



## Effective Crisis Prevention with Business Continuity

“Implementing a ISO 22301:2013 accredited Business Continuity Management System has further enhanced our preparedness to respond to a crisis situation.”

**Razia Namazie**  
Business Continuity Manager

### Optus Objectives:

1. Continually reduce the risk of business disruptions and incidents
2. Improve action plans to protect against potential crisis situations
3. Implement a robust Business Continuity Management System (BCMS)
4. Align the BCMS to ISO 22301
5. Obtain third party certification against ISO 22301 Business Continuity Management
6. Ensure that the availability of customers’ services will be maximized, even in emergencies

### Optus Outcomes:

1. Reduced system downtime during emergency situations
2. Increased capacity to respond to crisis situations
3. Enhanced service delivery for Optus customers
4. Better meet customer requirements
5. Increased stakeholder confidence
6. Enhanced brand reputation
7. Established reputation for thought-leadership and innovation in the telecommunications market

## Background

Optus is Australia's second-largest telecommunications provider, delivering mobile, broadband, landline, satellite and ICT services to residential, SMB and enterprise clients. Owned by Singtel, Optus operates in a highly competitive market sector where customers demand consistency and reliability. The company is driven by a corporate vision to be Australia's most recognized and innovative telecommunications brand.

Certification with BSI signals Optus's position as a thought leader in the telecommunications market and demonstrates the company's ongoing commitment to high quality, reliable service. The certification process, which coincided with the implementation of Optus's business continuity management system (BCMS), continues to give stakeholders confidence in the organization's ability to maintain operations during a wide variety of crisis situations.

## Implementation

Measuring and mitigating risk is key to Optus's successful business approach. A 2014 crisis management review identified the implementation of a BCMS as an opportunity for Optus to increase its capacity to respond to critical business scenarios. The company's senior management team selected a BCMS aligned with ISO 22301 as the international standard in business continuity management, and prepared for an organization-wide rollout.

Business Continuity Manager Razia Namazie led the BCMS implementation project, which was informed by a GAP

analysis that had been undertaken during the internal review. Despite Optus's well-defined risk management strategy, Ms Namazie believed that better coordination of risk management documentation and associated processes would further strengthen the company's position.

She began by implementing a business continuity policy, using the policy development stage to acquire company-wide commitment to the project. She worked closely with program sponsor Robert Pesavento, who was instrumental in communicating the objectives and procedures of a business continuity platform to senior managers across the organization. Each team nominated a representative who was responsible for securing their team's buy-in to business continuity principles, ensuring support for the project was widespread. Successful implementation of the BCMS followed; within a year, Optus was ready to apply for third-party certification.

## Certification

Optus selected BSI to certify their BCMS based on BSI's reputation as a quality provider of certification standards. The partnership was a natural fit; in addition to its extensive assessment experience in the professional services sector, BSI was a leader in business continuity standards certification, having developed the original business continuity management standard (BS29999) and contributed to its adaptation to become ISO 22301.

BSI assigned Client Manager Chee Meng Wong to conduct the ISO 22301 certification assessment. Mr Wong

possessed both a proven track record in IT and telecommunications risk management certification and extensive experience in the Australian market, giving him an in-depth understanding of Australian business culture. He worked closely with Ms Namazie and her team throughout the audit process, providing feedback that assisted Optus to further improve their business continuity approach. Certification for the BCMS was granted on 20 March 2015.

## Benefits

The decision to implement a BCMS that met international best practice standards and aligned with ISO 22301 resulted in a wealth of benefits for Optus and its clients. The BCMS has strengthened the company's ability to maintain its service delivery standards, even during critical business situations, and ensured clients will be unaffected by periods of system downtime if and when they occur. The BCMS implementation process has also fostered a widespread commitment to business continuity practices among Optus staff, and has provided clear contingency guidelines for a variety of risk management scenarios.

## Moving Forward

Optus maintains an ongoing commitment to business continuity management principles and to the provision of high quality service. The Optus team strives to continue improving the company's systems and processes, protecting clients, shareholders and staff against risk.

For further information about  
ISO 22301 Business Continuity  
visit [bsigroup.com/en-au/iso22301](http://bsigroup.com/en-au/iso22301)



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