



**“A clever arrangement of bad eggs will never make a good omelette.”**

**C.S. Lewis**

## Understanding the organization: Business Impact Analysis

*All organizations whether large or small have aims and objectives such as to grow, to provide services and to acquire other businesses. These aims and objectives are generally met via strategic plans to achieve an organization's short, medium and long term goals. Business Continuity Management (BCM) will ensure that these aims and objectives are not compromised by unexpected disruptions.*

*Definition of Business Continuity Management:*

*“A holistic management process that identifies potential impacts that threaten an organization and provides a framework for building resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value creating activities.”*

*(The Business Continuity Institute)*

### Business Continuity Lifecycle

Business Continuity Management (BCM) is a continuous process and encompasses six distinct steps:

- BCM programme management
- Understanding the organisation
- Determining BCM strategies
- Developing and implementing a BCM response
- Exercising, maintenance and review
- Embedding in the organisation

Ascore's BCM Services have been designed to match with these steps (one or more BCM Services for each BCM step), hereby assuring compliance to the most recent BCM standards and good practises.

### Understanding the organization

This lifecycle step is the key of successful Business Continuity Management. It seeks to identify the key products and services of an organization, and consequently define the time-criticality of activities that support them. This part of the BCM lifecycle must fully support the organization's objectives, obligations and statutory duties and pursue compliance with regulatory requirements.

Within this BCM Step, Ascore is offering following services:

- Business Impact Analysis (BIA)
- Risk Assessment (RA)

### Assumptions

It is recommended to have:

- secured executive management buy-in;
- defined the BCM scope and governance structure;

before a BIA process is engaged in.

### About Ascore

Ascore is specialized in operational risk management consultancy and staffing. Operational risk management, information security, business continuity and compliance to laws and regulations are major cornerstones of our services.

Ascore assists its customers with the incorporation of operational risk management at all levels and in all areas of their organization, including day-to-day operational decisions. No decision should be taken in any organization without applying proper operational risk management. It can be applied throughout the entire life cycle of any activity or project. In order to minimize risk, it is however preferable to apply operational risk management is applied at the beginning phase of a project or operational activity.

### About Ascore Academy

Ascore offers, through the Ascore Academy, an extensive education and awareness program, covering several open classes, events and customized education experiences.

### Contact

For further and additional information, please contact us on Tel. +32 (0)9 243 10 20 or [info@ascore.com](mailto:info@ascore.com)

On all Ascore services our general terms of delivery apply.

# BUSINESS IMPACT ANALYSIS (BIA)

## Introduction

The BIA process:

- identifies, quantifies and qualifies the impact of a loss, interruption or disruption of critical business activities, while making abstraction of cause and nature of the event that has triggered this situation;
- provides vital information from which appropriate BCM strategies can be developed.

Significant impact:

- may lead to the inability to deliver key products and services, which in turn may jeopardize the realization of Corporate goals and objectives;
- may affect an organization's reputation, assets or financial situation in such a way that its survival and future is endangered.

The BIA will identify and categorize business processes, the activities that make up the processes (while considering both internal & external dependencies) and the vital resources that support them.

## Methods

In close collaboration with your organization, Ascure will select the BIA method that suits best to your specifications and organizational culture.

The BIA method may include:

- Predefined Questionnaires
- One-to-one interviews
- Supervised workshops

While assessing impact, Ascure considers the level of impact that matters for the objectives of your organization and its stakeholders.

These may include:

- The impact on staff or public wellbeing;
- The impact of unavailability or inaccessibility of people, premises, technology or information, 3<sup>rd</sup> parties/suppliers;
- The impact of breaches of statutory duties or regulatory requirements;
- Damage to reputation or financial viability;
- Deterioration of product or service quality;
- Environmental damage.

## Outcomes and Deliverables

The outcomes of a BIA are:

- The identification of impact over time for critical business processes;
- The establishment of the recovery objectives (RTO & RPO) for each critical business activity;
- The identification of any inter-dependent activities, assets, supporting infrastructure or resources that also have to be continued or recovered over time.



The approach to assessing the impact of disruption and our findings and conclusions will be documented in a detailed BIA report and presented to the appropriate management level.

## Next step

- IT is advisable that the BIA service is conducted simultaneously with the Risk Assessment service (see **Risk Assessment** flyer), so that a wide range of information can be collected with minimal disruption to your staff.
- The outcomes and deliverables of the BIA & RA service are vital information for the Strategy phase (see **BCM Strategy development** flyer). Selecting the most appropriate BCM strategy options and choices can only be achieved when both the business requirements and constraints are well known.

Interested in world-class education and training on business continuity, crisis management, disaster recovery or pandemic planning: visit the website of the BCM Academy Belgium ([www.bcmacademy.be](http://www.bcmacademy.be)).

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