

Rethinking Catastrophic Risks: Business Continuity & Disaster Recovery Architecture Presentation by:

Stella Simiyu
Chief Operating Officer, Sentinel Africa Consulting
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Speaker Profile



Stella is a change agent with over 11 year's work experience in developing, implementing and training on Enterprise Risk Management, Information Security, Business Continuity and Process improvement.

She currently is the Chief Operating Officer at Sentinel Africa where she drives the Business Continuity, Risk Management and Quality Management product lines. She is also the Co-Founder and current Chair of the Business Continuity Institute Forum for East Africa

Previously she worked as the Principal Enterprise Risk Manager - Safaricom Limited and Head of Operational Risk Management at Bharti Airtel managing 17 countries.

She is a Certified Enterprise Risk Manager CERM, Certified ISO 31000 Lead Risk Manager, Certified in Risk and Information Systems Control, AMBCI-Business Continuity Institute, ISO 27001:2013 Lead ISMS Implementer and Auditor and ISO 22301 Implementer and Auditor Business Continuity Management.

She holds a Bachelors of Commerce Degree from Strathmore University Nairobi. She enjoys travelling to new locations and nurturing teams to their greatest potential



Who we are



Certified Organisation: We are one of the first ISO27001 Certified Consulting firms and thus ensuring we have fully embraced information security best practices at our firm.



Partnership with global Certification Body: We are the only PECB Gold Certified partner in East and Central Africa proving we are best in class management system consultants.



NITA and PECB Accredited Training Institution: We are accredited by PECB and NITA as a Training provider allowing us to offer our clients further value



Cyber Security Tools: We offer various cyber security solutions to cover your needs from antimalware, IT service management and Information Security Risk Assessment

Our Modus Operandi

At Sentinel Africa, we approach client relationships and engagements as an iteration of:

- Our **understanding** of our client's environment, strategy, vision and objectives.
- **Tailoring** our services to the client's business environment whilst applying best practice frameworks.
- **Embedding** sustainable frameworks through pre and post-implementation training and awareness to develop capacity and empower the workforce to support a Risk Informed culture.



What we do



TRAINING

An empowered workforce is an effective workforce. We believe in offering only the best to our clients. Through our partner programs we have developed customized as well as certification training in Quality Management, Risk Management, Business Continuity, Cyber and IT Security, IT Service Management and Project Management



IMPLEMENTATION

Implementing management standards helps you grow by fine tuning your organization so it performs at its best.

We assist in design and implementation of ISO 9001 QMS, 27001 ISMS, 22301 BCMS, 20000 ITSM, 31000 Risk Management, GDPR Compliance Framework and 21500 Project Management



AUDIT & ADVISORY

While organizations benefit from ICT, they are also exposed to IT and Cyber Security risks that could cause untold damage to reputation, data and revenue loss

We at Sentinel Africa prepare you to better take care of these risks by performing system audits, vulnerability and penetration testing



DEPLOYMENT OF TOOLS

Security investment is at an all time high with management constantly requiring an accurate assessment of the Return on Security Investment. We assist businesses analyse and recommend appropriate solutions to better manage their cyber security risks and gain business value.



The Art of Winning



“Every battle is won
BEFORE
it is fought.”

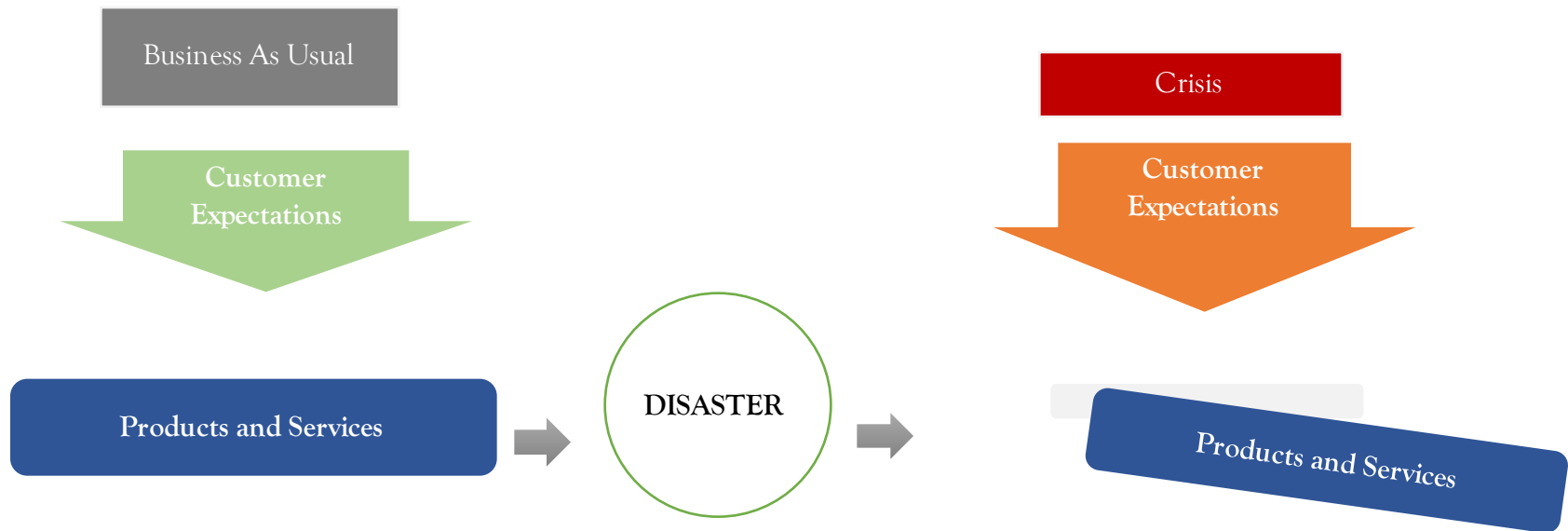
Sun Tzu



Need for Business Continuity



Customer expectation remains unchanged in case of crisis. Hence, business continuity is required to ensure resilience in key pillars like business functions, networks, IT applications, people.



Service Equilibrium requires business continuity

Lifespan of an Average Business-30 Years



Resilience of Human beings



*Human beings have
enormous resilience.*

—Muhammad Yunus



Resilient Child.com

Our World Today



Social Media



Outsourcing



Cyber Security



Terrorism



Regulation



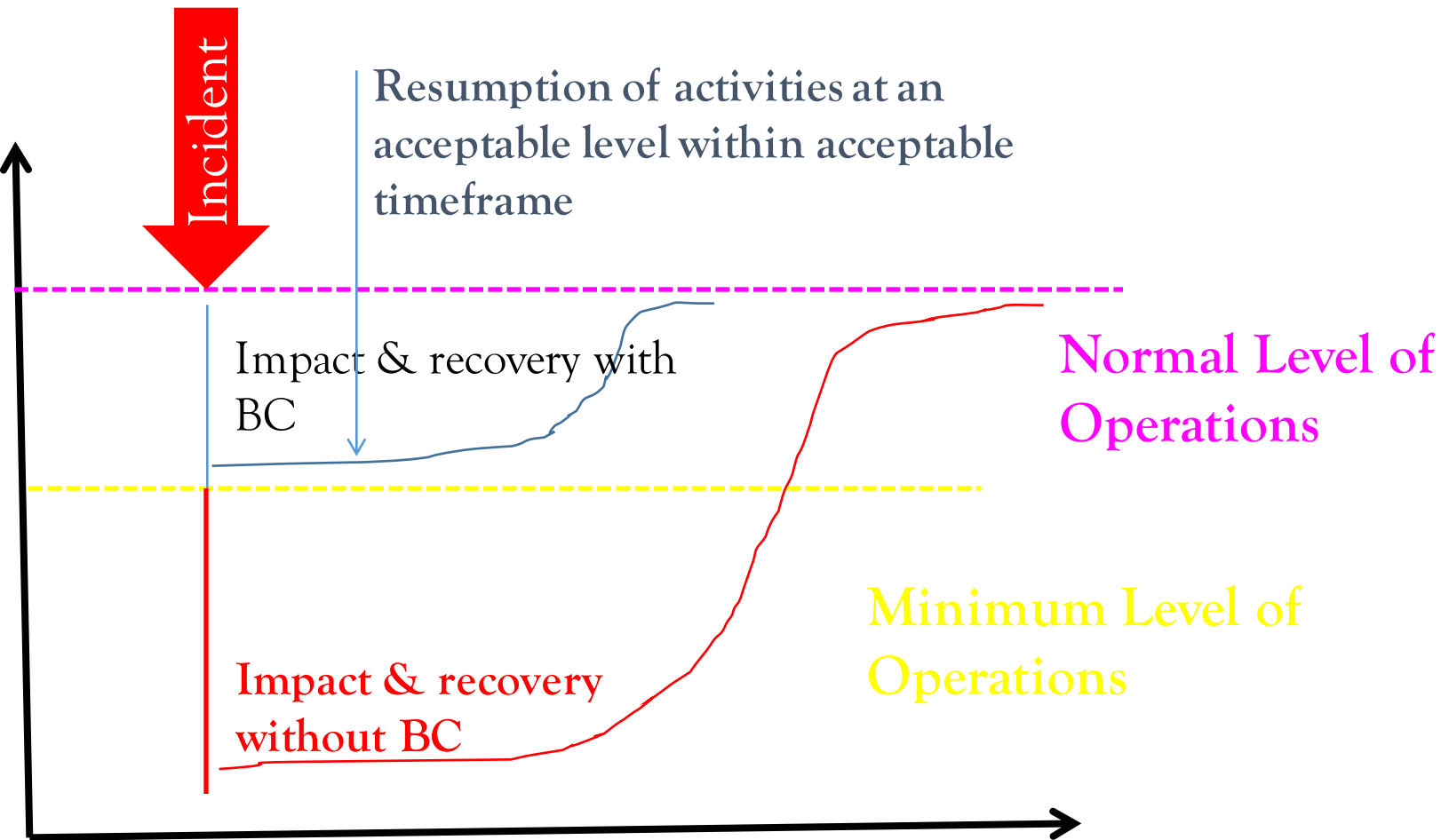
Business Continuity Management



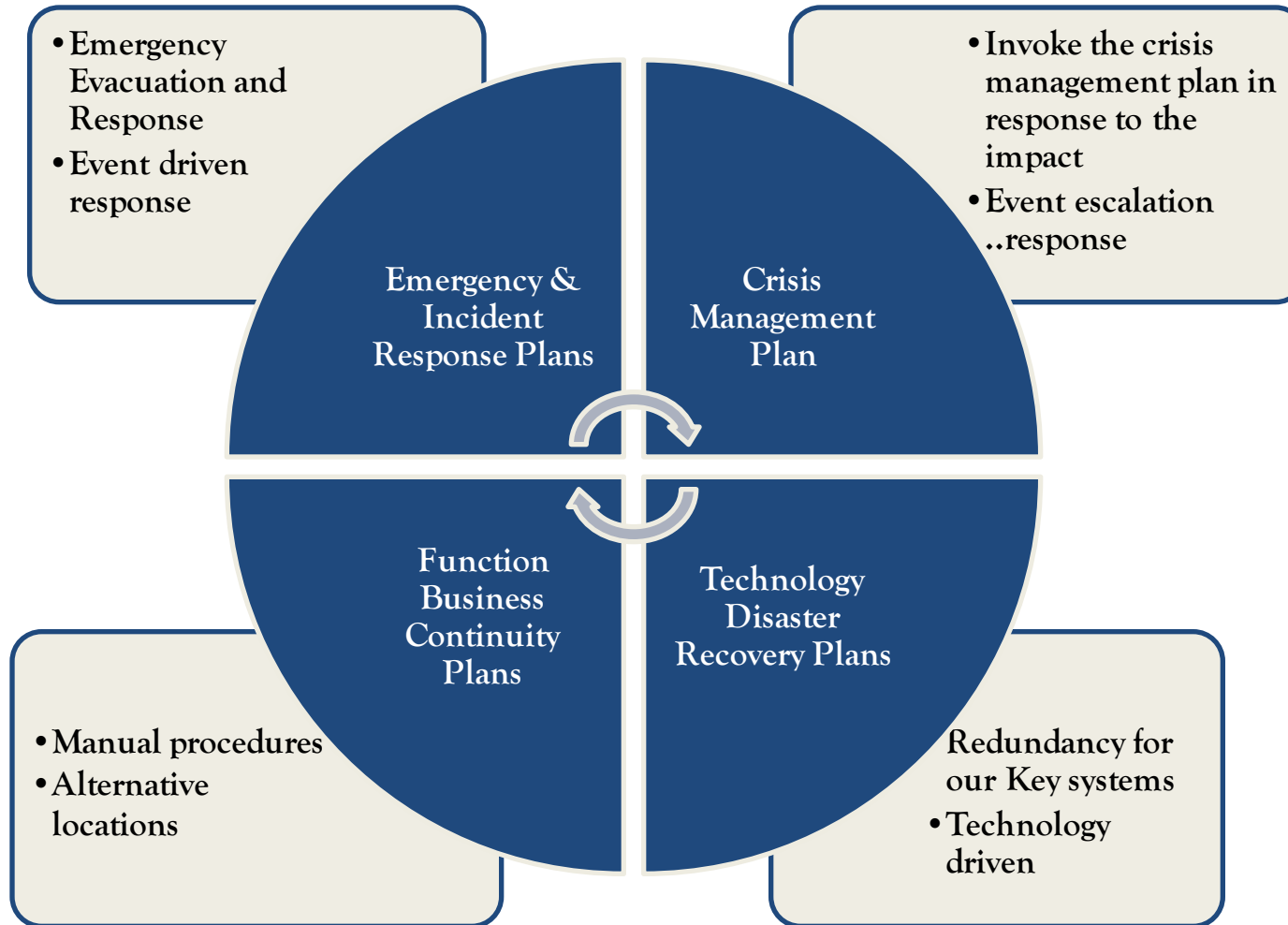
- ❑ Culture of building resilience to business operations
- ❑ Ability to restart critical operations in a timely manner after a disruption.



Crisis Management | Mitigating Impacts Through Effective BC



Elements of your Business Continuity Plan



Benefits of Effective Business Continuity Management



Reduces Downtime



Optimize Customer Experience



Supply Chain resilience



Operational Excellence



Compliance Management



Reputation Management

Who can Apply Business Continuity

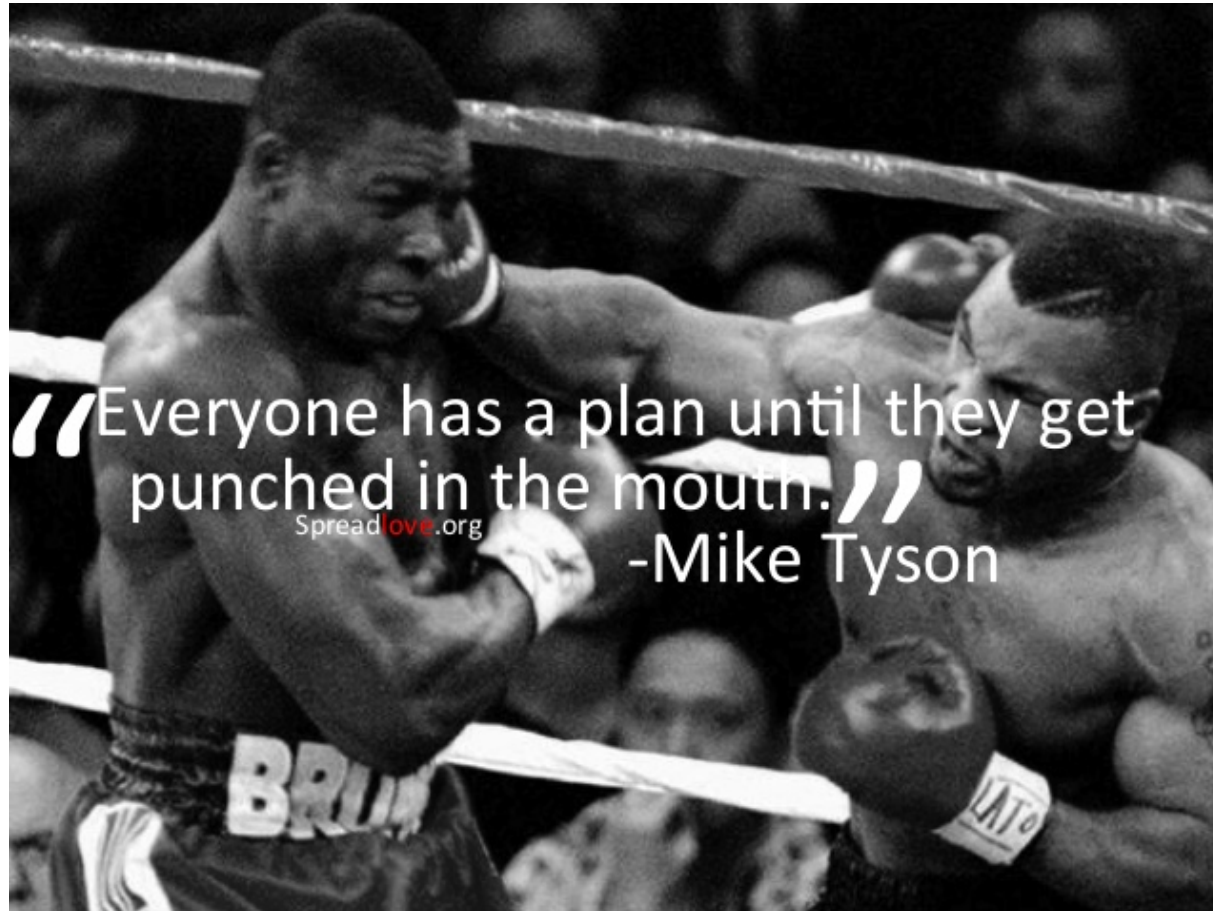


- ❑ BC is not restricted to any particular industry sector
- ❑ The use of the term “business” does not mean that BC only refers to commercially-driven organizations:
- ❑ the public sector can also readily benefit from adopting such practices
- ❑ as can the third sector, which incorporates voluntary and not for-profit organizations.



Business Continuity Scenarios

Business Continuity Scenarios



Retail Business: Nakumatt Woes



- ❑ Started in Nakuru town in 1978 as Nakuru mattresses
- ❑ As of December 2015, Nakumatt had nearly 65 stores in the African Great Lakes countries of Kenya, Uganda, Rwanda and Tanzania.
- ❑ It employed over 5,500, and had gross annual revenue in excess of US\$450 million.



2008 Nakumatt Thika Road Demolition



- ❑ On November 6th 2008
 , The Nakumatt Thika Road
 branch, Roy Transmotors,
 Vision Grill restaurant and
 Kenol service station were
 demolished in the operation
 which began at 5 a.m.



2009 Nakumatt Fire



- ❑ 29 people were burned to death in a fire
- ❑ Fire may have originated from fuel vapours or gas coming in contact with the hot exhaust pipe of the generator, or sparks from contact during a change from DC to AC.
- ❑ Proper Emergency response may have minimized loss of life



2013 Westgate Attack



- ❑ On Saturday 21 September 2013, unidentified gunmen attacked Westgate shopping mall, an upscale mall in Nairobi,[4] Kenya. The attack resulted in at least 67 deaths, and more than 175 people were reportedly wounded in the mass shooting.



2016 Nakumatt Flood



- ❑ Nakumatt Ukay Supermarket in Westlands, Nairobi has been indefinitely closed for business after goods of unknown value were washed away from the mega store's shelves following heavy downpour on Saturday evening



Nakumatt on its knees



- ❑ In a letter to Nakumatt managing director Atul Shah, dated May 9, 2017 — and seen by the Nation — the Principal Secretary for Industry, Trade and Cooperatives Chris Kiptoo, expressed the government's concerns about the closure of some of the retailer's branches



Key Lessons from Nakumatt



- ☐ Know and understand your risks
- ☐ After you understand your risks manage them!!
- ☐ Practice your procedures
- ☐ Be prepadred for anything
- ☐ As the CEO/management the bark stops with you !



Chase Bank and Family Kenya: Liquidity Problems & KOT



Did Twitter really 'kill' Chase Bank Kenya? A fascinating forensic tweet ...

mgafrica.com/.../2016-05-04-twitter-and-the-collapse-of-chase-bank-kenya-a-forensic... ▼

May 8, 2016 - The story of Chase Bank on Twitter began on 31st March, 2016 when April 7, the Central Bank of Kenya ordered Chase Bank to be closed.

#KOT, or Kenyans on Twitter, are being blamed for a run on deposits that resulted in being placed under creditor protection by the East African country's regulators on Thursday.



85 Daily Nation @dailynation · Apr 1

Chase Bank reports Sh792 million net loss in 2015. bit.ly/1VaNZ70



21



7



Chase Bank and Family Kenya: Liquidity Problems & KOT

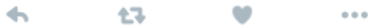


Hi @Muki254 that information is completely false & we urge the public to ignore it. Thank you.
^CW

RETWEETS
2



4:10 PM - 5 Apr 2016



Reply to @chasebankkenya @Muki254



52 muki @Muki254 · Apr 5
@chasebankkenya Do a press statement to reassure ur customers or else everyone will withdraw their money asap.



21 Mercy Omundo @omundomercy · Apr 6
@chasebankkenya @Muki254 hmmm your financials seem to be suggesting otherwise...maybe not a fraud but.....iko sida.



CHASE BANK KENYA NOTICE

Chase Bank (KENYA) Limited is aware of the malicious and irresponsible comments circulating in social media platforms.

We would like to assure our customers and partners that Chase Bank is a strong, sound and transparent institution that has operated in Kenya for the last 20 years.

We are licensed and regulated by the Central Bank of Kenya (CBK).



Family Bank reassures customers



DAILY NATION



Over Sh1.6bn might have been lost in NYS scandal, probe team tells Uhuru

The report also says that the CBK had fined one bank Sh1m for its role in handling the NYS money.

Governor trains his gun on **banks** linked to **NYS** scam

K24 TV - 29 May 2018

In 2016, **Family Bank** senior managers were charged in yet another **NYS** scam where Sh1.6 billion was allegedly lost. The institution's top ...

Kenyan **banks** that facilitate **NYS** grand theft put on notice by Central ...

International - TUKO.CO.KE - 29 May 2018



Family Bank Ltd

15 hrs · 🌐

FAMILY BANK REASSURES ITS CUSTOMERS

We refer to various statements in the mainstream and social media and would like to hereby clarify the following:

There has been a lot of sensation in the media around the role of Family Bank in the ongoing investigations into the NYS scandal. We would like to re-confirm as we have in the past, that we have fully co-operated with all agencies including the Regulator, the Public Accounts Committee and all investigative authorities looking into our customer transactions.

We will continue to support the on-going investigations and anyone found culpable should be dealt with in accordance with the l...

...



According to a new report seen by the Nation, the funds lost in the National Youth Service scandal could as high as Sh1.6 billion, almost double what was initially reported. IMAGE | ANDREW ANINI | NATION MEDIA GROUP

Key lessons from Chase and Family Bank



- ☐ Monitor your online sentiments
- ☐ When your reputation is being attacked on Social Media take deliberate and decisive steps
- ☐ Build credibility in your message by allocating the proper spokesperson
- ☐ Rally the troops and speak with one voice



TSB : Change Management Failure



**Computer meltdown hits up to 2 million
++ Frantic customers can't use cards or see
accounts ++ And chaos could last weeks...**

TOTALLY SHAMBOLIC BANK

UP to two million TSB customers face weeks of chaos because of a catastrophic IT meltdown.

Scores of customers yesterday reported being unable to access cash or pay bills online.

Debit cards did not work and savers panicked when their accounts vanished from

By Ruth Lythe, Sara Smyth and Eleanor Hayward

computer screens. Some small businesses could not pay staff or suppliers.

TSB admitted that as many as ten key online banking services would not be fully restored until next month.

The mayhem saw it dubbed the 'Totally Shambolic Bank' with boss Paul Pester forced into a grovelling apology. The

Turn to Page 4

TSB CEO and chair to face grilling by MPs over IT chaos



TSB says 1,300 people lost money through fraud since IT meltdown - as it happened



TSB Bank in numbers

5+ million

customers

Six weeks since the IT switchover that caused the problems

40% of customers unable to get through on the phone

Unlimited fine that can be imposed by the FCA

Source: TSB Bank, FCA



Getty Images

TSB communications lapses



Gaz_TFBS

@Gaz_TFBS



WORST CUSTOMER SERVICE POSSIBLE! @TSB on the phone now for the last 4 days for over 25minutes each time and still no one answers! All I want to do is find out when my payment is due! (No statement received) Will not be advising anyone to open an account with these jokers! FUMING

5:53 PM - May 6, 2018

♡ 3 👤 See Gaz_TFBS's other Tweets



Hazel Allen

@Hazela2



I cannot spend another 2 hours 40 mins waiting for tsb fraud to answer their phone and start the process of getting all my money back. Why can't tsb ring me as they have cut me off twice now??? @TSB

5:27 PM - May 6, 2018

♡ 1 👤 See Hazel Allen's other Tweets



Key lessons from TSB



- ☐ Plan your change management effectively
- ☐ Test, Test , Test
- ☐ Involve a multi disciplinary teams in system changes
- ☐ Project team must Communicate key issues
- ☐ Management must take project teams communication and make decisions that benefit all stakeholders
- ☐ Do not depend on suppliers to make the go/no go decision for you



KFC: Supplier Failure



The hashtag #KFCCrisis trended on Twitter. The “new delivery partner”, DHL, took over the KFC logistics contract on Valentine’s Day, alongside Quick Service Logistics (QSL). Problems began almost immediately. By 16 February, KFC had started to shut down locations after managers complained of delays to deliveries and by 18 February only 266 of 900 restaurants in the UK were open. The delivery issues arose after the fast food firm switched its delivery partner from food delivery specialists Bidvest Logistics to DHL Supply Chain.



KFC : Under Attack by Burger King

A promotional image for Burger King. On the left, a white 'King Box' (a large cup) is topped with a gold crown that has the Burger King logo on it. The box features the Burger King face logo and the text '9 NUGGETS 99p!'. In front of the box are a pile of chicken nuggets and a large burger with lettuce and cheese. To the right, there is a large text overlay: 'WE DON'T CHICKEN OUT' in large, bold, white letters, followed by 'REDUCED PRICES AT ALL UK STORES²' in yellow. Below this is a Twitter post from 'Burger King UK' (@BurgerKingUK) replying to @KFC_UKI. The tweet says: 'We'll raise your leftover Ricebox with a year's supply of fresh King Boxes! Someone put us in touch with her 🍷🥂'. The background is a blurred image of a restaurant interior.

WE DON'T CHICKEN OUT
REDUCED PRICES AT ALL UK STORES²

9 NUGGETS 99p!

Burger King UK @BurgerKingUK
Replying to @KFC_UKI
We'll raise your leftover Ricebox with a year's supply of fresh King Boxes! Someone put us in touch with her 🍷🥂

KFC : The Response



Nish Goyal
@nishgoyalmusic

Follow

@KFC_UKI best.....apology....EVER



WE'RE SORRY

A chicken restaurant without any chicken. It's not ideal. Huge apologies to our customers, especially those who travelled out of their way to find we were closed. And endless thanks to our KFC team members and our franchise partners for working tirelessly to improve the situation. It's been a hell of a week, but we're making progress, and every day more and more fresh chicken is being delivered to our restaurants. Thank you for bearing with us.

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KFC's apology appears to be getting a mostly positive reception from fans of the fast food chain on social media. Founder and group managing director of Frank PR Andrew Bloch [tweeted](#) that the apology was a “masterclass in PR crisis management,” while other marketers and fans alike tweeted in praise of the brand's apology.

[The KFC chicken crisis is finally over: it's \(sort of\) ditched DHL | WIRED ...](#)

www.wired.co.uk/article/kfc-bidvest-dhl-chicken-gravy-crisis-shortage-logistics

Mar 8, 2018 - 350 of KFC's locations in the north of the UK will be served by Bidvest, while the rest remain with DHL.

Huduma contractors suspend services over arrears



Many of those who queued at the General Post Office Branch in Nairobi went away a frustrated lot, with the guards explaining that many services are unavailable because “the systems are down

Huduma Centre services restored after countrywide outage

By **Citizen Reporter** For Citizen Digital

🕒 Updated on: 1649, July 5, 2018 (EAT),

The bills are paid on a quarterly basis.

“We are however working with the service providers to ensure that these bills are settled and full services restored to Huduma as soon as possible,” she said.

In Nyeri, services were partially offered at Huduma Centres. Clients could not get services beyond those that required filling of documents and verbal enquiries such as application of birth certificates and police abstracts.

Other services not affected included application for national identity cards.

An officer who spoke to *Nation* said the Nyeri Huduma Centre has not had internet connection since Wednesday.

Last year services at Huduma were once again suspended due to a power outage as the government had once again delayed payment of power bills.



Key lessons from KFC and Huduma



- ☐ Plan your supplier change management effectively
- ☐ Assess the risk of key supplier changes
- ☐ Assess the continuity and preparedness of your suppliers
- ☐ Develop incident communication protocols for outsourced services
- ☐ Manage crisis by taking ownership, apologies and making commitment and actively to changing to better manage your risks.



Technology Failure: Visa Card Payment Systems downtime



Anthony Pearson
@ANTHONYPEARSON



Can't refill car and dumped it on central reservation of motorway. Have set fire to it so noone will steal it and am now walking north, into the wind, with nothing but a torch, a sharp stick and Murray mints for sustenance. Advise others do same [#Visa](#)

7:35 PM - Jun 1, 2018

♡ 1,982 💬 555 people are talking about this



Tony Shepherd ✓
@tonysheps



I'm in a pub and the card payments are down. I think I'll just have to carry on drinking 'til it all blows over [#Visa](#)

8:03 PM - Jun 1, 2018

♡ 435 💬 56 people are talking about this



Visa UK ✓
@VisaUK



We are currently experiencing a service disruption which is preventing some Visa transactions in Europe from being processed. We are investigating the cause and working as quickly as possible to resolve the situation. We will keep you updated.

7:49 PM - Jun 1, 2018

♡ 246 💬 480 people are talking about this



The card giant said: "Earlier today, Visa had a system failure that impacted customers across Europe.

"Our goal is to ensure all Visa cards work reliably 24 hours a day 365 days a year.

"We fell well short of this goal today and we apologise to all of our partners, and most especially, to Visa cardholders.

"Visa cardholders can now use their Visa cards as we are currently operating at close to normal levels.

"The issue was the result of a hardware failure. We have no reason to believe this was associated with any authorised access or malicious event."

Cyber Security: Kenya Defense Forces Website and Twitter hacked



Kenya Defence Forces @kdfinfo · 20m
The #Kenya Ministry of Defence is under
new management:
#Anonymous

Kenya Defence Forces @kdfinfo · 23m
Greetings #Kenya - We are #Anonymous

#GMOKE

#InsecurityKE

#CorruptionKE

#ImpunityKE

The Twitter accounts of the Kenyan defense forces and its spokesman have been hacked by activists protesting about corruption.

Key lessons from VISA and KDF



- ☐ Develop resilience in your technology platforms
- ☐ Test. Test. Test
- ☐ Ensure your recovery procedure for technology services speaks to your promise to the customer
- ☐ Develop a cyber response strategy



Common Features of Crisis

- ☐ The situation materialises unexpectedly.
- ☐ Decisions are required urgently.
- ☐ Time is short.
- ☐ Urgent demands for information are received.
- ☐ There is sense of loss of control.
- ☐ Pressures build over time.
- ☐ Routine business become increasingly difficult. Reputation suffers.



What organisations must do to be ready!



- ❑ Communication- Business Continuity Planning must be communicated to all
- ❑ Devolved- BC must be implemented on an operational, tactical and strategic level
- ❑ Practice- Business continuity plans must be tested
- ❑ Improvement- Management should endeavor to increase their organizational resilience over time



Business Continuity Lead Implementer and Auditor Training



Training Schedule September to December 2018

'....there is agreement that knowledgeable
employees are an asset to organizations and
that knowledge is a driver of innovation.'



Speaker Contacts



Stella Makona Simiyu

Stella.simiyu@sentinelafrika.co.ke

www.sentinelafrika.co.ke

0722969874 or 0777969874

Twitter: steshmak

Linkedin : <https://www.linkedin.com/in/stella-makona-simiyu48313215/>