



Are You Ready for Business Change?

# What can preparedness for GDPR teach us

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# Introduction

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The European General Data Protection Regulation (GDPR) is one of the latest hot topics for all organisations operating in Europe regardless of their headquarters location. The broad applicability and wide requirements have brought into focus the challenges organisations face in coping with regulatory change and, in particular, the implications for information systems. In complex, resource intensive industries where multiple additional tiers of regulation demand more frequent and onerous changes, the challenges can be even greater. As a result, finding new ways to better cope with the demands is an increasing focus for business leaders who recognise the strategic, operational and economic advantages that change readiness can bring. Fortunately, sophisticated resource management solutions such as Allocate OneView, can greatly enhance and enable change readiness through an architecture designed specifically to cater for dynamic operational and regulatory environments.

# Lessons from GDPR

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The European General Data Protection Regulation (GDPR) represents a major change for all organisations operating in Europe. The new legislation which overrides National data protection laws seeks to broaden the scope of personal privacy laws and protect the data rights of EU (European Union) citizens.

Regardless of where an organisation is registered, all organisations whether government or private operating in Europe, employing European staff or processing EU residents' (e.g. customer) personal data, are subject to the legislation. Fundamentally, under GDPR, individuals will have far greater control of who has their data and how it can be used and, since this spans customers and staff in particular, the implications and requirements for organisations can be considerable.

Where compliance is not maintained, the prospect of a fine of €20 million or 4% of annual turnover (whichever is higher) represents a major corporate risk. Arguably however, the reputational risk could be even greater.

Given the requirements and implications of non-compliance, organisations have been striving to adapt to ensure data is known, controlled, and built into the full governance of their organisations. The process has also highlighted the critical dependency on, and sensitivity to, corporate information systems.

Whilst the very nature of GDPR is focussed on information management and control, the core themes of organisational change, underpinned by enabling or often change constraining information systems, are common to nearly all regulatory change requirements. GDPR can therefore serve as an effective exemplar of many of the requirements of other regulatory changes and thereby, also to highlight the opportunities to reduce future challenges through increased change-readiness.

**The GDPR can therefore serve as an effective exemplar of many of the requirements of other regulatory changes**

# Diverse regulatory change in complex industries

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Given the challenge for all organisations coping with regulatory change, but particularly those operating in complex, resource intensive industries, leading organisations are increasingly focussing on proactive approaches to actively enable change-readiness. Rather than just seeking to address the requirements of the applicable current change (be it GDPR or anything else), these approaches seek to proactively remove barriers to change to cope with future requirements more efficiently.

Sectors such as Maritime, Offshore, Cruise, Defence and Security are just some of those which are subject to multiple additional tiers of regulation each designed to ensure safety and security for all stakeholders. Regulatory requirements are as diverse as the industries involved but may include examples such as the Maritime Labour Convention (MLC), through border control requirements, to Safety and Environmental Management Systems (SEMS), and many more.

Although naturally the sector specific regulations vary, there are many commonalities in terms of the motivation for, and implication of, regulatory change. Given that regulation is normally imposed to mitigate risks and ensure the safety for all involved, there is understandable pressure to refine the requirements so that all participants are better protected. Whilst the targeted outcomes are welcome, the change implications can be far reaching, time consuming and costly. In each case, new rules need to be implemented and complied with. This normally demands that processes change, with differing information requirements as well as output reporting to both assure and evidence compliance. These can have wide operational implications, and with nearly all changes having new information requirements, there is also a critical dependency on information systems. All too frequently, inflexible information systems developed to meet a specific regulatory situation can quickly become a major barrier to change when the regime is revised.

**Diverse New approaches seek to proactively remove barriers to change**

# Advanced Resource Management Systems

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For resource intensive industries, the demands on resource management systems can be particularly acute. Fortunately however, advanced resource management systems such as Allocate OneView have been developed specifically to cater for regulatory as well as operational change.

The ability to flexibly define and apply regulatory requirements and rules on multiple levels and with sophisticated compliance management is at the core of OneView. This ensures the system is best positioned to embrace the full range of regulatory compliance requirements as they change over time. Whilst this fundamental ability radically reduces the barriers to change, the benefits are also much wider.

From the earliest stages of investigating the impact of potential changes, the advanced planning capabilities enable management teams to rapidly assess and evaluate the range of implications of the new regime. The insight provided supports leaders to make fully informed and evaluated decisions surrounding regulatory change just as they do with operational changes (as discussed in a separate white paper in this series). This flexibility and sophistication also enable changes to be considered under multiple scenarios to test and refine the most efficient transition process, whilst also supporting optimisation throughout.

For the transition stage, the advanced compliance management capability allows tiers of regulatory and planning requirements to be developed and proactively deployed as they become applicable. Throughout, a full audit trail is maintained whilst the sophisticated reporting functionality enables highly visual, intuitive reporting to assure and provide evidence of the compliance process.

Underlying OneView's capabilities is an architecture which encourages consistent ways of working across all departments avoiding localised data silos. This facilitates effective transition on a consistent, best practice basis, with the further ability to rapidly flag potential critical issues so that proactive remedial action can be taken to avert a potential crisis situation.

**With nearly all changes having new information requirements, there is also a critical dependency on information systems**

**Allocate OneView has been developed specifically to cater for regulatory as well as operational change**

# Conclusion

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With the transition process to meet ongoing regulatory change becoming ever more challenging, approaches which increase organisational readiness are becoming a key focus for high performing leadership teams. Such readiness has a critical dependency on information systems readiness, with many traditional systems acting as barriers to change. In contrast, leading resource management solutions such as Allocate OneView, can directly support the change process. From the inherent flexibility to cater for changing regulation on a multi-tiered basis through to the analytics to support fully informed decision making, OneView directly supports enhanced readiness on multiple levels.

## About this paper:

This is one of a series of papers exploring key business issues faced by complex organisations in resource scheduling and discussing the ways in which Allocate OneView can help address these challenges.

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