise programme by the Business Continuity Governance Committee in collaboration with other identified stakeholders. Responsibility for preparing the exercise programme and ensuring it is executed in accordance with the approved programme lies with the MNO's Business Continuity Manager, Business Continuity Coordinators, and relevant MNO functions.

The BCM exercise programme should include the following information for each exercise:

#### Goals and scope of the exercise

This should define what the exercise aims to achieve. It should include clear and specific objectives that will aid in the design phase and focus the exercise on testing the operator's critical activities and resources. It is recommended that the operator considers the SMART method when defining its objectives and goals for the exercise. For example, an MNO:

- may want an exercise to improve its critical processes and procedures for invoking crisis management within the organisation;
- have a full-blown exercise focussed on its critical activities in a certain region; or
- have an exercise to test collaboration with external agencies within their operating environment.

Whatever scope is agreed, it must be realistic, clear and concise, with available resources to implement within a specified timeline.

#### Type of exercise

The main types of business continuity exercises are outlined in Table 1. These vary in terms of cost, effort, complexity and disruption to normal operations. Desk check exercises are the simplest type to conduct whereas full exercises are complex and, in most cases, risky and costly. An exercise becomes more complex if it also includes external stakeholders and processes. For example, the involvement of governmental or humanitarian agencies may introduce new challenges like command centre management.

Table 1

Planning a BCM exercise programme (overview)

| COMPLEXITY | EXERCISE   | PROCESS   | VARIANTS  | FREQUENCY (GOOD PRACTICE) |
|------------|--|---|---|---------------------------|
| Simple     | Desk check                                       | Review/amendment of content   | Update/validation   | At least annually         |
|            |  | Challenge content of BCP  | Audit/verification  | Annually                  |
| Medium     | Walkthrough of plan                              | Challenge content of BCP  | Include interaction and confirm participants' roles       | Annually                  |
|            | Simulation                                       | Use an "artificial" situation to confirm that the BCP(s) contains both necessary and sufficient information to enable a successful recovery | Incorporate associated plans                              | Annually or twice yearly  |
|            | Exercise-critical activities                     | Invoked in a controlled situation in a way that does not jeopardise normal business operations  | Defined operations from alternative site for a fixed time | Annually or less          |
| Complex    | Exercise full BCP, including incident management | Building-/ campus-/ exclusion zone-wide exercise  |   | Annually or less          |



The type of exercise to be conducted must be agreed and stated in the annual exercise programme. The general recommendation is that MNOs should endeavour to run one complex exercise a year.

**Cost of the exercise**

Having an agreed budget in the annual programme is key, with the cost of each planned exercise apportioned as part of the operator's annual budget. This helps to meet management's expectations of the agreed justification for the exercise. The cost of an exercise is usually determined by the type, objectives, and scope of the exercise. For example, costs can be expected to be much higher if the objectives and scope require collaboration with external agencies like NGOs or government agencies, extensive travel, or testing of the alternative site and/or command centre. Examples of common expenditures for MNOs include:

- Travel
- Expenses for staff and contractors
- Meals and accommodation
- Alternative recovery site or command centre usage fees
- Backup media shipping
- Technical support
- Non-technical support, e.g. government agencies

**Roles and responsibilities in the exercise**

The annual exercise programme should include the roles and responsibilities of participants. The roles required will depend a great deal on the size of the MNO, the maturity of its business continuity practices, and the operating environment. Common key roles and responsibilities for most types of exercise are outlined in Table 2.

Table 2

Planning a BCM exercise programme (overview)

| ROLE  | RESPONSIBILITY  | TYPICAL JOB TITLE                                     |
|---|---|---|
| <b>Executive Management/ Senior Management/</b> | Has overall responsibility for the BCM programme. Approves the objective of the programme and the annual exercise programme. Provides the budget required to implement the agreed plan and ensures it is in line with company objectives. Heads the BC Governance Committee.  | CEO/MD or Executive in Charge of Risk Management      |
| <b>Business Continuity Lead</b>                 | Prepares the business justification for the BC programme and approves the programme. Implements agreed programme objectives in line with company objectives. Monitors the activities of the exercise.   | BC Manager  |
| <b>Exercise Coordinator</b>                     | Coordinates the design and implementation of the exercise. Prepares an execution plan, documents the activities of each phase, and prepares detailed documentation of all activities across all stakeholders. Ensures all key stakeholders are accrued along and informed well in advance of the exercise date. Works in collaboration with the Lead to capture activities while the exercise is being conducted. | BC Coordinator  |
| <b>Exercise Lead</b>                            | Leads the design and implementation of the exercise in line with agreed processes and procedures. Conducts the debriefing session and highlights areas of improvement.  | BC Coordinator/ Stakeholder Lead                      |
| <b>Exercise Participant</b>                     | Participates in the exercise and provides input in the debriefing session.  | Divisional BC Champion, Stakeholder Representative(s) |

The exercise schedule is agreed as part of the exercise programme document and includes the date(s) the exercise will take place. The schedule also includes details such as the length of the exercise and the location.

**Checklist:**

- Exercise programme has been defined.
- Roles and responsibilities have been defined for all parts of the programme.
- All stakeholders have provided input on the exercise schedule.
- The defined exercise objectives are simple, measurable, achievable, relevant, and timely (SMART).

**Main outputs:**

- Approved BCM Exercise Program document
- BCM Programme Schedule

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**Templates:**

- Exercise Schedule Template
- Scoping Document Template



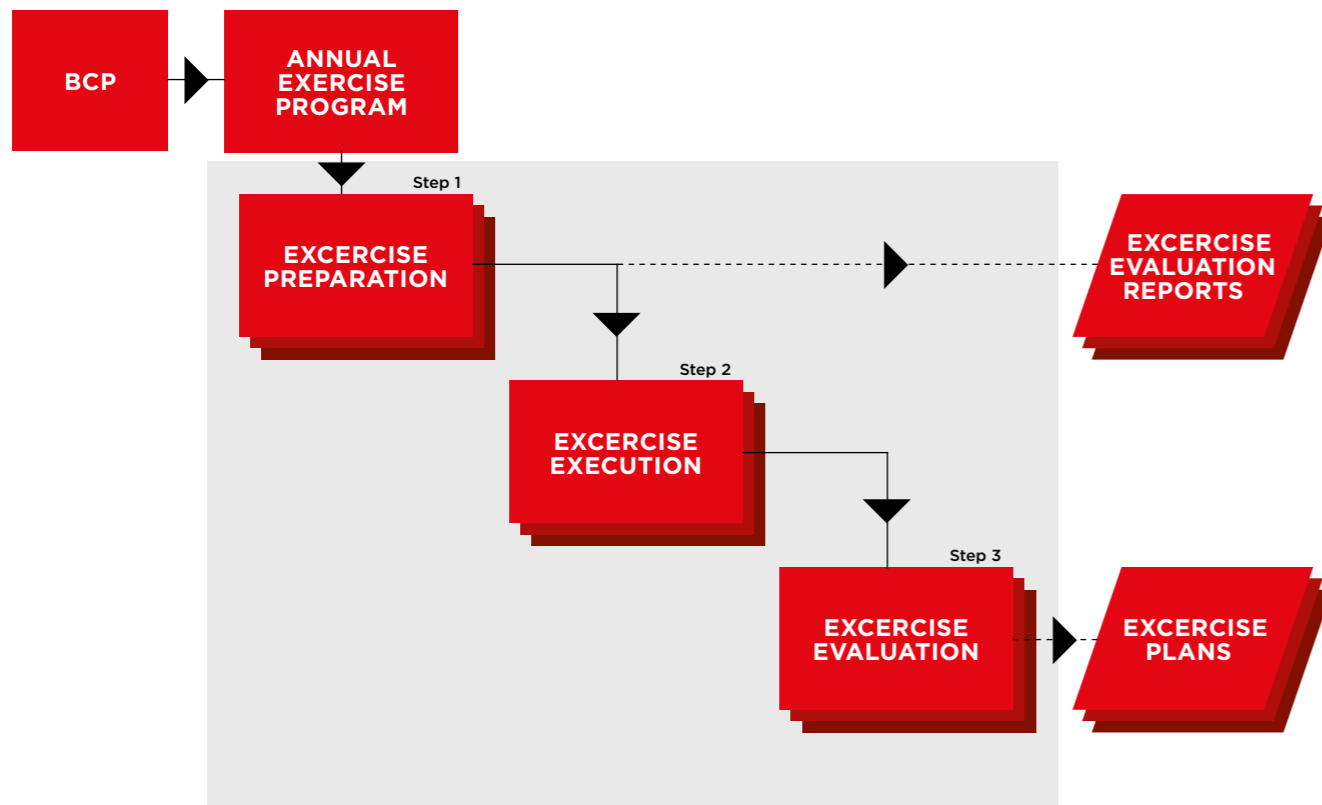
### 3.2 Performance phase

After the high-level programme has been agreed upon and signed off by the BC Governance Committee, the performance phase should commence in line with the schedule. This phase includes iterative activities agreed to in the planning phase, and focuses on executing agreed exercises laid out in the BCM exercise programme.

The main input in the performance phase is the annual exercise programme and MNOs should follow, at minimum, the three (3) steps in Figure 3.

Figure 3

#### Performing BCM exercises (overview)



It is worth emphasising that initiating an exercise without proper preparation and planning will not only increase the risk of failure, but can also damage an MNO’s reputation. Participants in the exercise may regard the exercise as a waste of time and effort, and may not cooperate in future exercises.

Below is a summary of each step in the performance phase.

Table 3

#### Performing BCM exercises (overview)

| STEPS                               | DESCRIPTION  | MAIN OUTPUT                |
|-------------------------------------|--|----------------------------|
| <b>Step 1: Exercise Preparation</b> | A detailed plan should be prepared for each exercise in the annual exercise programme. This will include the scenario design, participants, location, type of exercise, and scope of the exercise.   | Detailed Exercise Plan     |
| <b>Step 2: Exercise Execution</b>   | Depending on the scope of the exercise, the execution of the plan should cover various aspects of the MNO’s business continuity activities and procedures, recoverability of critical systems, equipment, and resources.   | Exercise Result Sheet      |
| <b>Step 3: Exercise Evaluation</b>  | Evaluation of the exercise should only begin once the exercise has been executed but, on rare occasion, this step happens concurrently, such as during a simple exercise like a desk check. In this step, the execution of the exercise is evaluated to determine how well the objectives of the exercise were achieved. The main output is the Exercise Evaluation Report, which measures the successes and failures of the exercise and identifies strengths and weaknesses in both the BCP and exercise execution activities. | Exercise Evaluation Report |



More details on each of the steps is provided below.

**Step 1: Exercise Preparation**

Preparation for the exercise should follow a structured approach and identify major activities, important inputs and outputs, and the general responsibilities of participants.

When preparing for a business continuity exercise, the following activities are recommended.

**Put a team together**

The first task is to assemble a team that will lead the exercise and take on the roles defined in the approved exercise programme. The Exercise Team should be trained and skilled in the various activities they are expected to execute. The team typically includes the BC Manager, BC Coordinator, BC champions, and other relevant stakeholders. The MNO may decide to bring in an external consultant to lead the design of the exercise, but that role can also be filled internally. Once execution begins, the team will become the Exercise Management Team and it will be their job

to ensure the event runs smoothly.

**Review past BCM exercise plans and results**

The information contained in previous BCM exercise plans and execution results will be useful inputs if they have similar goals and scope as the new one. The Exercise Team should use this information to develop the new exercise plan, taking into consideration the lessons of past exercises.

**Develop an exercise strategy**

The Exercise Team will need to define the exercise strategy to achieve the goals and scope agreed to in the exercise programme document. The strategy information in the MNO’s past exercise plans can be re-used to develop the current exercise strategy as long as they have similar goals and scope.

The following components will need to be defined as part of the exercise strategy:

|                                     |  |
|-------------------------------------|--|
| <b>Duration of the exercise</b>     | Establishing a date, time, and duration of the exercise requires careful consideration of the constraints of the exercise and the availability of required resources. As a general guideline, the duration of the exercise should minimise impacts on normal business operations and avoid peak workloads, holidays, and important business events.  |
| <b>Exercise scenario</b>            | The exercise scenario should describe predictable and unpredictable environmental or business disruptions, including type of disruption, disruption narrative, and expected damage caused by disruption. The type of disruption selected to validate the MNO’s business continuity capability must be realistic and credible. A disruption narrative describes the environmental and business disruption events and conditions related to the exercise scenario. It includes the time and event sequence following the disruption. The exercise scenario should provide a description of the internal and external damages to the operator, i.e. the impact on the billing cycle. The description of internal damages should include impacts on staff, property, resources, and business processes. The description of external damages can be local, regional, or national depending on the agreed scope. |
| <b>Exercise evaluation criteria</b> | Determine the specific evaluation criteria for the different parts of the BCP. Some evaluation criteria for exercises are listed below and can be used as a baseline for defining criteria: <ul style="list-style-type: none"> <li>• Completed exercise tasks</li> <li>• Incomplete exercise tasks</li> <li>• Gaps and weaknesses in the MNO’s Business Continuity Management system documentation</li> <li>• Performance summary of participating teams</li> <li>• Adequacy of exercise resources and recovery facilities, including IT and networks</li> <li>• Suggestions for improvements to the exercises and drills</li> <li>• Problems encountered before, during, and after the exercise</li> </ul>  |
| <b>Exercise logistics</b>           | Logistics play a critical role in continuity exercises and cover the following main areas: <ul style="list-style-type: none"> <li>• Procurement of resources and equipment (if needed): For example, ordering voice and data communication equipment, ensuring adequate hardware and software infrastructure is available at the alternative site, and renewing software licences.</li> <li>• Mobilisation of personnel: BCM exercises may require BCP teams to be mobilised to the alternative or main site. The team should identify and possibly visit the alternative location. The strategy should include travel plans and who needs to travel where.</li> </ul>   |

## Identify the risks of the exercise

Once the team has defined the exercise strategy, it is important to identify the risks of the exercise based on an agreed approach. Minimising the likelihood of an exercise failure is the main reason for developing an exercise plan. This activity identifies and controls the potential risks of exercise failure based on a thorough review of information gathered in the preceding activities. The following are examples of questions that can help to identify potential risks.

- Is the scope of the exercise too broad?
- Does the alternative site provide adequate technical support for the exercise?
- Are backup recovery hardware and equipment available if there are problems with the hardware and equipment at the main site?
- Has the recovery hardware been preconfigured and tested for compatibility with the original hardware?
- Has the backup media been recently verified?
- Are the required participants available?

Once the risks have been identified, possible solutions to minimise them should be defined and agreed solutions incorporated into the exercise plan. The types of risks MNOS face will vary from location to location, depending on their operational environment. Approval of an exercise plan should include acceptance of the residual risks identified by the team.

## Prepare the exercise plan

All the information prepared in the previous activities are compiled and documented in the MNO's Exercise Plan, which should be put for approval before it can be executed. It is recommended that for simple exercises such as desk checking, approval should be given by the MNO's BC manager rather than the BC Governance Committee. All exercises that have an impact on operations would need to be approved by the BC Governance Committee before being executed.

### Checklist:

- Team has been assembled and has the right skillsets.
- The scope of the exercise, as defined, is clear.
- Alternative location is suitable.
- The agreed scenario covers all aspects of the MNO's activities.
- The type and timeline of the exercise has been defined.
- Risk assessment has been conducted and suitable mitigating actions are in place.
- Exercise plan has been approved by the appropriate authority.

### Main outputs:

- Approved Exercise Plan

### Templates:

- Exercise Plan Template

## Step 2: Exercise Execution

The Exercise Execution step is where the MNO validates the approved process and procedures based on the agreed scope of the exercise. The focus should generally be on the operators' processes and procedures using available resources. Even though real disasters will have an element of surprise, the expectation is that the element of surprise should be reduced to the barest minimum where possible as long as the exercise is conducted in line with the approved Exercise Plan. The execution will require that the exercise is arranged and conducted properly.

### Arrange the exercise

Arranging the exercise properly in advance will ensure that required participants are available at the designated duty posts. For example, operations staff who work in the main data centre will need to be on the ground, and holidays, sick days, etc. will need to be confirmed in advance. It is recommended that the exercise lead conducts a quick check that all expected participants and/or replacements are in attendance prior to the exercise commencing.

The Exercise Team should also ensure all required information and communication packs are available for participants to initiate when required. It is worth emphasizing that all communication should be marked for exercise or drill purposes. Finally, participants should be briefed and provided with information on the exercise in advance.

### Conduct the exercise

Conducting the exercise will require all participants to follow defined processes and procedures. All actors should respond as they would if the actual incident or disaster was occurring, including to inevitable elements of surprise, which are important to capture for future exercises.

As the exercise is being conducted, the team should keep the following in mind:

- Conduct the exercise according to the Exercise Plan.
- Collect evidence for exercise evaluation criteria identified in the Exercise Plan.
- Debrief participants immediately after the exercise.

## Collect evidence

Evidence of the executed processes and procedures should be collected. This evidence will indicate whether the documented steps or actions taken during the actual execution were successful. If they were not successful, the reason is also captured and can be addressed in the debriefing session.

### Checklist:

- Ensure participants have been briefed.
- All logistical aspects are still as agreed (e.g. communication equipment is operational in the alternative location).
- The alternative location is suitable.
- The approved documentation is available to participants (e.g. the Execution Plan).
- Lessons are being captured as the exercise unfolds.

### Main outputs:

- Exercise results

### Templates:

- Exercise Execution Template

# 4 Conclusion

The importance of participating in and conducting exercises, simulations and drills cannot be overstated, as these are critical to disaster response preparedness and response activities. By identifying areas of improvement and conducting internal and external audits and self-assessments, most BCM exercises help MNOs to make continuous improvements. The expected outcomes of an exercise can be short term or long term. Some of the outcomes an MNO can expect based on using this guidance document include:

- Validation that its BCP is effective.
- Confirmation that stakeholders, team members, and staff are familiar with their roles, responsibilities, and authority in response to an incident.
- Validation of the technical, logistical, and administrative aspects of the BCP.
- Confirmation of the recovery infrastructure (command centres, work areas, technology and telecommunications resource recovery).
- Confirmation of staff availability and processes for relocation.
- Documentation of exercise results in a report to top management, auditors, insurers, legal bodies and regulators, as appropriate.
- Documentation and resolution of issues identified during the exercise.
- Increased awareness of emergency procedures.
- Increased awareness of the significance of business continuity.

# 5 Glossary

|                    |  |
|--------------------|--|
| <b>BC</b>          | Business Continuity  |
| <b>BCM GC</b>      | Business Continuity Management Governance Committee<br><br>The BCMGC is accountable for the management of an MNO's BCM programme and ensures that business continuity arrangements meet the MNO's overall organisational requirements. |
| <b>BCMS</b>        | Business Continuity Management System  |
| <b>BIA</b>         | Business Impact Analysis   |
| <b>ExCo</b>        | Executive Committee  |
| <b>Key P&amp;S</b> | Key Products and Services<br><br>Products and services which enable an MNO to meet its most important and time-sensitive objectives. Key products and services are defined by the BCMGC and approved by the ExCo.                      |
| <b>MNO</b>         | Mobile Network Operator  |
| <b>MTPoD</b>       | Maximum Tolerable Period of Disruption<br><br>Duration after which an organisation's viability will be irrevocably threatened if product and service delivery cannot be resumed.   |
| <b>OTP</b>         | One-Time Password  |
| <b>RTO</b>         | Recovery Time Objective  |
| <b>RA</b>          | Risk Assessment  |
| <b>SMART</b>       | Simple Measurable Achievable Relevant Timely   |

# 6 Annex

## Exercise Preparation Template

| Business Continuity Exercise Preparation                              |      |    |       |
|---|------|----|-------|
| Name of the plan(s) to be exercised                                   |      |    |       |
| BC Coordinator(s)   |      |    |       |
| Exercise Leader   |      |    |       |
| Date of edition   |      |    |       |
| Previous exercise records   |      |    |       |
| Scope and boundaries  |      |    |       |
| Problem areas   |      |    |       |
| Budget  |      |    |       |
| Incurring risks   |      |    |       |
| Exercise details  |      |    |       |
| Scope and boundaries (High-level activities, services, systems, etc.) |      |    |       |
| Exercise type   |      |    |       |
| Aim and objectives  |      |    |       |
| Date, time, and venue   | From | To | Venue |
| Exercise preparation  |      |    |       |
| Exercise execution  |      |    |       |
| Exercise evaluation   |      |    |       |

| Resources (HR)                             |        |                                     |  |
|--|--------|-------------------------------------|--|
| Overseer                                   |        |                                     |  |
| Exercise execution teams                   |        |                                     |  |
| Scenarios                                  |        |                                     |  |
| Disruption definition(s)                   |        |                                     |  |
| Disruption impact(s)                       |        |                                     |  |
| Prerequisites                              |        |                                     |  |
| Rollback actions                           |        |                                     |  |
| Exercise scenario with timeline            |        |                                     |  |
| Start                                      | End    | Scenario steps and expected results |  |
|  |        |                                     |  |
|  |        |                                     |  |
|  |        |                                     |  |
| Estimated key performance indicators (KPI) |        |                                     |  |
| KPI  | Metric | Value                               |  |
|  |        |                                     |  |
|  |        |                                     |  |
|  |        |                                     |  |
| Estimated budget                           |        |                                     |  |
| Name                                       | Amount | Description                         |  |
| Transportation                             |        |                                     |  |
| Third party expenses                       |        |                                     |  |
| Housing, food, and beverage                |        |                                     |  |
| Other                                      |        |                                     |  |

|                             |                   |       |          |
|-----------------------------|-------------------|-------|----------|
| Risk assessment             |                   |       |          |
| Risk                        |                   | Cause |          |
|                             | occurs by         |       | then, we |
|                             | occurs by         |       | then, we |
| Management acceptance       |                   |       |          |
| Role                        | Department / Line |       | Name     |
| Business Continuity Manager |                   |       |          |
| Department Head             |                   |       |          |
| BC Governance               |                   |       |          |

## Exercise Execution Templates

| Business Continuity Exercise Execution                 |             |             |                           |          |
|--|-------------|-------------|---------------------------|----------|
| Multimedia records during the exercise (if applicable) |             |             |                           |          |
| Description of record                                  | Date & time | Type        | File name/ location       |          |
|  |             |             |                           |          |
|  |             |             |                           |          |
| Measured values  |             |             |                           |          |
| Key performance indicator (KPI)                        |             |             | Metric / Value            | Comments |
|  |             |             |                           |          |
|  |             |             |                           |          |
| Measured recovery time values                          |             |             |                           |          |
| Component / System / High-level activity               |             |             | Recovery/ Resumption time | Comments |
|  |             |             |                           |          |
|  |             |             |                           |          |
|  |             |             |                           |          |
| Timetable of events (high level)                       |             |             |                           |          |
| Action   | Owner       | Date & time | Comments                  | Status   |
|  |             |             |                           |          |
|  |             |             |                           |          |
|  |             |             |                           |          |
| Multimedia records during the exercise (if applicable) |             |             |                           |          |
| Description of record                                  | Date & time | Type        | File name/ location       |          |
|  |             |             |                           |          |
|  |             |             |                           |          |
|  |             |             |                           |          |

| Measured values                          |                           |             |          |        |
|--|---------------------------|-------------|----------|--------|
| KPI                                      | Metric / Value            |             | Comments |        |
|  |                           |             |          |        |
|  |                           |             |          |        |
| Measured recovery time values            |                           |             |          |        |
| Component / System / High-level activity | Recovery/ Resumption time |             | Comments |        |
|  |                           |             |          |        |
|  |                           |             |          |        |
|  |                           |             |          |        |
| Timetable of events (high level)         |                           |             |          |        |
| Action                                   | Owner                     | Date & time | Comments | Status |
|  |                           |             |          |        |
|  |                           |             |          |        |
|  |                           |             |          |        |
|  |                           |             |          |        |
|  |                           |             |          |        |

| No. | Problem | Action | Responsible | Priority | Status | Due date | Note |
|-----|---------|--------|-------------|----------|--------|----------|------|
| 1   |         |        |             |          |        |          |      |
| 2   |         |        |             |          |        |          |      |
| 3   |         |        |             |          |        |          |      |
| 4   |         |        |             |          |        |          |      |
| 5   |         |        |             |          |        |          |      |
| 6   |         |        |             |          |        |          |      |

## Exercise Evaluation Template

| Business Continuity Exercise Evaluation           |                          |                       |
|---|--------------------------|-----------------------|
| Exercise outputs                                  |                          |                       |
| Report name and report file location              |                          |                       |
| Evaluation of recovery times                      |                          |                       |
| Component / System / High-level activity          | Recovery time objective  | Recovery time         |
|   |                          |                       |
|   |                          |                       |
| Evaluation of recovery points                     |                          |                       |
| Component / System                                | RPO                      | Recovery point        |
|   |                          |                       |
|   |                          |                       |
| Evaluation of key performance indicators (KPIs)   |                          |                       |
| KPI   | Target metric/Value      | Measured metric/Value |
|   |                          |                       |
| Incomplete exercise tasks                         |                          |                       |
| Task name   | Percentage of completion | Reason                |
|   |                          |                       |
| Deficiencies of business continuity documentation |                          |                       |
|   |                          |                       |
| Performance evaluation of participating teams     |                          |                       |
| Participant team or person name                   | Performance              | Further task(s)       |
|   |                          |                       |

|  |
|--|
| Qualification of exercise resources and/or disaster recovery or command centre |
|  |
| Suggestions for improving the efficiency of the exercise                       |
|  |
| Suggestions for BCM documentation (including plan documents)                   |
|  |
| Problem areas detected during the exercise                                     |
|  |

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