Business as unusual

Business Continuity Management in the new world

Introduction

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CIO, Malta Freeport

BUSINESS AS UNUSUAL

BUSINESS CONTINUITY MANAGEMENT IN THE NEW WORLD

Jesmond Baldacchino

Head of I.T. Malta Freeport Terminals Limited

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MALTA FREEPORT TERMINALS

A PREMIER TRANSHIPMENT HUB

HAVING SUCCESSFULLY OPERATED FOR OVER

25 YEARS

WITHIN THE

MEDITERRANEAN CONTAINERISATION MARKET

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MALTA FREEPORT TERMINALS

THE
STRATEGICALLY
LOCATED
HUB PORT AT THE
CROSSROADS
OF THE MEDITERRANEAN

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MALTA FREEPORT PROVIDES

MINIMAL DIVERSION DISTANCE

Diversion distance in nautical miles between Gibraltar and entrance to Suez required to call at the following ports:

Genoa
356

Naples
165

Valencia
141

Cagliari
56

Piraeus
178

GioiaTauro
66

Gibraltar

Malta Freeport
6

Suez

RIGHT MIX OF RESOURCES IN PLACE
to effectively meet the complexities of
TRANSHIPMENT

Highly-skilled, professional and flexible personnel permitting the Freeport to deploy peaks of 18 QCs

Harmonious relations with workers fostered

Exceptional Technological Achievements boosting the efficiency of Port Operations

Malta Freeport updated the Navis Terminal Operating System with the migration to N4/XPS to keep abreast with the industry demands for optimum efficiency.

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Resilience to the
Covid19
emergency

The CHALLENGES
we faced...

Hundreds of shift workers calling at our gates – we operate a three shift system

Biometric hand readers suddenly became an issue

Sanitising material and PPE equipment unavailability in the market, indeed on the whole island

Open plan offices unsuitable.

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Resilience to the
Covid19
emergency

The CHALLENGES
we faced...

Remote working not widely used but infrastructure fully available.

Essential service to the island as 90% of all import/exports pass through Malta Freeport.

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Reactions to the CHALLENGE

Change from biometric hand readers to contactless card reading – 3 gates, pedestrian and vehicular gates. Change of procedures at gates to avoid paper handling in matter of days

Office re-organisation to respect distancing – Changing of procedures

Frequent deep cleaning of offices- Fumigating all equipment and offices

Reactions to the

Remote working.
This also entailed ensuring a secure remote working environment.

Distribution and configuration of Laptops, basic training to users, some of which never worked remotely.

New procedures including temperature reading using Thermal cameras at each entrance.

Dissemination of information to all employees and stakeholders

Vessel Crew on-board **thermal screening.**

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The untold story

of NotPetya,

a devastating

cyberattack.

June 2017

A hacker tool called '**EternalBlue**' was used.

Microsoft had **a patch** available for 'EternalBlue'

$10Billion in damages around the world (estimate from wired.com)

Maersk as a Terminal Operator, has around **76 terminals** (around 17 affected), **nearly 800 seafaring vessels** (close to one fifth of the worlds entire shipping capacity) and around **150 domain controllers**

All systems affected, PC's, servers, Telephony, email, contacts, booking website. Staff were forced to use Gmail and WhatsApp

The untold story

of NotPetya,

a devastating cyberattack.

It took 2 weeks to be able to start **reissuing PC's to staff**

It took 2 months to **rebuild 4,000 servers, 45,000 PC's**

Maersk suffered a **20% reduction in shipping volume** (wired.com) loosing business and money to even reimburse many of its customers for rerouting

Other entities hit by NotPetya: Merck, FedEx/TNT, Saint-Gobain,Reckitt Benckiser, Cadbury; loosing a reported $870M,$400M,$400M,$129M,$188M respectively

Untold number of victims who counted their losses

t

Strenghen your IT security
Strategies

- ✓ Keep up to date operating systems
- ✓ Keep them patched to the latest versions
- ✓ Secure the digital perimeter with a strong Firewall which must be regularly maintained, updated, and tested (rigorous penetration testing, ideally by different service providers)
- ✓ All internet connections must be scanned (Web filtering)
- ✓ All emails must be scanned (Email filtering)
- ✓ Regular training and awareness exercises. Consider internal exercises like a Phishing test on employees
- ✓ Consider that around 40% of IT security breaches are committed by people inside the organization (source: US Computer Emergency Response Team
- ✓ Have a Business continuity plan.
- ✓ Have a disaster recover system (ideally one online and one offline)
- ✓ Consider being Resilient and Redundant
- ✓ Remote working. A new danger. Consider using only encrypted and authenticated RDP (remote desktop). This will allow you to keep all your data and applications inside of your firewall perimeter. Avoiding any information to be stored on Laptops, which can be lost or stolen.
- ✓ Documentation – have your policies documented and updated.
- ✓ Backups. Everyone makes backups, but who test a restore frequently?
- ✓ Anti Malware/Virus software
- ✓ Educate, educate, educate. Change the company culture
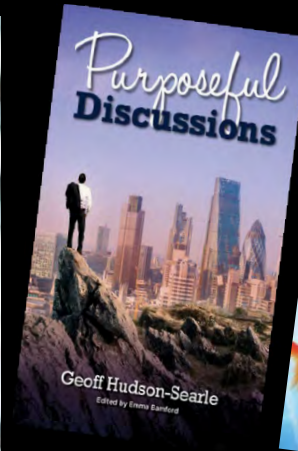
Questions?

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Geoff Hudson-Searle

Author & Senior Business Advisor

Geoff Hudson-Searle

Experience at a Glance

- *Geoff is a serial business advisor, CSuite Executive and Digital Non-Executive Director to growth-phase tech companies. Rated by Agilience as a Top 250 Harvard Business School authority covering; 'Strategic Management' and 'Management Consulting'*

- Geoff has over 30 years of experience in the business and management arena, he is author of 5 books 'Freedom after the Sharks', 'Meaningful Conversations', 'Journeys to Success Volume 9', GOD in Business and his latest best selling book 'Purposeful Discussions'. He lectures at business forums, conferences and universities and has been the focus of TEDx and RT Europe's business documentary across various thought leadership topics and his authorisms.

- A member and fellow of the Institute of Directors, associate of The International Business Management Institute, a co-founder and board member of the Neustar International Security Council (NISC) and a distinguished member of the Advisory Council for The Global Cyber Academy. He holds a Master's degree in Business Administration.

The new 'Normal' era

Leaders facing the unprecedented times and are also looking to their organisation's core, its communal culture and values, to inspire resilience, unleash agility, and help employees to thrive, not simply survive.

Setting a regular cadence with a clear voice is critical. Incomplete or conflicting communications can slow the organisation's response. In a time of crisis, trust is paramount:

Trust =Transparency +Relationship +Experience +Purpose

Contact details

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Blog: https://freedomafterthesharks.com/

Purposeful Discussions Book:

https://purposefuldiscussionsbook.com/

Questions?

Chris Youles

CIO, The Open University

Business as Unusual

Tales of pandemic driven, technological change from the OU frontline…..

Chris Youles, Chief Information Officer

The Open University

The CIO Portfolio - technology, digital, data and security

Information Technology
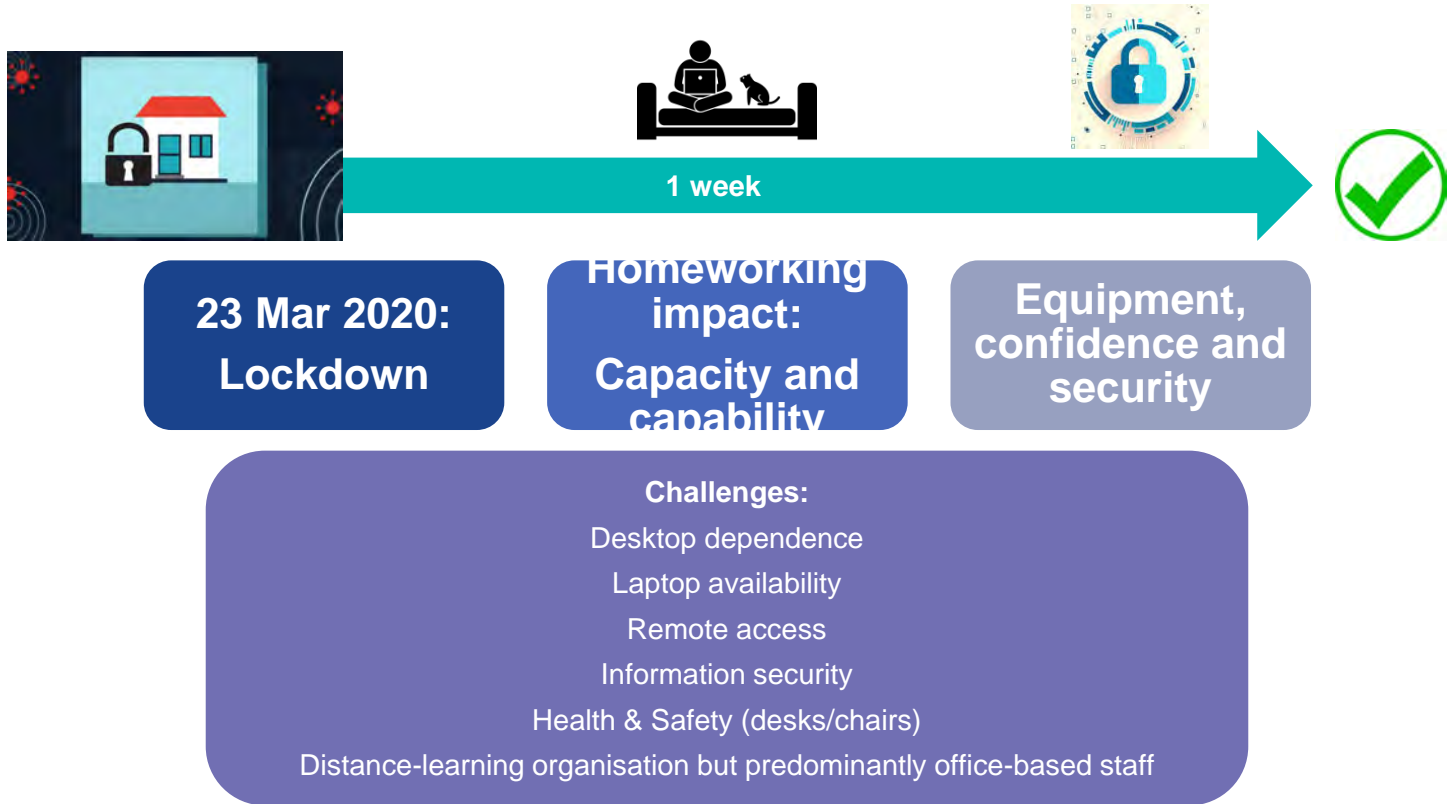
Information Security

Data & Student Analytics

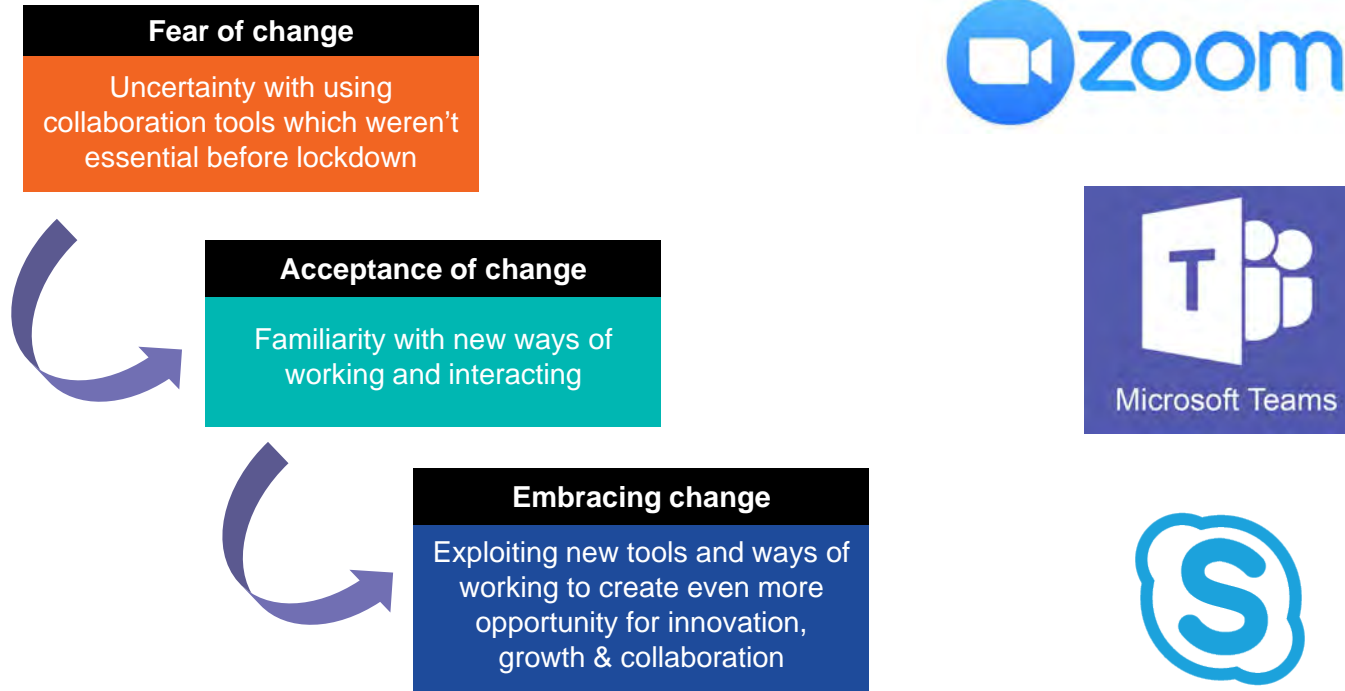Digital Experience and Learning Environment

Strategic Technology Change

March 2020 - Lockdown commences!

1 week

23 Mar 2020: Lockdown

Homeworking impact: Capacity and capability

Equipment, confidence and security

Challenges:

Desktop dependence

Laptop availability

Remote access

Information security

Health & Safety (desks/chairs)

Distance-learning organisation but predominantly office-based staff

Behaviour changes for staff

Fear of change

Uncertainty with using collaboration tools which weren't essential before lockdown

Acceptance of change

Familiarity with new ways of working and interacting

Embracing change

Exploiting new tools and ways of working to create even more opportunity for innovation, growth & collaboration

The way we interact with Students changes

- Examinations & face 2 face tuition cancelled

- Remote support across 4 Nations and 6 locations

- Student Support Centre availability: information, advice and guidance; support for staff

- Chatbots and email increased usage

- Telephony decreased

- Social media interaction

- Outbound call campaigns restricted

Delivering a major change programme in lockdown!

- Delivery of major core systems replacement programme whilst in lockdown – finance, HR and student administration systems

- Remote team members working in isolation

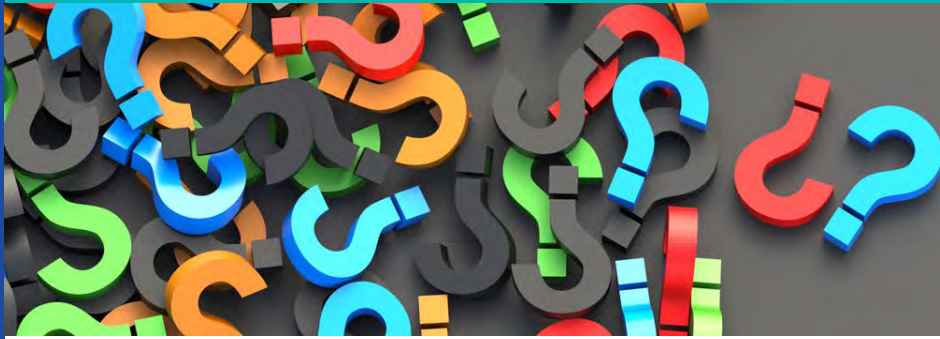- Testing under lockdown

- Keeping the team together

What's become apparent after weeks of lockdown

- Incredible support from our fabulous staff

- Flexibility in working hours to accommodate other priorities

- Increase in collaboration at all levels

- Productivity often increased

- Strong, positive response from the University in dealing with the lockdown

- Familiarity and adoption of technology that would have taken much longer otherwise

- New ways of working not previously considered

- Providing guidance and leadership to central government and the sector as a whole as experts in distance learning

- Ideally positioned to equip the UK with the right skills to promote recovery

- Attracting new students across our platforms

And what of the future?

- Increased reliance on the use of collaboration tools; people liked the equalising effect that it's brought

- Working from home; reducing travel; a more blended approach, but staff want physical interaction too

- Digital student interaction

- General levels of engagement & collaboration?