Business Continuity Planning During Covid-19

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ISACA Community Day - 2020

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About Me

✓ ISACA Member Since : 2014
✓ Executive Team of Research and Education Office 2019 -2021

✓ GM Transport Operation 2019 - Now
✓ Manager Datacomm Engineering 2012 – 2019
✓ Manager Datacomm Operation 2010 - 2012

CISSP, SABSA SCF, CISA, CISM, Six Sigma Green Belt, PMP, Procurement Expert
Outline

1. Statistic and Impact Pandemic Covid-19
2. Response Covid-19 of Telco Industry

**TOTAL BENCANA TAHUN 2020**
Periode 1 Januari - 13 September 2020

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<th>JUMLAH KEJADIAN PER-JENIS BENCANA TAHUN 2020</th>
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**DAMPAK BENCANA ALAM PERIODE 1 JANUARI - 13 SEPTEMBER 2020**

- **MENDINGAL DUNIA**: 277
- **HILANG**: 24
- **3.943.869 MENDERITA & MENGUNGSI**: 425

**DAMPAK KERUSAKAN BENCANA ALAM TAHUN 2020**

- **RUMAH RUSAK**
  - TOTAL: 30.466
  - BUMN/PT: 6.585
  - NON BUMN/PT: 4.657
  - RUMAH, HARGA PEMBELIAN: 19.224

- **KANTOR & JUARA YUKK**: 128

- **FASILITAS RUSAK**
  - TOTAL: 1.392
  - BUMN/PT: 617
  - NON BUMN/PT: 649
  - KELAKUAN & TIGAL: 126

- **KASUS MENDENGAL**: 339
- **KASUS SEMBUH**: 155.010
- **KONFIRMASI COVID-19**: 218.382
- **3.673 SEMBUH**
Test PCR ~36% (WHO 1/1000 penduduk/minggu)
Positive Rate ~14% (WHO 5%)
Fatality Rate 3.7% (Global 2.98%)
Struktur dan Pertumbuhan PDB Menurut Lapangan Usaha
Triwulan II-2020 (Y-on-Y): -5,32%

Q1-2020 (2,97%)
STRUKTUR DAN PERTUMBUHAN PDB MENURUT PENGELUARAN
TRIWULAN II-2020 (Y-on-Y) : -5,32%

Source : BPS
Pandemic Telco Industry Global Impact

YoY GDP Growth in 2020Q2

- China: 3.2%
- Indonesia: -5.3%
- Australia: -6.3%
- US: -9.1%
- Germany: -11.3%
- Thailand: -12.2%
- Singapore: -13.2%
- Phillipines: -16.5%
- India: -23.9%

YoY Revenue Growth in 2020Q2

- Jio: 44%
- Bharti: 19%
- China Mobile: 2%
- Deutsche Telekom: -1%
- AT&T: -2%
- AIS: -5%
- Telkomsel: -6%
- Optus: -14%
- Globe: -16%
- Singtel: -30%

Source:
1. https://tradingeconomics.com/
Surge Broadband since WFH

Payload (PB)

+7.7%  +14.8%

Jan  Feb  Mar  Apr  May  Jun  Jul  Aug

Payload Growth since WFH

Data Traffic  Avg. Growth ▲ +14.5% *)

WFH period

Source: Ookla

*) Avg. growth during social distancing period 15 Mar - 29 Aug 20 (compare to baseline: 29 Feb - 5 Mar 20)
Telco Industry
Business Continuity Management Program Approach

A strategy that meets the business objectives to continually assess and develop effective planning, testing, and recovery of critical services (People, Processes and Technology)

processes by which business can be maintained to an acceptable level until full processes and systems are restored

minimizing the impacts of critical events on an organisation and its stakeholders
Organizational Resilience Risks: A Pandemic Is an Operational Risk

Crisis/Disaster Type:
- Environmental
- Natural Disasters
- Facility
- Country
- Biohazard
- Biological Disease/Pandemic
- Geopolitical
- Social Unrest.Networking

RISK:
- Information Technology
- Cybersecurity
- Legal and Regulatory
- Third Party
- Business Process
- Separation of Duties
- Workforce
- Corporate Culture

- Credit
  - Customers
  - Suppliers
  - Compliance

- Market
  - Materials/Supplies
  - Interest Rates
  - Competition
  - Economy
  - Currency
  - Liquidity

- Operational

Reputation Risk
Strategic Risk

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TELCO HAS ALWAYS BEEN CRITICAL, BUT NEVER MORE CRITICAL THAN IT IS TODAY

Traffic spikes and busy hours shift under confinement regimes

> 40%  
Increase in fixed IP traffic  
(in part driven by video and gaming)

50%  
Uptake in mobile voice services

5x  
More traffic from instant messaging platforms  
(eq. WhatsApp's)

5x  
More traffic from instant messaging platforms  
(eq. Whatapps)

4x  
Increase in traffic from remote work platform

Source: global research

Telco is mission critical to keep the economy moving

Provide business critical connectivity and provide resiliency

Keep business and the economy up and running by means of video and remote collaboration tools

Keep families together (and entertained) during increasing levels of social isolation
BEYOND DONNING PROTECTIVE GEAR FOR CUSTOMER-FACING STAFF, BEST PRACTICES FOCUS ON RISK MANAGEMENT AND LIMITING EXPOSURE

Best Practices – Network Focused

Limiting exposure by remote diagnostics and pushing self-install/repair, e.g. support through video calls and instruction videos

Risk management by qualifying customer contacts, e.g. call customer ahead of visit to confirm appointment and check if there are infected people on premises, check again when at the door

Provide technicians with protection equipment for themselves AND for the customer: gloves, face masks, hand sanitizers and hand washing protocol at minimum, protective gear and googles when entering infected residences

Virtualize non-critical jobs and re-assign vulnerable workforce to back office duties, e.g. move older or otherwise vulnerable workforce to back office duties, virtualize office jobs immediately

Set up work-shift structure to limit exposure risk, e.g. two or more non-overlapping groups to manage critical infrastructure, focus on outdoor, smaller work teams

Best Practices – General and Commercial

Refreshing business continuity plans, e.g. most Telco's report having benefitted from having good BCM in place (including with 3rd party suppliers)

Early identification of critical personnel/activities and aggressive protection, e.g. contact limitation, shifts etc

Force shift to working from home early in the process to protect employees and limit viral spread: e.g. virtualize call centers, fast deployment of laptops and collaboration/video tools (Zoom/Webex/Skype/Microsoft Teams/Cloudx most used), remote NOC, etc.

Re-assigning retail workforce to customer care or telesales, e.g. telesales contacting efficiency has never been so high

Limit opening hours and close shops not only for protection but also because of footfall decrease

Move to “vending machine” approach, to limit exposure risk, e.g. work with service window in shops avoiding customer contact

Prime the supply chain, e.g. maximize stock levels to support ~8 weeks of business

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"SOCIAL DISTANCING" OPERATORS PREPARE TO GO TO "QUARANTINE" MODE

Personnel and business protection measures vary with degree of confinement

**“Social distancing” countries**

- Protective measures (gloves, masks, disinfectant, etc) of customer facing workforce
- Segregation of vulnerable segments of workforce to avoid contacts
- Virtualization of (back) office work
- Limitation of shop opening hours

**“Quarantine” countries**

1. Full virtual workforce with only critical activities supported (stop build)
2. Critical workforce working shifts to limit infection probability
3. Protective gear and risk control procedures for customer contact
4. Shops closed or vending machine-style
5. SIM delivery through messengers
6. Re-assignment of retail staff
RESPONSES SUGGEST EMERGENCE OF COMMON TELCO COVID RISK MANAGEMENT

1. Reconfirm business continuity programs to identify and protect critical personnel and infrastructure; prepare to shift to full virtual working mode for an extended time.

2. Redeploy retail workforce idled by shop closure or footfall reduction to customer care and reactive sales.

3. Reinvest commercial windfall in bill relief, limit removals and free service/trials; with an eye to provide up-and cross-selling paths after the crisis has passed.

4. Accelerate Regulatory and Public Policy strategy refresh for a post-COVID world focusing on elevating telecom to be recognized as critical national infrastructure.

5. Start planning for global recession and demand deceleration after the crisis has passed.
EVERY CLOUD HAS A SILVER LINING – TELCOS CAN STRENGTHEN THEIR POSITION WITH CUSTOMERS, REGULATORS AND SOCIETY AT LARGE

### Strengthen connection with customers

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<th>Real opportunity to <strong>gain service and reputational ground with customers</strong> through billing relief, entertainment and broadband provisioning for quarantined families</th>
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| 2 | **Reallocate** lower SAC/SRC/Commercial activity cost savings **to existing customers and create post-crisis up-and cross-selling paths:**  
  - Free content/entertainment (kids, news, learning, education, series,...)  
  - Remove throttling and bundle limits  
  - Extra data allowance, upgrade in fixed speed levels no out of bundle data charge |
| 3 | **Increase backbone capacity to deal with extra traffic** |

### Achieve critical national infrastructure designation

| 1 | COVID crisis presents clear rationale **to designate telco as critical infrastructure at the same level as other critical services** (e.g. gas, electricity, etc..)  
  - Similar access and intervention rights to solve faults as water or gas services |
|---|---|
| 2 | Fast fixed and mobile broadband networks are a **critical component of national resilience** and need government support to ensure full access  
  - Improve access to rights of way and to private infrastructure  
  - Find financing solutions to bridge digital divide  
  - Curtail excessive indirect taxation through expensive spectrum auctions |

### Increase adoption of new services by enterprises and society

| 1 | The crisis presents an **opportunity to increase telco relevance for society and enterprises by providing business continuity solutions**  
  - Business critical communication for Health Centre's and remote patients diagnostics  
  - E-learning tools for educational centers to keep permanent contact with students  
  - Sharing and remote working solutions for small and medium enterprises to remain connected to their teams and clients – even in confinement situations |
INI PERINTAH!
BUKAN HIMBAUAN

JAGA JARAK

CUCI TANGAN

PAKAI MASKER

BIASAKAN
CUCI TANGAN
PAKAI SABUN
Dengan Air Mengalir

5 Langkah
Cuci Tangan
Pakai Sabun

1. Basahi seluruh tangan dengan air bersih mengalir
2. Gosok sabun ke telapak, punggung tangan dan selai jari
3. Bersihkan bagian bawah kuku-kuku
4. Bilas tangan dengan air bersih mengalir
5. Keringkan tangan dengan handuk, tissue atau keringkan dengan diangin-anginkan.

Cuci tanganmu sebelum dan sesudah makan atau beraktivitas.
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