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Resilience Imperative: How Resilient Is My Organization?

1-Day Workshop on 14th April 2011

Maritime Greenwich Campus, *the University of Greenwich*

Old Royal Naval College; Park Row; London SE10 9LS

How can an organization improve its capability to meet its commitments and objectives with consistency, with predictability, in the face of changing risk environments and potential disruptions?

This Workshop will focus on the Convergence of Security, Business Continuity and Operations. In the current context, an organisation needs to reduce the risk from emergencies so that people can go about their business freely and with confidence, actively direct, control, and manage operational resilience and risk. Improve your business performance, create value with sustainable practices and managing risk effectively is a key enabler of Business Innovation.

The keynote session will be on the Software Engineering Institutes CERT-Resilience Management Model. Additionally there will be industry case studies on the related topics, sharing of knowledge, industry best practices, and an opportunity to network with practitioners in the field.

Who should attend?

- | | | |
|--|--|--------------------------------------|
| Security and business continuity professionals | | Process improvement professionals |
| Enterprise and operational risk management professionals | | Legal and Compliance professionals |
| Knowledge Management Professionals | | Operational resilience professionals |



Sept 2003
Training exercise, London Underground



7th July 2005
Tavistock Square, Central London



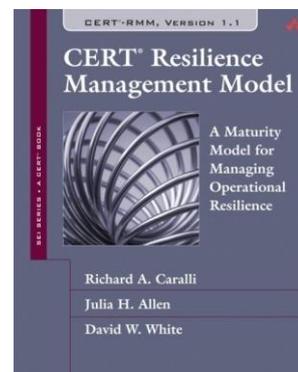
2009 - The WHO phase of pandemic alert went upto 6.

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CERT-Resilience Management Model (RMM) is a maturity model that promotes the convergence of security, business continuity, and IT operations activities to help organizations actively direct, control, and manage operational resilience and risk. By improving operational resilience processes (such as vulnerability analysis, incident management, and service continuity), an organization can use the model to improve and sustain the resilience of mission-critical assets and services. Because organizations can't plan for every disruption, the maturity model feature of CERT-RMM can be used to measure and improve the consistency and predictability of performance under times of stress. As a process improvement model, CERT-RMM also can be used by organizations to chart a structured improvement path by setting improvement targets, measuring current capabilities, and developing improvement plans—all focused on making mission-critical assets and services more resilient.



62% of businesses, compared with 46% in 2006, are required by customers to show that they have effective business continuity measures in place. 72% now ask all or some of their own suppliers to do the same.
Source: BSI Business Barometer 2007



Spinlondon is a non-profit organisation, which provides an open & independent forum to promote and accelerate sustainable excellence.

Our mission is to provide a conducive environment:

- to promote innovators in professional services industry
- to facilitate networking among the members
- to provide a channel for information sharing
- to create a platform for promoting best practices
- to be a testing platform for new ideas

The attendance for spinlondon events has been growing steadily. Our supporters, sponsors and attendees are from the following organizations:-Accenture, BAE Systems, Barclays, BCS, BT, Detica, Dept. of Health, DNV, Experimentus, Fujitsu, Greenwich University, GSK, HSBC, IBM, ICT Ltd, IFS Defense, Infosys, John Lewis Direct, KPMG, Microsoft, Middlesex University, Glaxo Smith Kline, Magicom, MBDA Systems, LBS, LSE, Lloyds, Nokia, UNICOM, UKIBC, Stephen Harwood, SEI/CMU, SMS Exemplar, TCS, Transport for London, Tech Mahindra, Trinity Management, Vodafone...and many more.



The University of Greenwich's Schools and institutes have a proud and historic tradition of helping students attain academic excellence in a diverse range of disciplines and fields such as School of Architecture and Construction, The Business School, School of Computing and Mathematical Science, School of Education, School of Engineering, Greenwich Maritime Institute, to name just a few.

The Greenwich Campus is on a World Heritage Site on the banks of the River Thames. The university's largest campus is centered on three baroque buildings designed by Sir Christopher Wren at the end of the 17th century. "More breathtaking than the Versailles of Louis XIV" is how The Independent newspaper described it. The Stephen Lawrence Gallery provides a showcase for the work of contemporary artists. The ground of the Old Royal Naval College, in which the Greenwich Campus is situated, also houses the tourist attractions of the Painted Hall and Chapel.

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OUR SPEAKERS



**Lisa Young, Senior member of the Technical Staff
Software Engineering Institute of Carnegie Mellon University**

Lisa Young has 20+ years of experience in the information technology and telecommunications industry. She holds the designation of Certified Information Systems Auditor (CISA), Certified Information Systems Security Professional (CISSP) and is experienced in IT governance, information audit and security, and risk management.

Ms. Young teaches the Operationally Critical Threat, Asset, and Vulnerability Evaluation (OCTAVE®) risk-based security assessment methodology at the Software Engineering Institute. Her current line of research provides guidelines for improving the way organizations manage the processes of security, IT Operations, business continuity, compliance, and audit to support the organization's mission and critical success factors.

Presentation

The CERT Resilience Management Model (CERT-RMM) defines processes for managing operational resilience in complex, risk-evolving environments. This presentation will describe operational resilience as it relates to risks that affect system and software assurance and will introduce CERT-RMM concepts and process areas. CERT-RMM's relationship to CMMI and its coverage of software and system assurance throughout the life cycle will also be explained.



**Jay Douglass
SEI - International Business Manager, Program Development & Transition**

Jay Douglass has worked at the SEI for fifteen years. His focus has been primarily developing business opportunities with commercial organizations. He currently manages the SEI's business in Europe. Jay has worked with all SEI programs and is an instructor of the Introduction to the CMMI Course.

Jay has worked for Control Data, Digital Equipment Corporation, Sun Microsystems, and Black Box Corporation in a variety of Sales and Business Management functions. His community involvement has included co-founding the Software Business Forum, a local trade group. Serving on the development Board of The Carnegie. Chairing the committee for the Carnegie Science Center Award for Excellence in IT, and served as President of Dance Alloy, a local performing arts company for the past three years.

Jay's current responsibilities include business development team lead for the SEI's International customers, business development team lead and business manager for the SEI's European business, and account executive for numerous domestic and European commercial collaboration partners. Jay has been interviewed and quoted in numerous technical and software industry trade publications. Jay's educational background includes a BS in Business Administration from Miami University and an MBA from the University of Pittsburgh.

Presentation

Jay also regularly delivers the Process Improvement and CMMI Overview to SEI customers. He has presented SEI Overviews globally and has been invited to numerous forums and customer locations to present overviews of process improvement and the CMMI. He will be providing an overview on the current state of the CERT-RMM program and its implementation in the industry along with useful and relevant data.



The Carnegie Mellon Software Engineering Institute (SEI) works closely with defense and government organizations, industry, and academia to continually improve software-intensive systems. Our core purpose is to help organizations such as yours to improve their software engineering capabilities and to develop or acquire the right software, defect free, within budget and on time, every time.

For more information visit: <http://www.sei.cmu.edu/>.

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**Raju Chinthapati, Senior Lecturer in finance
Business School, University of Greenwich**

Raju's present research focuses on High and Low Frequency Statistical Arbitrage, Reverse Engineering of Markets, Volatility Forecast in Financial Time-Series Using Evolutionary Computing Techniques and Stochastic Approximation Algorithms. His articles have been published in Annals of Operations Research, European Journal of Operations Research, and IEEE Systems, Man, and Cybernetics Journal.

Previous appointments were at Deutsche Bank, London and a PhD candidate at London School of Economics. Prior to his PhD studies at LSE, he obtained a PhD in Computer Science and a Masters in Mechanical Engineering from the Indian Institute of Science, Bangalore. His research is interdisciplinary and is centred on quantitative and computational finance. He enjoys combining elements from optimization, machine learning, and financial econometrics to solve problems in asset pricing, statistical arbitrage and algorithmic trading.

Presentation: Black Swans and Dragon Kings: do we experience a few more before our time is up?

Taleb's Black Swan events are rare and very big events that occur not too commonly. Black Swans have a particular characteristic that makes them very difficult to predict their future occurrence based on the historical information. According to power law, the frequency of an event is inversely proportional to the size of the event. However, it is observed from various data sets that most frequently the most important events are not outliers, but are exception to the rule. It is observed that most of the data sets from almost all domains show power laws with exceptions. Sornette calls these exceptions Dragon Kings and explains that the exceptions are the result of positive feedback mechanisms that have ensured their outsize growth (bubbles). Dragon Kings are much worse events that are huge catastrophes but they are easier to predict. We discuss the mechanisms for Dragon Kings and their applicability in the predictions of financial crisis.



**Sanmit Ahuja, Chief Executive
ETI Dynamics**

Sanmit specialises in innovative investment models, developing policy frameworks, PPP/PFI models. He has extensive experience of working across Asia and Africa on various programmes including policy development, mobilising infrastructure finance and enhancing international trade in particular through South-South initiatives.

His special focus is in developing and executing innovative economic development models that also includes investing in nation building projects. He is currently doing so in the following areas: renewable energy and environment; media; education; healthcare; intellectual property; micro-enterprise; Innovation and PPP frameworks for infrastructure development. He is also the chief editor of a major trade and investments portal called "ticorridors.com". Prior to founding ETI Dynamics, he was the Director of Investments and Ventures at the Commonwealth Business Council. He has an Executive MBA from London Business School and a Bachelors of Engineering (Electronics) from University of Pune, India. He is a Director with Zeus Capital, an emerging markets – infrastructure focused principal finance company based out of UK, Saudi Arabia and India. He is a Director of SIPR, a company dedicated to combating intellectual property crime in India. He is also a Director of Pratham Germany an educational charity committed to eradicate illiteracy in India. He is a Non-Executive Director with Cause Entertainment, a company focused on bringing about change by using entertainment as a medium.

Presentation: He will be discussing "Resilience when doing business in emerging and high growth markets."



ETI Dynamics was established in 2008, ETI Dynamics is a **unique** economic development focused firm specialising in emerging and high growth markets. The firm's key objective is to increase the rate of economic development in nations by using a number of mechanisms such as offering quality research; showcasing best policy frameworks; connecting companies/countries to new markets; effecting knowledge and technology transfer; unlocking new sources of capital; creating strong investment propositions and most importantly developing the necessary hard and soft infrastructure within nations. Its current geographical efforts are focused on Asia, Africa and Middle East.

The firm also plays a proactive role in stimulating growth by taking a holistic approach and organises its activities through specialist programmes that have three main components:

- (1) Economic Research
- (2) Knowledge Exchange
- (3) Impact Delivery through real ventures and investments.

For more information, visit <http://www.etidynamics.com/>

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Lisa Dargan, Business Development Director Ultima Risk Management (URM)

Lisa has been involved in the IT, Information Security and Business Continuity industry for over 15 years and is a regular speaker at Information Security and Business Continuity events and seminars. She has chaired a number of high profile security and ISO conferences, including the launch of ISO 19770 Software Asset Management Standard. Lisa has previously presented at Net Focus, BSI seminars and BCI events.

Presentation - Using Best Practice to Improve Resilience

Business Resilience is defined by BS 25999, the British Standard for Business Continuity Management as the 'ability of an organisation to resist being affected by an incident' whereas business continuity is defined as the 'Strategic and tactical capability of the organisation to plan for and respond to incidents and business disruptions in order to continue business operations at an acceptable predefined level'.

Resilience therefore comes from a thorough understanding of what you do and how you do it and what is key and vital to the ongoing viability of your organisation when faced with adversity. It is, therefore, essential that your organisation has the ability to understand and manage risk effectively. This presentation will take a pragmatic and practical approach drawing upon case studies to demonstrate how leveraging best practice as defined by Standards such as BS 25999 and ISO 27001 (the International Standard for Information Security Management) can help your organisation to improve its resilience and therefore continue to meet its commitments and objectives. The presentation will look at success stories and key success criteria for projects as well as identifying pitfalls to avoid.

Lisa will be drawing upon her extensive experiences to deliver practical and pragmatic insights into reviewing and improving business resilience through the adoption of best practice and compliance with and certification to ISO 27001 and BS 25999.

About Ultima Risk Management (URM) Limited

URM is dedicated to providing high quality cost effective consultancy and training in the areas of business continuity and information security. The company was formed out of the Risk Management operating division of Ultima Business Solutions, one of the UK's leading IT infrastructure solution providers. URM's team of information security and business continuity consultants consists of some of the most experienced professionals in the UK.

The mission of URM, through both its consultancy and training services, is to assist organisations 'get the balance right' as far as its information security business continuity and data protection is concerned. There are a number of different perspectives to getting the balance right but one of the most important is the concept of achieving the optimum Management System. By optimum, we are looking to achieve the level of security and business continuity that is commensurate with the objectives and goals of the business as a whole (including meeting all associated legal compliance requirements) at an affordable price. This is where the collective experiences and pragmatic approaches of URM consultants come into their own; ensuring that the right level of resources (time, money and people) are committed to implementing the most appropriate solution.

For more information visit: www.ultimariskmanagement.com.

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Lorraine King, Product Marketing Manager
BSI

Lorraine is responsible for standards relating to IT, information security and electronic information management; business continuity management and food safety management. She joined BSI in July 2010 after working across a number of business service industries including a number of years in financial services.

Presentation - An introduction to best practice standards for resilience

Lorraine King introduces BS 25999 and ISO 27001 as industry standards for business continuity, resilience and information security. Lorraine will show how and why these documents and associated publications became adopted as the global best practice standards and also why thousands of organisations use their contents at the very core of their processes and procedures.



Since its foundation in 1901 as the Engineering Standards Committee, BSI Group has grown into a leading global independent business services organization providing standard-based solutions in more than 140 countries. First registered in 1903, BSI's Kitemark® is the UK's oldest and best known product quality mark. The former UK Department of Trade and Industry (now known as the UK Department for Business, Innovation and Skills) quantified standards as contributing £2.5bn annually to the UK economy. BSI has been independently voted a UK Business Superbrand every year from 2003 to 2010. Additionally, Kitemark® has been voted a UK Business Superbrand from 2008 to 2010.

For more information visit: www.bsigroup.com



Kieran Doyle, Director
Excellence in Measurement Technology Ltd

As an SEI certified Lead Appraiser, I lead all types of CMMI appraisals. I also work closely with organisations to guide their improvement activities towards achievement of their improvement goals. In the past 2 years I have worked a lot with the CMMI for Services model. This is a great extension to the CMMI suite and takes it out of just the engineering arena and into dealing with all types of service industry.

Presentation - Security and CMMI

Currently the CMMI does not address the issue of Security. This is a curious omission in the light of other successful models that are in the market place. ITIL, and ISO 20000, both of which provide a solid model for managing IT Services, both incorporate security into their structure. CMMI for Services maps very well onto both ISO 20000 and ITIL and it fits very well with both these approaches. Kieran's paper shows a way in which the Security gap in CMMI can be addressed. It examines the structure of a pseudo-Process Area that can be bolted onto the CMMI. The fit with CERT RMM is also examined. The pseudo-Process Area has been developed in discussions with the SEI's CMMI-SVC team and provides a valuable additional tool to appraisers and improvement implementers.

Excellence in Measurement Technology is a business improvement consultancy, dedicated to helping our clients achieve the business outcomes that are best for them. Our professional and highly experienced consultants apply a range of methods, models and techniques to guide your staff to the effective implementation of successful business solutions.

Excellence in Measurement Technology operates worldwide and we have extensive experience of working in a range of business sectors and cultures.

For more information visit: www.excellenceinmeasurement.com

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OUR PARTNERS



IIT London Chapter

The IIT–London Chapter (IITLC) is a pan – IIT group representing Indian Institute of Technology alumni resident in UK. It serves as a focal point for alumni from all the IITs living in the UK. It provides networking opportunities organizes seminars and conferences and maintains contact with IIT’s and other alumni associations across the world.

For more information visit www.iitlc.org.

Indian Institutes of Technology was established as institutes of academic excellence, Indian Institutes of Technology (IITs) have become synonymous with world-class technology and engineering education in India. IITs offer undergraduate, integrated postgraduate and postgraduate programs in various engineering, science, technology and management disciplines. Admission to these programs is through national level entrance exams.

Apart from the globally renowned faculty and quality of education, diversity of students in terms of socio-economic background, culture, language and religions gives a unique advantage to IITians - the ability to manage and thrive within diversity in the fast globalizing economy. Alumni of IITs lead some of the world's most prestigious technology and business products and services companies, as well as non-profit organisations. It is estimated that almost half of all companies in the Silicon Valley are founded and headed by IIT alumni.

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For registration, please email '**your full name, current role, organization name, and a brief description on why you would like to attend this workshop**' to info@spinlondon.co.uk.

This event is free for Greenwich University staff, students and spinlondon members (annual membership fee is £12/).

Tentative Programme Agenda

9.00AM -9.30AM	Registrations and Coffee
9.30AM-10.00AM	Welcome Remarks & Brief Participant Introductions <ul style="list-style-type: none">- Dr. Aleksandar Stojanovic, University Of Greenwich- Kavita Gulati, Operations Manager, Spinlondon
10.00AM – 11.30AM	CERT® -Resilience Management Model (RMM) is a maturity model that promotes the convergence of security, business continuity, and IT operations activities to help organizations actively direct, control, and manage operational resilience and risk. <ul style="list-style-type: none">- Lisa Young, Software Engineering Institute, Carnegie Mellon University- Jay Douglass, Software Engineering Institute, Carnegie Mellon University
11.30AM – 11.45AM	Morning Tea Break
11.45 AM – 1.00PM	Break-Out Discussion: This will be a moderated session with teams formed to discuss the concepts of Resilience, CERT® -RMM, and Application in real-life scenarios.
1.00PM – 1.45PM	Lunch Break
1.45PM – 2.45PM	Black Swans and Dragon Kings: do we experience a few more before our time is up? <ul style="list-style-type: none">- Raju Chinthalapati, Senior Lecturer in finance, Business School, University of Greenwich
2.45PM – 3.00PM	Afternoon Tea Break
3.00PM – 5.20PM	Selected practitioners from the industry will share perspectives and case studies: Resilience when doing business in emerging and high growth markets <ul style="list-style-type: none">- Sanmit Ahuja, Chief Executive, ETI Dynamics Security and CMMI <ul style="list-style-type: none">- Kieran Doyle, Director at Excellence in Measurement Technology Ltd An introduction to best practice standards for resilience <ul style="list-style-type: none">- Lorraine King, EMEA Product Manager Risk, BSI Using Best Practice to Improve Resilience <ul style="list-style-type: none">- Lisa Dargon, Director, Ultima Risk Management
5.20PM	Summary & Closing Remarks
5.30PM	Networking & Refreshments

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Directions to the Venue

Venue: Maritime Greenwich Campus | Old Royal Naval College; Park Row; London SE10 9LS; University of Greenwich | Queen Anne Ground Floor | Rooms QA080 and QA020

Getting to Greenwich by public transport:

Bus - The campus benefits from good bus services. The routes listed stop just outside the campus (note the 286 provides a direct route from Avery Hill Campus): 129, 177, 180, 188 (24 hour bus), 199, 286, 386

Trains - Docklands Light Railway (DLR) - The DLR runs through Greenwich and Cutty Sark Stations and is just a two minute walk from the campus west gate. Direct services run from Bank, Canary Wharf, Lewisham and Stratford and easy connections are available from Tower Gateway, Beckton and London City Airport.

Rail - Southeastern Trains provide direct services from London Charing Cross, Cannon Street, Waterloo East and London Bridge all to Greenwich Station a 10 minute walk away from the West Gate. There are also direct services from Medway taking around 50 minutes, though a change at Charlton or Dartford is usually required. If you are travelling from Kent, alight at Maze Hill Station which is a 10 minute walk from the East Gate.

River services - Thames Clippers provide a regular boat service to Greenwich Pier from central London picking up at Savoy Pier, Blackfriars, Bankside, London Bridge, City, St Katherine's, Canary Wharf, Greenland and Masthouse Terrace. The journey takes 35 minutes in total and is probably the fastest way to travel from central London.