Indira Gandhi International Airport prepares to be resilient by implementing Business Continuity Management Systems

GMR

GMR Group is one of the fastest growing infrastructure enterprises in the country with interests in Airports, Energy, Highways and Urban Infrastructure sectors. Employing the Public Private Partnership model, the Group has successfully implemented several iconic infrastructure projects in India.

The Group also has a global presence with infrastructure operating assets and projects in several countries including Turkey, South Africa, Indonesia and Singapore.

Delhi International Airport Limited (DIAL), which operates the Delhi Airport, is a joint venture consortium of GMR Group,Airports Authority of India, and Fraport AG andEraman Malaysia.

DIAL has won the 2nd Best Airport award in the 25-40 million passengers per annum category by the Airports Council International, 2012; the SKYTRAX award for the World's Most Improved Airport- 2012; and the No.1 Airport in India Award at the Infrastructure Excellence Awards 2012.

DIAL is also the first airport in India to be awarded the Leadership Energy and Environment Design (LEED) 'Gold' rating.

The very nature of DIAL's business is such that it is essential to put measures in place to handle emergency or crisis situation and minimize the impact on airport operations. Any impairment to airport's functions will not only lead to aircraft delays and inconvenience to passengers / airport users, but it could also tarnish the organizational reputation.

At IGIA a single downtime might turn out to be a disaster to the entire airport operation.

Under the critical circumstances, the traditional Disaster Recovery Plan (DRP), which focuses on restoring the business function in its entirety, is not sufficient. Thus a comprehensive and rigorous Business Continuity Management System is needed to achieve a state of business continuity where critical systems and networks

are continuously available.

DIAL's BCMS Journey

ISO 22301 is particularly relevant for organizations like GMR, that are operating in high risk environments where the ability to continue operating is paramount for business, customers and stakeholders.

DIAL started its journey for BCMS implementation in December 2011 with the interest to assess the preparedness of the Delhi Airport to handle emergencies in the event of one or more critical processes being temporarily interrupted due to a natural disaster/accident/any unforeseen event. They applied ISO 22301 (then BS 25999) approach to establish and implement the methodologies of BCMS at DIAL.

It took them nearly 8 months in understanding the business processes, conducting Risk Assessments and Business Impact Analysis, and based on these, recovery strategiesfor the

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identified critical and essential processes were put in place.

It helped GMR to identify the fundamentals of a business continuity management system, establishing the process, principles and terminology of business continuity management.

It also provided a basis for understanding, developing and implementing business continuity within the organization.

After meeting the guidelines set out by ISO 22301, the Indira Gandhi International Airport becamethe **first airport in the world** to achieve ISO 22301:2012 certification for having a strong business continuity management system in place.

Benefits derived from Business Continuity Management

- With the adoption of ISO22301:2012, GMR can now ensure that all the processes are well mapped and aligned to build organizational resilience to prevent/reduce occurrence of business disruptions

- Ensure readiness to respond to a disaster with a heightened level of confidence to employees, management, customers, and stakeholders as a result of extensive and rigorous exercising of all Incident Management and Business Continuity Plans

- It brings more responsibility to carry and maintain the requirements of this certification. GMR has now mandated to have proactive Risk Assessments, Business Impact Analysis, effective

controls, training and awareness, regular review and continual improvement to meet the DIAL BCMS Policy

- Demonstrated to competent authorities that DIAL observes all applicable laws and regulations

- Developed a tried and tested method of dealing with incidents and seamless continuity of its operations

- Demonstrated commitment at all levels of the organization towards business continuity

- Improved employee awareness of incidents and their responsibilities within the organization