

VMWARE ENTERPRISE RESILIENCY

Integrating Resiliency into Our Culture and DNA

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“Resiliency isn’t about being perfect; it’s about making continuous progress.”

Executive Summary

VMware executive leadership sponsored the launch of an enterprise resiliency (ER) program in 2015. The program launch was in response to the company’s rapid global growth and the increasingly volatile world in which we live. Today the ER program is focused on improving the company’s resiliency and preparedness toward potentially business-disrupting events. The ER program brings together the company’s business continuity, disaster recovery, emergency response, and crisis management programs under a common governance framework. This common governance framework drives stronger alignment among the programs and provides better visibility to executive staff and other key stakeholders. Beginning in the company’s headquarters in Palo Alto, the program has grown and is now in operation across the globe. Given the inherent uncertainty about the timing and impact of business-disrupting events, the program focuses on aligning key stakeholders on the acceptable level of risk for the company and then driving development of business continuity plans, emergency management, and response plans to address identified risks. Plans undergo regular testing, ranging from plan evaluations using a variety of disrupting scenarios to global integrated drills. Another key component of the program is driving organizational awareness so employees are aware of their role in making the company more resilient and are familiar with the basic steps they should take if they find themselves in an emergency.

Background

Like most companies, VMware historically had separate business continuity, crisis management, disaster recovery, and safety and security programs. Although they were all doing great work, they were operating in silos with limited interaction with each other. There were varying levels of maturity within each program and a lack of clear visibility to company executives and the board. We realized we needed a different approach since the company had grown rapidly and the world was becoming much more complex. We launched an enterprise resiliency program aimed at bringing these disparate programs under a common governance framework to drive better alignment and synergies between them and provide better visibility to our executive team and key stakeholders.

Charter

Ensure that VMware is adequately prepared for a critical business disruption so that its people, processes, systems, facilities, and other assets are able to respond, recover, and resume operations safely and efficiently; and make sure that there is effective communication with all stakeholders, thus minimizing financial, customer, brand, and operational impact to the company. Over time, integrate enterprise resiliency into our culture and DNA. (See Figure 1.)

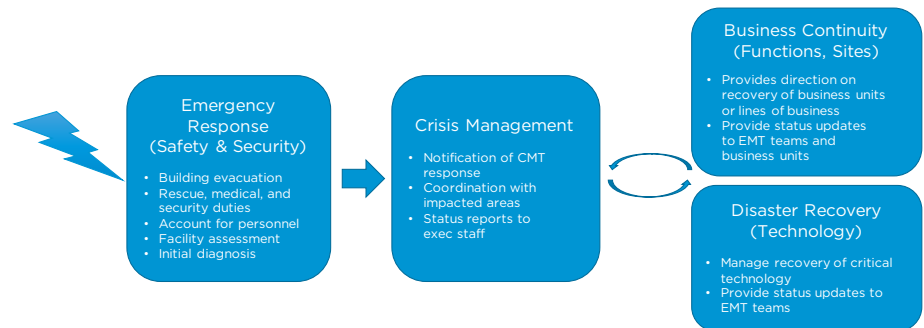


Figure 1. Responding to a Major Business Disruption

Key Objectives

Risk Management

The ER program is responsible for making sure that VMware is adequately prepared to respond to and recover from major business disruptions that could result from a set of top business continuity risks the company tracks. This is primarily achieved by developing, periodically testing, and continuously improving crisis management plans for each of the top risks. At a high level, these plans include a risk assessment, industry best practices, key internal and external contacts, and specific steps that need to be taken if that risk materializes. These plans are initially developed at a global level and then made available to all key sites across the world so they can be tailored as needed for those sites.

In addition, the ER program addresses other programmatic risks. For example, the ER team drove a significant restructuring of the Crisis Management (CMT) program to align it with industry best practice and make it appropriate for the size and complexity of VMware (Figure 2).

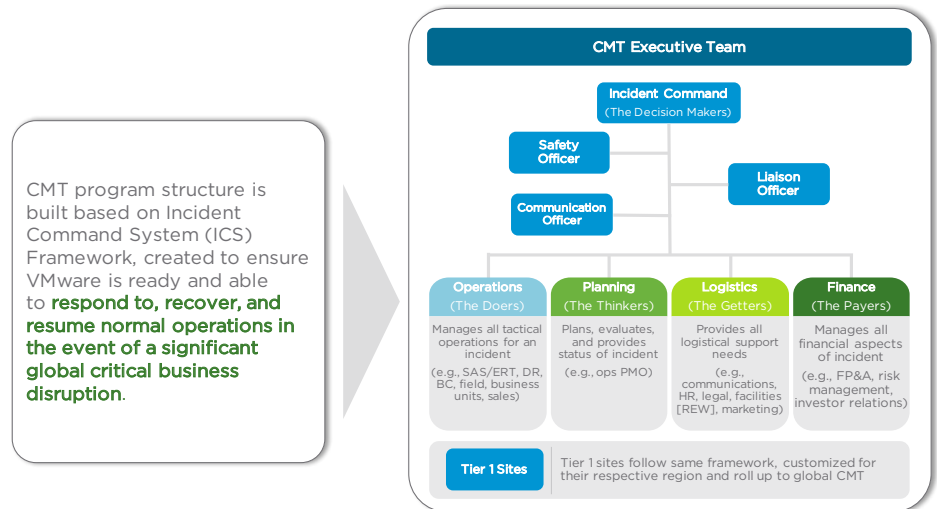


Figure 2. Crisis Management Program Structure

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Email resiliency@vmware.com to learn more about the VMware journey towards becoming a resilient enterprise.

Governance

The ER program (Figure 3) brings together related programs, including business continuity planning (BC), disaster recovery (DR), crisis management team (CMT), and emergency response team (ERT), under a common governance framework.



Figure 3. Enterprise Resiliency Charter and Governance

Each program now has a documented charter and clearly defined roles and responsibilities to ensure there are no overlaps between the programs yet at the same time things do not fall through the cracks. The ER program brings each of these programs together on a regular basis to stay aligned on priorities, goals, and initiatives and quickly address any issues. Key highlights and major issues across all programs are brought to the attention of key stakeholders and the steering committee in a unified view to get due recognition for the programs and to ensure prompt disposition of major issues.

Organizational Awareness

Every employee has a role to play in driving resiliency in a large company. Recognizing this, a key focus area for the ER program is to drive awareness across our employee population about the critical role they all have to play in making and keeping VMware resilient. We do this through a global awareness, communication, and training program aimed at providing employees the knowledge and resources to keep themselves, their families, and their company safe and resilient.

Summary

Since the launch of its enterprise resiliency program, VMware has made rapid strides in understanding its top business continuity risks, developing plans to address them, bringing together related programs under a common governance framework, and increasing organizational awareness. Although there is a lot more work to do, we are well on our way to becoming a resilient enterprise. Solid support from executive management, strong program leadership, and a focused global program team working in close partnership with key stakeholders have been the key ingredients of this successful journey.



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