Comment [27A1]: To learn how to fill out this document, and to see real-life examples of what you need to write, watch this video tutorial: "How to Write the Business Impact Analysis Methodology According to ISO 22301".

To access the tutorial: In your Inbox, find the email that you received at the moment of purchase. There, you will see a link and a password that will enable you to access the video tutorial.

[Organization logo]

Comment [27A2]: All fields in this document marked by square brackets [ ] must be filled in.

[Organization name]

BUSINESS IMPACT ANALYSIS METHODOLOGY

Comment [27A3]: To learn about business impact analysis, read this article:

How to implement business impact analysis (BIA) according to ISO 22301 https://advisera.com/27001academy/knowledgebase/how-to-implement-business-impact-analysis-bia-according-to-iso-22301/

Code:	
Version:	
Date of version:	
Created by:	
Approved by:	
Confidentiality level:	

Comment [27A4]: The document coding system should be in line with the organization's existing system for document coding; in case such a system is not in place, this line may be deleted.

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Change history

Date	Version	Created by	Description of change
	0.1	27001Academy	Basic document outline

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1. Purpose, scope and users

The purpose of this document is to define the methodology and process for assessing the impacts of disrupting [organization's name] activities, and for determining continuity and recovery priorities, objectives and targets.

Business impact analysis is applied to the entire scope of the Business Continuity Management System (BCMS), i.e., to all activities that support [organization's name] products and services.

Users of this document are all employees of [organization name] who take part in establishing and implementing the BCMS.

2. Reference documents

- ISO 22301 clauses 8.2.1 and 8.2.2
- Business Continuity Policy
- Business Continuity Strategy
- List of Statutory, Regulatory, Contractual and Other Requirements

3. Business impact analysis methodology

3.1. Organization

Business impact analysis is implemented through Business Impact Analysis Questionnaires. The process is coordinated by [job title], and the analysis of individual activities is conducted by the responsible person in each activity.

Business impact analysis is performed after the risk assessment has finished, so that the information about required resources can be gathered during risk assessment.

Handling of confidential documents produced according to this Methodology is to be done according to [document name].

3.2. Identification of activities

[Job title] is responsible for identifying all the activities that support the provision of products and services, and for defining the responsible person for each activity.

3.3. Impacts of disruptive incident

The impacts of a disruptive incident on an activity are assessed through (1) general impacts (qualitative assessment), and (2) financial impact (quantitative assessment). Both of these impacts are assessed for the following time scales:

- 2 hours
- 4 hours

Comment [27A5]: Please insert the name of your company.

Comment [27A6]: Please insert the name of your company.

Comment [27A7]: Please insert the name of your company.

Comment [27A8]: You can find a template for this document in the ISO 22301 Toolkit folder "03_Business_Continuity_Policy".

Comment [27A9]: You can find a template for this document in the ISO 22301 Toolkit folder "06_Business_Continuity_Strategy".

Comment [27A10]: You can find a template for this document in the ISO 22301 Toolkit folder "02_Identification_of_Requirements".

Comment [27A11]: This Methodology [illegible]

Comment [27A12]: E.g., Business Continuity Manager, Security Manager, Information Security Manager, etc.

Comment [27A13]: E.g. Policy for Handling Classified Information.

Comment [27A14]: E.g., Business Continuity Manager, Security Manager, Information Security Manager, etc.

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- 24 hours
- 48 hours
- 1 week

If some activity is less time-sensitive, then the scales in that particular activity can be lengthened, e.g., from 4 hours to 2 weeks, or similar.

For general assessment (1), the impacts are classified as follows:

Marginal impact	1	Duration of the disruptive incident causes negligible damage to the organization's cash flow, legal or contractual obligations, or its reputation.
Acceptable impact	2	Duration of the disruptive incident causes damage to the organization's cash flow, legal or contractual obligations, or its reputation, but such damage is still acceptable considering its size and specific circumstances.
High impact	3	Duration of the disruptive incident causes damage to the organization's cash flow, legal or contractual obligations, or its reputation, and such damage is unacceptable for its size and specific circumstances.
Catastrophic impact	4	Duration of the disruptive incident causes huge damage to the organization's cash flow, legal or contractual obligations, or its reputation, so that it will lose most of its capital, and/or will have to shut down its operations permanently.

For financial assessment (2), the impact needs to be stated in local currency.

3.4. Determining the Maximum Acceptable Outage (MAO)

Maximum acceptable outage / Maximum tolerable period of disruption is determined in hours or days, as follows:

- The shortest time before which the general impact is level 3 (or level 4 if level 3 is not stated), or
- The shortest time before which the financial impact is unacceptable when compared to equity/profit/budget/revenues.

3.5. Amount of work

In this part of the analysis the periods with highest workload peaks are identified, and the minimum business continuity objective is determined.

3.6. Resources required for recovery

The following types of resources need to be identified:

- People
- Applications / databases
- Data stored in electronic form (not included in applications and databases)
- Data stored on paper media

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- IT and communications equipment
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]

For each resource the following needs to be determined:

- Amount of resources that are required for the recovery of an activity
- [illegible]
- [illegible]

3.7. Dependency on others

In this part of the analysis the dependencies on (1) other activities, (2) outsourcing partners and (3) suppliers need to be identified.

[illegible]

- [illegible]
- [illegible]

3.8. Maximum data loss

For each database, application or information identified in the analysis, the maximum amount of [illegible]

- 1 hour
- 4 hours
- 24 hours
- 48 hours
- 1 week

[illegible]

[illegible]

Marginal impact	1	[illegible]
[illegible]	2	Amount of lost data causes damage to the organization's cash [illegible]
[illegible]	3	Amount of lost data causes damage to the organization's cash [illegible]

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		circumstances.
[illegible]	4	Amount of lost data causes huge damage to the organization's [illegible]

3.9. Reporting the results

[illegible] whose responsibility is to aggregate and document the data through Business Continuity Strategy.

Comment [27A15]: E.g., Business Continuity Manager, Security Manager, Information Security Manager, etc.

3.10. Regular review of business impact analysis

[Job title] must conduct a review of Business Impact Analysis Questionnaires and update the Business [illegible]

Comment [27A16]: E.g., Business Continuity Manager, Security Manager, Information Security Manager, etc.

4. Managing records kept on the basis of this document

Record name	Storage location	Person responsible for storage	Control for record protection	Retention time
Business Impact Analysis Questionnaires (electronic form - Excel document)	[job title]'s computer	[job title]	Questionnaires need to be saved in read-only format.	Data is stored for a period of 5 years.

Comment [27A17]: Adapt the period in this column to your specific needs.

Comment [27A18]: E.g., Business Continuity Manager, Security Manager, Information Security Manager, etc.

Only [job title] can grant other employees access to any of the above-mentioned documents.

5. Validity and document management

This document is valid as of [date].

The owner of this document is [job title], who must check and if necessary update the document at least once a year, before the regular review of Business Impact Analysis Questionnaires.

Comment [27A19]: E.g., Business Continuity Manager, Security Manager, Information Security Manager, etc.

Comment [27A20]: This is only a recommendation; adjust frequency as appropriate.

When evaluating the effectiveness and adequacy of this document, the following criteria need to be considered:

- [illegible]
- [illegible]

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- [illegible]

6. Appendices

- Appendix 1 – Business Impact Analysis Questionnaire

[job title]
[name]

_____
[signature]

Comment [27A21]: Only necessary if the Procedure for Document and Record Control prescribes that paper documents must be signed.

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