

AUSTRALIAN PROJECT & CONSULTING SERVICES



PROJECTIONS

...making concept reality

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Issue 1

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Welcome to Projections!

Welcome to the first issue of *APCS Projections*, our on-line newsletter that discusses business trends and issues with an IT spin. You are receiving this newsletter because you have been in recent contact with a member of our staff.

Each month, in addition to our headline articles, we will take an in-depth look at a subject of topical importance to many, if not all, of our subscribers. In this issue, we are pleased to present part 1 of "[The Relationship between Business Continuity Management, Business Resilience, and Corporate Governance](#)" by [Al Sharifan](#), from our Enterprise Risk Solutions group.

We also discuss the need for an effective IT strategy, consider the impact of not engaging a professional project manager and commence a series looking at the 12 Project Management Principles.

If you find APCS Projections interesting you might like to forward it to a [friend or colleague](#).

Alternatively, if you wish to opt out from future issues of Projections, please reply to this message with "Please do not send me any more emails" in the subject line or simply click the [Unsubscribe](#) link at the bottom of the page.

Until next time.

[Craig Dennis](#)

PS: Don't forget to reserve your place at our upcoming [IT & Business Risk Seminar](#).

**The Relationship between Business Continuity
Management, Business Resilience, and Corporate
Governance**

Part 1

HOW CAN WE use Business Continuity to manage our threats? How can we handle our business opportunities in the future? How much resiliency do we need?

When you mention "Resiliency", how do you concentrate the focus on the continuity of the core business functions and processes and away from the traditional focus "DR" which is supporting technology? Y2K could have possibly been the worst compliancy gimmick in our era.

I have asked far too many questions to start with, I am now going to try answering some of these questions.

What is a Business Continuity Program (BCP)?

BCP has been around for a long time but has gone through a major evolution in the last 10 years. There have been a number of drivers who at times pushed this confusion along. However, there are some major factors which have turned to be a lot more influential than others. In fact, the most influential practices which have contributed to importance of BCP today are;

- Business Contingency Planning
- Crisis & Emergency Planning & Management
- Disaster Recovery
- Crisis Scenario Planning
- Regulatory Requirements & Corporate Governance

Business Continuity Institute (BCI) has defined Business Continuity Management as:

"an holistic management process that identifies potential impacts that threaten an organisation and provides a framework for building resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation and value creating activities."

BCI, BCM Good Practices Guide

The term business continuity management has broadened the discipline's scope from that of business continuity planning, which is now just another constituent part. It talks about "building resilience", which moves us from the sense of reacting to recover from an event to becoming resilient to the event but what does this mean in practice?

Next month I will discuss Business Resillience - a relatively new term that has been coined to describe an organisations ability to rapidly adapt and respond to dynamic change. A step beyond business continuity.

In the meantime, why not take advantage of APCS' complimentary Business Resillency Health Check? [Email us](#) to arrange a visit from one of our consultants.

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12 Project Management Principles

By [Scott Coleman](#)
Managing Director

Number 1

PROJECT MANAGERS must focus on four areas for project success I personally define project success as completing all project deliverables on time, within budget, and to a level of quality that is acceptable to sponsors and stakeholders. The last and most forgotten aspect for most projects is the satisfaction of the wider community or the true customer base. The Project Manager must keep the team's attention focused on achieving these broad goals.

Next Month: Planning is everything

Defining an IT Strategy

By [Glen Viney](#)
Principal Consultant

WHY DEFINE AN IT STRATEGY? Many small to medium size organisations often do not see the need for a well balanced, practical IT strategy until it is too late. This often results in expensive system replacements that could be minimized over time through an effective IT Strategy.

So what are the key steps to defining an effective IT Strategy?

Business Understanding: information must be readily available that provides a thorough insight into the core business of your organisation. This level of detail may be revealed through interviews with key business stakeholders, from existing business plans, discussions with staff and reviews of other company documentation such as annual reports. Throughout this process it's important not to forget that your information technology infrastructure only exists to support your business.

Technology Understanding: the status of existing business and office automation systems within an organisation is required to establish a baseline against which future improvements can be made. Analysis of help desk logs and past IT project implementations will provide a valuable insight into the challenges that have been presented in the past.

Gap Analysis: Now that we have an understanding of where your business is focused as well as the current technology platforms, a gap analysis should be performed that will highlight areas for improvement and assist in establishing a "priority list" of activities.

Planning & Recommendation: this final step makes use of the information gathered to form plans and recommendations to enable technology to support your organisation's core business focus.

It is imperative that the recommendations and initiatives formed through an IT Strategy are relevant to the organisation. For example, a small printing company employing 10 people is unlikely to require an 8-way server cluster to support its business processes!

Next Month: Windows V Linux - The Big Stoush

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Resourcing

IMAGINE THAT YOU ARE an "accidental project manager" running the costing model for a project that has to be completed to ensure that you meet a business deadline and you make a list of assumptions something like this:

- **Hardware:** in the budget
- **Technical staff:** are all included
- **Project management:** "I can use one of my techs as a PM" (you decide!)
- **Risk and slippage:** you add 15% because you are nervous.
- **Non IT staff required:** not included but you will get their managers to lend you staff when you get to that point.
- **End date:** You're not really sure when it will finish but you stick with the business deadline date

You have just set yourself up to fail!

Good project planning lays the foundation for a successful outcome.

High quality project planning enables project managers to derive useful information for making decisions to achieve safety, time and budget goals.

On the other hand, poor planning incapacitates project managers from using any analytical processes to achieve the same goals. It's the "garbage in, garbage out" axiom at work. Therefore, the detailed planning stage for any project should be given as much attention as possible.

The investment in a professional Project Manager delivers cost savings to most projects as it ensures that deadlines, resources and costs are managed, risks are mitigated and there is clear understanding about how the success of your project is measured. Research, such as that from the Meta Group, indicates that more than 70% of projects fail because of poor management.

Next time, rather than taking the short term view of cutting the cost of a project manager decide to have a successful project and get it right the first time!

Next Month: How independent is the advice is you get from your reseller?

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