

How to Maintain a Business Impact Analysis (BIA)

This outlines how to compile and maintain a Business Impact Analysis (BIA) based upon the requirements specified in ISO 22301:2019.

Procedure

Define Impacts

- (a) Define how you categorise impacts in terms of duration and severity, such as the following.

One Hour	None
One Day	Minimal
One Week	Substantial
One Month	Serious
One Year	Critical

Identify Activities

- (b) Identify activities that support the provision of products and/or services.

NOTE You may categorise the activities according to your processes.

Assess Effects of Disruption

- (c) Assess the impacts of not performing the identified activities, over appropriate periods.
(d) Determine the MTPD / MAO / MTD for each activity.

Identify Priorities for Resumption

- (e) Determine the MBCO.
Determine the RTO for each activity.
Determine the RPO for each activity.
(f) Identify prioritized activities.

Determine Resources and Dependencies

- (g) Determine resources required for prioritized activities, such as people, equipment, money.
(h) Determine dependencies and interdependencies of prioritized activities, such as partners, suppliers, utility services etcetera.

Abbreviations (taken from ISO 22300:2018)

BCMS Business Continuity Management System

The part of the overall management system that establishes, implements, operates, monitors, reviews, maintains and improves business continuity.

Note *The management system includes organizational structure, policies, planning activities, responsibilities, procedures, processes and resources.*

MTPD Maximum Tolerable Period of Disruption

MAO Maximum Acceptable Outage

MTD Maximum Tolerable Downtime

The time it would take for adverse impacts, which might arise as a result of not providing a product/service or performing an activity, to become unacceptable.

MBCO Minimum Business Continuity Objective

The minimum capacity or level of services and/or products that is acceptable to an organization to achieve its business objectives during a disruption.

RPO Recovery Point Objective

The point to which information used by an activity is restored to enable the activity to operate on resumption.

NOTE *Can also be referred to as “Maximum Data Loss”.*

RTO Recovery Time Objective

The period of time following an incident within which a product and service or an activity is resumed, or resources are recovered.

Note *For products, services and activities, the RTO is less than the time it would take for the adverse impacts that would arise as a result of not providing a product/service or performing an activity to become unacceptable.*

SCCM Supply Chain Continuity Management

The application of business continuity management to a supply chain.

Notes *Business continuity management should be applied to all the tiers of an organization’s supply chain.*

In practice, an organization usually would only apply it to the first tier of their suppliers and influence critical suppliers to apply SCCM to their suppliers.