

The Business Impact Analysis: A Digital Business Essential

Published 11 October 2018 - ID G00367025 - 23 min read

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Initiatives: [Technology](#), [Information and Resilience Risk](#)

Digital business initiatives present more risks and opportunities for crises than enterprises experience today. Security and risk management leaders should use a cross-functional BIA as an essential tool in developing collaborative procedures in response to a major business disruption.

More on This Topic

This is part of an in-depth collection of research. See the collection:

- [Navigating Brexit Disruptions Through Greater Organizational Resilience: Update](#)

Overview

Key Challenges

- Digital businesses are complex and dynamic, and there can be pressure to recover all applications and workloads in a disruption unless there are clearly defined recovery priorities.
- Digital business leaders do not see the value of the business impact analysis (BIA) unless the outcomes are clear and linked to the strategic objectives of the organization.
- Incomplete BIAs will lead to an uncoordinated response to a disruption and delayed recovery.
- The silo approach leads to a focus on IT to recover applications, unless there has been an organizationwide approach in the completion of a BIA.

Recommendations

Security and risk management leaders responsible for business continuity management (BCM) programs, including those aligned with digital business initiatives, must:

- Establish the approach to and end goal of conducting a BIA for digital business initiatives.
- Build an effective, cross-functional BIA team to ensure a joined up approach to the collection and analysis critical function data.
- Define the scope of the BIA to ensure it covers the entire flow of the digital business initiative.

- Develop the BIA framework to enable a consistent approach to the assessment of cross-functional business impacts.
- Develop the BIA implementation plan to agree on key milestones and keep momentum.

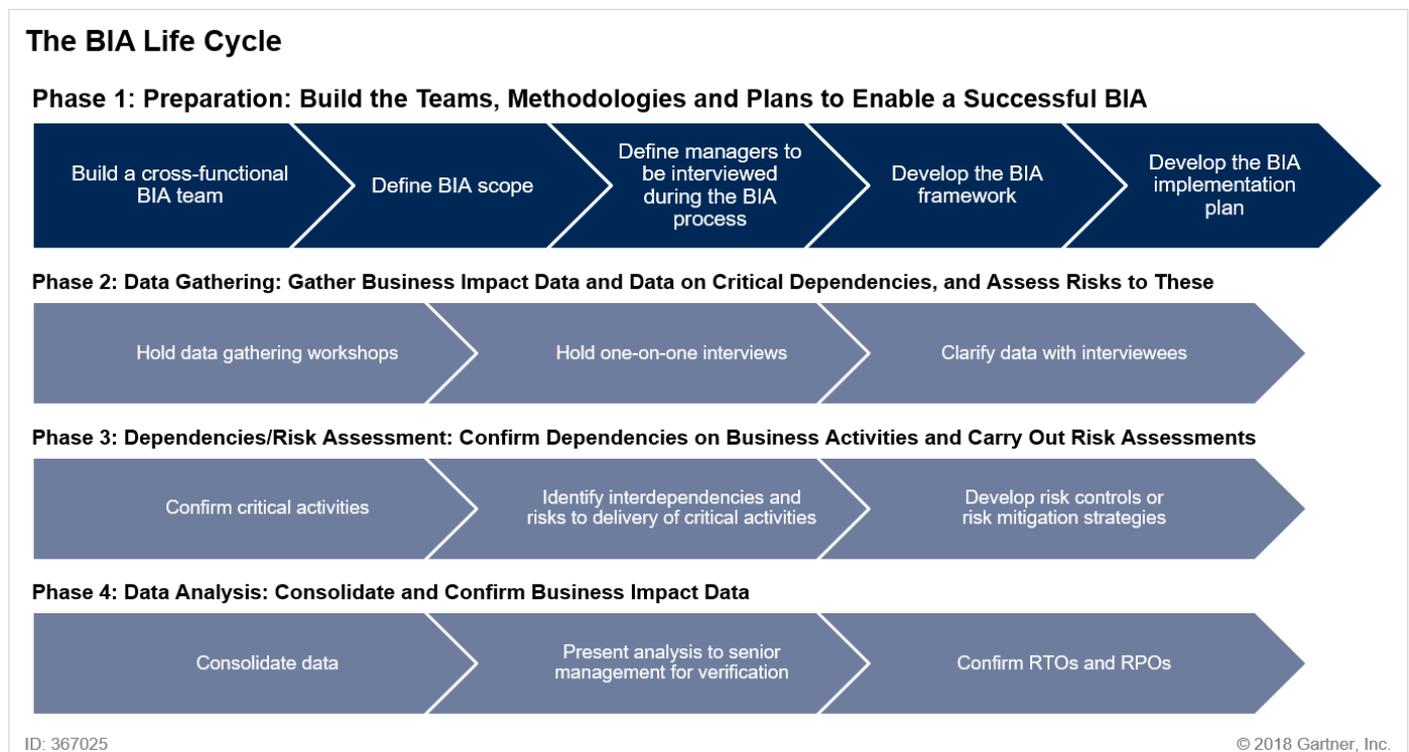
Introduction

Digital businesses are made up of a complex web of activities and supporting infrastructure including business partners, internal dependencies and IT partners in the delivery of its end-user services. Unexpected disruptions can result in a failure to deliver services to customers with the resultant impact on revenue, reputation, life/safety and strategic objectives.

A well-conducted BIA is the most effective way of measuring the impact of disruptions to service delivery – digital or traditional. The BIA will help the digital business determine critical activities, their recovery time objectives (RTOs) and maximum acceptable outages (MAOs). Once these are established, recovery strategies, solutions and plans for critical activities can be developed.

This research details the preparatory steps and methodologies that security and risk management leaders responsible for BCM programs, including those aligned with digital business initiatives, should take to set up the team, framework and implementation plan for a successful BIA project. These actions are represented in Phase 1 in the BIA life cycle shown in Figure 1.

Figure 1. The BIA Life Cycle



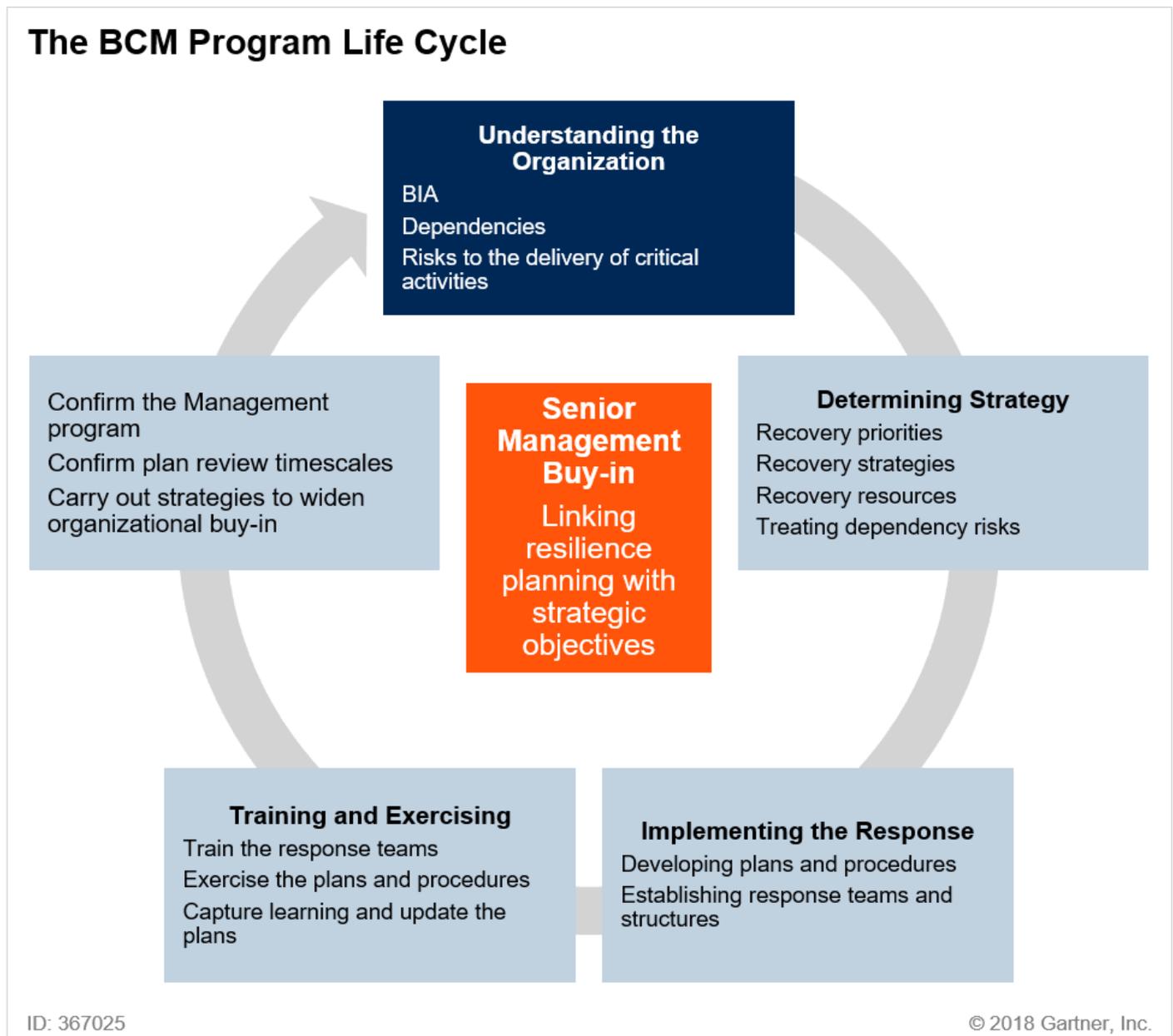
Source: Gartner (October 2018)

Analysis

Build an Effective, Cross-Functional BIA Team

Globally, there are numerous BCM process standards and frameworks that consider the BIA to be part of an overall BCM program (see Note 1 for a list of such standards). Where the BIA fits into the overall BCM program life cycle is illustrated in Figure 2.

Figure 2. The BCM Program Life Cycle



Source: Gartner (October 2018)

To ensure that robust recovery procedures are in place, a BIA must be conducted by a BCM program lead in conjunction with executive sponsorship and support from other business leaders. Linking the BIA to strategic objectives and corporate objectives ensures added value and promotes executive buy-in.

The BIA is used to analyze the impacts of disruptions on all business functions and activities. Those with the greatest impact in the shortest time scale represent the critical activities to be

prioritized for recovery in the event of a disruption.

A successful BIA project will be properly scoped, have clear impact criteria, and include appropriate time scales for the defining of RTOs and MAOs.

BIA outcomes are:

- A prioritized list of critical business functions
- Critical dependencies including IT services, facilities, workforce, suppliers, equipment and vital records
- Established RTOs and MAOs
- Critical functions grouped into tiered sets by importance, ranging from mission-critical to deferrable

Executive Engagement

Executive sponsorship and involvement is required for the delivery of a successful BIA project. Gartner recommends gaining executive input and sign-off on:

- The BIA framework to be used
- The critical activities that have been compiled following the analysis process
- The RTOs and MAOs

Business leaders for in-scope business functions will be required to review and validate the preliminary BIA results for their respective business units.

The BIA Core Team

A cross-functional core team will be made up of representatives from internal departments responsible for, or supporting, underlying business processes. The core team may also interface with other extended team members, both internal and external.

The optimal size of the core team will vary depending on the organization’s size and the complexity of its business functions. Typical membership of a core team is outlined in Table 1.

Table 1: Core Team Members

BIA Project ↓ Role	Role Description ↓

BIA Project Role ↓	Role Description ↓
Project Leader	The project leader (typically the BCM program lead) will work closely with business unit representatives and IT representatives to deliver the project.
Executive Staff	Executive management provides strategic input, supports the resolution of problems and provides executive sign-off on the impact parameters and critical activities.
IT	An IT representative will be a key member of the core team and will work closely with the BIA project lead. Part of the responsibility will be to analyze the IT applications and software systems supporting critical activities, and to assess whether current IT DR arrangements enable recovery of these within the RTOs defined by the business.
Legal	Legal considers regulatory requirements, contractual obligations, fines and legal liabilities that may apply during business disruptions.
Risk Management	Risk management outlines the key business risks, defines the risk threshold and helps develop the impact parameters.
Human Resources	HR considers compliance, regulations, duty of care and life/safety of the workforce.
Finance	Finance supplies financial data revenue figures and advice on direct and indirect financial impacts.
Facilities	Facilities supplies information on facilities, utilities, alternate recovery work locations, etc.
Supply Chain	Supply chain provides information on supplier dependencies, etc.
Production	Production provides information regarding production-related activities.
Note: Titles and names vary within organizations, but the general principles apply.	

Source: Gartner (October 2018)

The BIA Extended Team

Effective BIA core teams will be assisted by extended teams. These will include:

- Internal stakeholders
- Suppliers
- Distributers
- Customers

They will be drafted in on an ad hoc basis for specific tasks as the project progresses.

Define the BIA Scope

The business functions that are in scope for the BIA must be defined. The steps for developing the scope of the BIA are set out in Table 2.

Table 2: BIA Scope Development Process

Step ↓	Approach ↓
Establish the elements of the business to be included	This will depend on the nature and scale of the business. As a starting point organizations with more than one site will choose either: <ul style="list-style-type: none"> ■ The site that has the most strategic importance ■ A plant, factory or site that generates the most revenue ■ A plant, factory or strategically important site in a known high-risk area
Determine the people to involve	At the designated site, heads of service from each of the supporting functions will need to be involved. They will participate in interviews and provide the information about their critical activities. In turn, they might seek support from specific line managers and/or operatives with extensive knowledge of the function in question.

Step ↓	Approach ↓
Develop the time scale for completion of a BIA project	<p>Sufficient time to carry out the BIA project will need to be allocated. In general, the following can normally be expected per site:</p> <ul style="list-style-type: none"> ■ Up to four 1-hour meetings to scope out the BIA, agree on the framework, set the criteria and develop a questionnaire. This would involve the BIA steering group with input from an executive sponsor. ■ Workshops with in-scope departments to present the questionnaire and outline the process. Delivery of the workshops should not exceed two hours. ■ BIA interviews with in-scope heads of service (or equivalent). These should not exceed one hour per interviewee. Allowances will need to be made for interviews having to be rearranged due to work commitments, etc. ■ Upon completion of the interviews, approximately 10 to 20 working hours will need to be allowed for the collation of the results. This will include additional time including follow-up phone calls or meetings with interviewees to clarify or confirm information provided, and also to liaise with external stakeholders. ■ Once the information has been collated, additional time will be required to analyze the results. This will involve presenting the results to the executive sponsor and/or presentation to the executive management team. The aim of executive engagement at this stage is to gain agreement on the critical activities that have been compiled. ■ It would be normal to expect that allowing for business work commitments, etc., the project could extend for up to six months or even a year in some cases.

Source: Gartner (October 2018)

Develop the BIA Framework

Quantifying Business Impacts

Quantifying the business impact of a disruption involves developing a framework for measuring the impact across multiple categories, as outlined in Figure 3.

Figure 3. The BIA Framework

The BIA Framework



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Source: Gartner (October 2018)

Impact Categories

Before BIA data collection can commence, the impact categories used to assess downtime must be agreed on. Categories of impact include:

- Life/safety
- Financial
- Legal/contractual
- Regulatory
- Reputation/brand

- Productivity
- Environmental

Considering one category (such as financial) in isolation will not provide a full picture of the impact of a major incident. Additionally, for many organizations such as healthcare, the public sector and utilities, financial impacts are not a main concern.

Service Delivery Impact Time Frames: Recovery Time Objectives

Time scales for measuring impacts will need to be agreed on. These should reflect the business need. For example, hospitals or emergency services will judge impacts over seconds, minutes and hours, whereas in manufacturing, days, weeks and months will be more appropriate.

A Gartner survey, published 1 December 2017, reported that 37% of organizations target the restoration of mission-critical business processes in less than 60 minutes, with 67% targeting less than four hours (see [“Survey Analysis: IT Disaster Recovery in 2017”](#)).

Table 3 provides an example.

Table 3: Example Impact Framework Time Frames

Time Frame (minutes/hours/days/weeks) ↓
4 Hours
8 Hours
2 Days
1 Week
More Than 2 Weeks

Source: Gartner (October 2018)

Once the time scales have been agreed on, they can be used to inform the RTO and MAO.

The RTOs represent the time scale upon which critical activities would need to be recovered to an acceptable level. It will not always be possible to set this at the beginning of the project. In many cases, the outcomes from the overall scoring will inform both the RTO and the MAO. An example of this is included in Figure 4.

Figure 4. Example RTO and MAO

Example RTO and MAO

Service/Output	Overall Scores			
	4 Hours	8 Hours	2 Days	> 2 Weeks
Payroll	20	32	35	45
Accounts Receivable	32	41	60	79

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RTO Score = 30; MAO Score = 40. Senior management guidance should be sought in relation to this as it will often depend upon risk appetite etc.

Source: Gartner (October 2018)

When collating the results of the BIA, there will also be a need to agree on the minimum business continuity objective (MBCO). This will need to be agreed on with senior management because it is unlikely that critical activities will be restored to predisruption levels within the agreed-on RTO. Therefore, acceptable levels of recovery will need to be defined. This will include ensuring that your organization can:

- Serve key customers within the RTO
- Restore key critical applications within the RTO
- Restore critical business processes within the agreed-on RTO

Sometimes this will be described as recovery of 50% of the business activities within an agreed-on RTO.

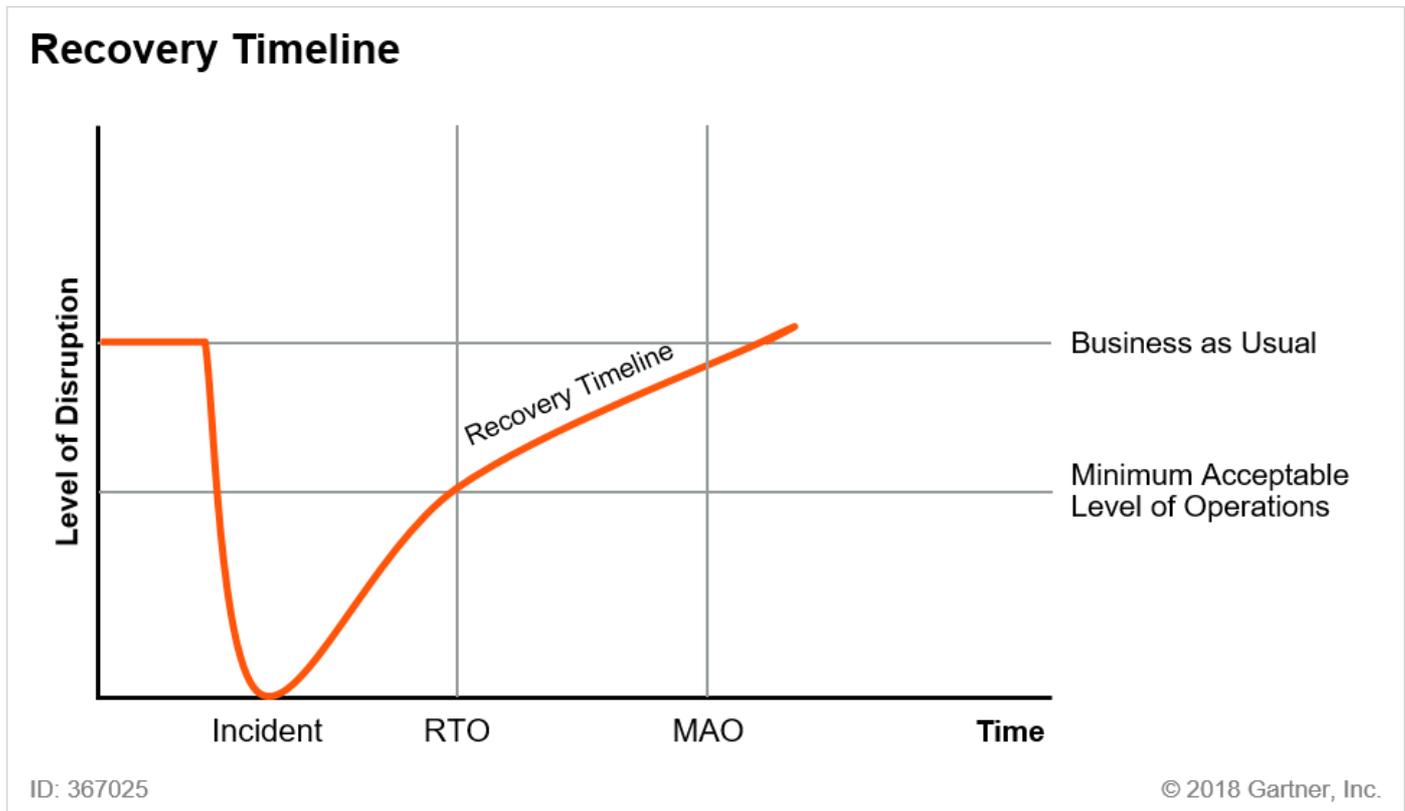
In each case, activities would be recovered according to their order of importance (as defined by the BIA) to a level that ensures the business will be able to continue operating as a going concern.

The outputs from the BIA will also inform the MAO. The MAO represents the time scale at which the business would suffer potentially irrecoverable damage. Examples include:

- Permanent loss of customers to a competitor
- Reputation damage resulting in customers and stakeholders disassociating themselves with the organization/brand
- Impending bankruptcy (due to loss of revenue, legislative fines, etc.)
- External pressure to change management or strategic direction

As a rule, the RTO will always need to be less than the MAO. Each element of the steps outlined above is illustrated in Figure 5.

Figure 5. Recovery Timeline



Source: Gartner (October 2018)

Cyclical Impact

Another factor to consider is that losses may vary by time of month or year. Within the organization, the financial cycles or payroll processes represent good examples of these.

For institutions such as retail operations (seasonal trading) or higher education (clearing/student recruitment), disruptions during peak times will lead to a greatly exaggerated impact when compared to other times of the year.

Therefore, the impact of the loss of service delivery should be based on the worst case scenario (that is, the disruptive event has occurred at the worst possible time).

During interviews, questions regarding any periods of increased activity should be explored and then collated to gain an overall picture. This can be included on a questionnaire (see Figure 6).

Figure 6. Example Cyclical Impact Assessment

Example Cyclical Impact Assessment

)Workload Variations of Peaks (Intensity Levels: 1 = Normal, 2 = increased, 3 = High)	Jan	Feb	Mar	Apr	May	Jun	Definitions		
	1	2	3	3	1	1		1	Just above BAU (i.e., financial year end)
	Jul	Aug	Sep	Oct	Nov	Dec		2	Organizational peak, such as seasonal trading/operating period
	1	1	1	2	2	1	3	As 2 but always requires additional resources to cope with demand	

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Source: Gartner (October 2018)

Defining Business Impact Scales and Impact Scoring

Defining impact category scales will provide the consistent basis for BIA scoring. These scales can be drawn from a corporate risk matrix if one is in place. The scale should be a minimum of four increments to avoid the trend of respondents opting for the middle number. Ranges can be as simple as low, medium, medium-high or high impact, or a numeric scale such as 0 to 3 or 1 to 5. More than five levels of criticality is not recommended.

Boundaries between the metrics should be fixed (for example, medium or Level 2 impacts should cost, on average, between \$100,000 and \$1 million per day) so that all participants are using the same values for each impact level. An example impact scoring framework is illustrated in Table 4.

Table 4: Quantification of Business Impacts Example

Impact Category ↓	Insignificant Impact Score ↓ 1	Low Impact Score ↓ 2	Moderate Impact Score ↓ 3
Financial cost/loss	Less than \$10,000	Up to \$100,000	Up to \$1 million

Impact Category ↓	Insignificant Impact Score ↓ 1	Low Impact Score ↓ 2	Moderate Impact Score 3 ↓
Reputation/brand damage	Little or no impact upon customer relations. Minimal media coverage. Minimal impact on stakeholders.	Some short-term impact on customer relations. Some media attention. Minor, short-term impact on stakeholders.	Medium-term impact on relationship with customers and shareholder value. Localized negative media coverage with reparable damage to stakeholder relationship.
Market share/value loss	Less than 5%.	6%-15%	16%-30%
Competitive advantage/disadvantage	Less than 10% of customers lost/gained.	11%-20%	21%-35%
Loss of shareholder confidence	Less than 5% of shareholders that sold their shares/stock will be shorted for less than 10 days.	6%-20%/11-30 days	21%-40%/31-45 days
Customer dissatisfaction	Customer service complaints will be up less than 10%.	Up 10%-19%	Up 20%-29%
Regulatory	No reported consumer safety breach.	Potential for possible claims or restrictions/consumer safety breach leading to some reported sickness.	Partial imposed restrictions/consumer safety breach leading to some sickness and GP/A&E referrals.

Impact Category ↓	Insignificant Impact Score ↓ 1	Low Impact Score ↓ 2	Moderate Impact Score ↓ 3
Legal/Contractual	No increase in lawsuits/no payout for legal liability/unlikely to cause claims.	5%/less than \$10,000 payout/Potential for possible claims or restrictions.	11%-15%/\$100,000 payout/possibility of some claims and litigation, minor fines.
Supplier dissatisfaction/satisfaction	Less than 10% of suppliers lost/gained.	11%-20%	21%-35%
Personnel impacts: life/safety (can be tied to environmental impacts, e.g., smoke causing breathing issues for humans), availability of personnel after a disruption	Less than 5% loss of life/injury/less than 10% workforce not available.	6%-10%/11%-15%	11%-15%/16%-20%
Production downtime/service outage	A deviation in production/service that would result in 3- 4 hours of disruption/less than 15% service delay.	A deviation in production/service that would result in more than 12 hours of disruption/16%-25%.	A deviation in production/service that would result in more than 1 day of disruption/26%-35%
Environmental impacts (air contamination, water contamination, wildlife death/injury, soil contamination, temperature increase)	Less than 1% environmental impact (none or negligible).	1%-15% (environmental event, accidental or otherwise, with an impact on the environment that does not exceed the permissible load level).	16%-20% (moderate impact on the environment attributable to the organization).

Source: Gartner (October 2018)

Quantifying Financial Impacts

Disruptions will lead to immediate financial losses (or certainly within a few hours). Losses will mount over time, and will accelerate or plateau at various points.

Loss of revenue plus increased costs (other than potential legal/contractual costs and regulatory fines) will dictate financial impacts. Finance departments will normally have figures in terms of daily losses available to help define this. This does not need to be an exact science. Ranges such as between 1 million and 2 million (in local currency) will suffice.

When developing the financial impact consideration, include:

- Revenue loss
- Costs as a result of delays in service delivery (the impact will increase as the disruption continues over time)
- The number of customers impacted and the cost per customer
- The daily cost of lost time
- The estimated cost for recovery after a disruption

Trends toward lean manufacturing, “just in time” management and process automation have resulted in smaller buffers and a shorter time to financial impacts for many institutions, and these are also factors to consider.

Quantifying Nonfinancial Impacts

Damage to brand and reputation, or life/safety lead to longer-term harm and will be immediately experienced after a disruption. Agreement needs to be reached on how to estimate for such losses.

Quantifying Reputational Impact

Reputational impact is difficult to quantify in financial terms over a short period of time. Organizations that have multiple competitors, or for whom customers have many choices from which to buy, may experience immediate reputational loss leading to lost customers. For the immediate time frame, reputational damage will need to be expressed as the potential for local, regional, national and international negative media exposure. In each case, there would be a corresponding potential impact on:

- Brand image: low, medium, medium-high and high
- Customer confidence: low, medium, medium-high and high
- Market share: less than 10%, 11%-25%, 25%-50% and more than 50%

Quantifying Legal/Contractual and Regulatory Impacts

While brief business disruptions will not usually lead to legal issues, longer ones will significantly increase the exposure to litigation, fees and fines. The impact of litigation as a result of information record losses and the cyclical regulatory environment will also need to be considered. The legal department will be instrumental in supporting decisions regarding this.

Quantifying Financial and Indirect Impacts

Table 4 provides an example of how to tie together impact categories and impact scores in order to quantify financial and indirect impacts. Each cell in Table 4 is considered an impact parameter (addressed in the Impact Parameter Weighting section).

Criticality Scoring

To determine the criticality of business processes/units, one approach is to calculate the criticality by multiplying all impact category scores. Figure 7 provides an example. The higher the total score, the higher the criticality of the business process/unit to the organization.

Figure 7. Criticality Scoring Results Example

Criticality Scoring Results Example							
Service/Output	Criticality	Time	Financial	Reputation	Regulatory and Social	Production Output	Environmental
Payroll	Mission-critical	24 hours	1	1	1	1	1
	Business-critical	48 hours	1	2	2	2	1
	Important	3-7 days	1	2	2	3	1
	Deferrable	1-2 weeks	1	3	2	5	1
Accounts Receivable	Mission-critical	24 hours	2	2	1	1	1
	Business-critical	48 hours	3	2	1	2	1
	Important	3-7 days	4	3	2	3	1
	Deferrable	1-2 weeks	5	4	3	4	1

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Source: Gartner (October 2018)

Impact Parameter Weighting

Adding a weighting to each of the impact parameters will differentiate scores when results from the survey are similar. For example, if a financial impact was considered to be the most important to the organization, then this would be scored a 5, with other categories rated from 1 to 4 accordingly. Any impact score allocated to that parameter would be multiplied by that number, as illustrated below:

- Financial impact score 5 x weighting score 5 = total impact score 25
- Financial impact score 4 x weighting score 5 = total impact score 20

- Reputation impact score 4 x weighting score 4 = total impact score 16

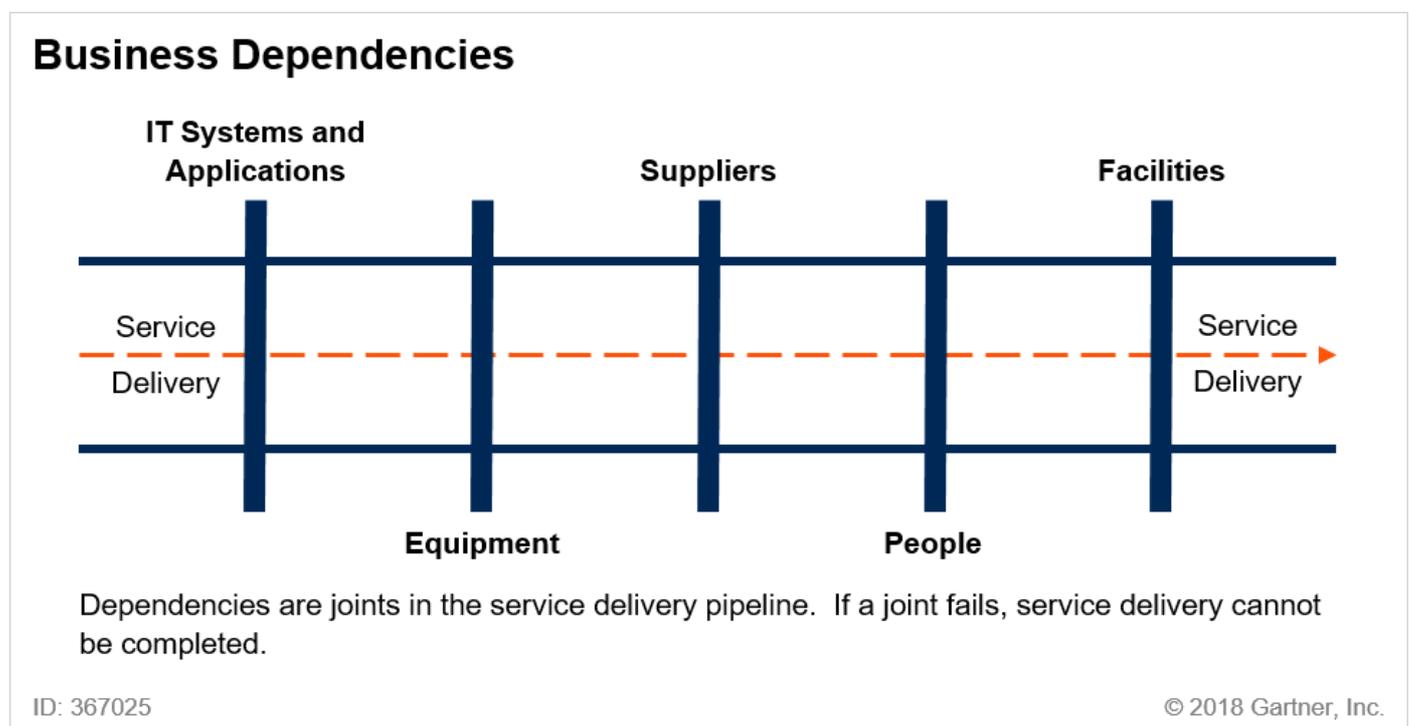
This is not essential; however, it does provide an additional dimension to the overall analysis when criticality scoring is very close by emphasizing the most strategically important parameter. Figure 7 provides an example of criticality scoring.

Identifying Dependencies and Assessing Their Risks

Digital businesses will be dependent on a number of resources to ensure service delivery, both internal and external, some of which the business will have no direct control over.

Dependencies include IT systems and applications, equipment, suppliers, people, and facilities (see Figure 8).

Figure 8. Business Dependencies



Source: Gartner (October 2018)

Each dependency should be risk-assessed for its potential to disrupt the delivery of the critical activity supported. Every point of failure or risk that could disrupt service delivery will be subject to a risk management action plan to either reduce the likelihood of the risk occurring or manage the impact of failure. Decisions and action plans around alternative workaround strategies and procedures would also need to be created at this stage. A simple example risk assessment matrix is included in Figure 9.

Figure 9. Example Impact Framework Time Frames

Example Impact Framework Time Frames

Dependency Risk Assessment Guidance			
Likelihood of Failure		Impact to Service Delivery	
Almost Certain	5	Service delivery could not continue	5
Very Likely	4	Service delivery would be severely restricted	4
Likely	3	Service delivery would be restricted but manageable	3
Unlikely	2	Service delivery would suffer some disruption or delays	2
Rare	1	Disruption would be minor or negligible	1

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Develop the BIA Implementation Plan

BIA Implementation Plan Structure

Execution of the BIA starts with a workshop with in-scope managers to establish dates, goals and key milestones. The BIA project then proceeds to interviews and data gathering.

Organize BIA Tools and Training

As part of the workshop, it will be important to be clear on the focus of the project and its outcomes as the BIA can be a difficult concept for people to grasp. Therefore, there will need to be a focus on:

- Outlining the differences between risk management and the BIA
- Outlining the project timeline
- Outlining the commitment that will be required of participants

A project implementation plan will include the following milestones:

- Completion of workshops
- Completion of one to one interviews
- Analysis of results
- Presentation to the executive

- BIA sign-off

BIA Refresh Cycle

BIAs should be refreshed annually, or following significant organizational, IT system or personnel change. In a dynamic digital business environment where change is a constant, more frequent refreshes of the BIA will need to take place.

BIA Tools and Software Selection

Traditionally, BIAs have been completed using Microsoft Excel and/or Microsoft Word. These solutions will be appropriate for a single site operation or for those with a straightforward business model. However, for larger or more complex organizations, specific software tools will make data collection easier and allow for more thoughtful analysis. Information regarding the vendors that can provide these can be found in [“Magic Quadrant for Business Continuity Management Program.”](#)

Consultancy Support

For enterprises embarking on their first BIA, experienced or certified external consultants who specialize in performing these can provide the team with valuable support. Typically, they will use methodologies they have developed from carrying out BIAs in other organizations to streamline the process. They will take an objective approach where organizational politics arise, thereby helping to alleviate potential conflicts. Effective consultants will provide training to the team on the process of conducting BIAs so that they are better equipped to maintain this going forward.

Once critical activities have been confirmed and prioritized, focused recovery strategies and procedures (aka recovery plans) can be established. These are developed with the critical activity owner who would remain responsible for revision and implementation of these in the event of a disruption. An example of bringing together the BIA framework can be found in the Appendix.

Appendix

BIA Questionnaire Example

Once all of the considerations outlined above have been made, a questionnaire can be created to capture BIA data. This is illustrated in Figure 10.

Figure 10. BIA Questionnaire Example

BIA Questionnaire Example

Context of BIA Analysis	A catastrophic disaster affecting the activity with minimal or no contingencies in place. A critical activity is one that you would seek to maintain in the event of a serious disruption, or one that you would prioritize in the event of staff shortage.			
Dept./Division				Main Activities
Overview of Dept./Division				No. of Staff
Seasonal Variations and Peak Periods	January	April	July	October
	February	May	August	November
	March	June	September	December

Name of Service or Output					Dependencies	
Scores					IT Applications and Software	
	Financial	Reputation	Regulatory/Social	Production/Service Output		
24 Hours						Equipment
48 Hours						People
3-7 Days						Facilities
1-2 Weeks						External Suppliers
3-6 Weeks						

Risk Descriptions	Likelihood of Failure			Impact to Service Delivery	
	Almost Certain	5	Could not continue	5	
	Very Likely	4	Severely restricted	4	
	Likely	3	Restricted but manageable	3	
	Unlikely	2	Some disruption or delays	2	
Most Likely Cause of Failure	Rare	1	Minor or negligible	1	
	Likelihood of Failure	2			
	Impact to Service Delivery	3			
	Total Risk Score = LXI	6			

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Acronym Key and Glossary Terms

Business continuity or recovery plan	The procedures for restoring business functionality in the event of a disaster.
Business function	Represents the activity or function/s that are required for service delivery. This could include direct frontline services or managerial and administrative support functions, and/or business processes.
IT DR plan	A documented process or set of procedures to recover and protect IT infrastructure, applications and data in the event of a business disruption.
Maximum acceptable outage (MAO)	This is the maximum amount of time the organization can tolerate an unacceptable level of business process or service function. This is referred to by a number of different terms, including maximum acceptable downtime (MAD), maximum tolerable downtime (MTD), maximum tolerable period of disruption (MTPOD) and maximum tolerable outage (MTO).
Recovery time	The period within which business functions, systems, IT services, applications and data should be recovered after a disruption. The RTO will

objective (RTO)	be measured in minutes, hours or days, depending on the needs and requirements of the organization.
Minimum business continuity objective (MBCO)	This is the level of business operations agreed on by senior management that need to be restored within the agreed-on RTO. This would normally be less than the normal operating parameters that were in place before the disruption.
Recovery strategies	The activities that are agreed on with the critical activity owner to recover a critical activity to an acceptable level within an agreed-on RTO.
Workaround procedures	Recovery strategies will include alternative or manual methods and procedures that may be implemented to keep critical business functions running at acceptable levels. These should be costed during the planning phase to facilitate a swift and more robust response.

Note 1

BCM Standards and Frameworks That Address the BIA

- Business Continuity Institute Good Practice Guidelines 2018 (BCI)
- Disaster Recovery Institute Professional Practices for Business Continuity Practitioners
- American National Standards Institute ASIS/BSI BCM.01 2010 Standard for Business Continuity Management
- ASIS Security and Resilience in Organizations and Their Supply Chains
- International Standards Organization ISO 22301 (“Societal security – Business Continuity Management Systems – Requirements”) and ISO 22317 (“Societal Security – Business Continuity Management Systems – Guidelines for Business Impact Analysis [BIA]”)
- United States’ National Fire Protection Association (NFPA) 1600: 2016
- United Arab Emirates AE/SCNS/NCEMA 7000 2015

Recommended by the Authors

[Organizational Resilience Is More Than Just the Latest Trend](#)

[The Organizational Resilience Program Delivery Model](#)

[Definition: Business Continuity Management](#)

[The Business Continuity Manager's First 100 Days](#)

[Ensure Digital Business Resilience Through Better Risk Management Planning](#)

Recommended For You

[Toolkit: Conducting a Business Impact Analysis](#)

[2020 Strategic Road Map for Business Continuity Management](#)

[Toolkit: Balance the Organization's Legitimate Business Interest With the Individual Privacy Rights](#)

[Critical Capabilities for Business Continuity Management Program Solutions, Worldwide](#)

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