[Organization logo]

[Organization name]

BUSINESS CONTINUITY STRATEGY

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

Commented [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 Business Continuity Strategy 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.

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

Commented [27A3]: Learn more about the business continuity strategy here:

Can business continuity strategy save your money? https://advisera.com/27001academy/blog/2010/03/15/can-business-continuity-strategy-save-your-money/

Commented [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 which options and solutions [organization name] will ensure that all conditions for the resumption of business activities in the case of disaster or other disruptive incident are met. It forms the basis for preparing the Business Continuity Plan and recovery plans.

This document is applied to the entire BCMS scope as defined in the Business Continuity Management Policy.

Users of this document are members of top management and persons implementing the business continuity management project.

2. Reference documents

- ISO 22301 standard, clauses 8.3 and 8.4.2
- Business Continuity Management Policy
- Business Impact Analysis questionnaires
- [Risk assessment document]
- [Risk treatment document]
- Business Continuity Plan containing the Incident Response Plan and recovery plans.

3. Strategy input

[illegible] are written based on Business Impact Analysis results and results of risk assessment and risk treatment.

3.1. Business Impact Analysis

The Business Impact Analysis established that [specify how many] activities support key products and services – please see Appendix 1 for a list of such activities.

The maximum tolerable period of disruption (maximum acceptable outage) for each activity has been determined in its respective Business Impact Analysis Questionnaire – please see also Appendix 2 to see the consolidated results.

Appendix 2 also determines [illegible] for each activity, taking into account dependencies on other activities.

3.2. Risk management

Assessment of risks which could affect business continuity is described in [name of document]. The highest risks which could lead to a disruptive incident, i.e. business disruption identified during risk assessment are the following:

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

Commented [27A6]: Solutions refers to organizational (E.g. [illegible]

Commented [27A7]: Please include here the number of the [illegible]

Commented [27k8]: To learn more about this topic, read this article:

What is the difference between Recovery Time Objective (RTO) and Recovery Point Objective (RPO)?
https://advisera.com/27001academy/knowledgebase/what-is-the-difference-between-recovery-time-objective-rto-and-recovery-point-objective-rpo/

Commented [27k9]: To understand the difference between business impact analysis and risk management, read this article:

Risk assessment vs. business impact analysis
https://advisera.com/27001academy/knowledgebase/risk-assessment-vs-business-impact-analysis/

Commented [27A10]: Include the name of the Risk assessment document referred to in section 2.

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- [list]

- to apply preventive action to reduce the probability of such incidents - the actions are
- to apply preventive action in order to minimize possible consequences of such incidents.
- to prepare event scenarios which describe how such incidents could affect the organization's operations; scenarios are provided in Appendix 4 of this Strategy, and must be used at a later
- to define in the Incident Response Plan the appropriate way to respond to each of the

4. Incident response structure

4.1. Crisis Management Team and Crisis Management Support Team

4.1.1. Crisis Management Team

Management Team are:

- [all members of the top management]
-
-
-
-

The Crisis Management Team is managed by the Crisis Manager. [Job title] will perform the function

4.1.2. Crisis Management Support Team

The Crisis Management Support Team has the function of relieving the Crisis Management Team

Commented [27A11]: List all unacceptable risks or five to ten highest risks.

Commented [27A12]: If risk assessment was performed

Commented [27A13]: If risk assessment was performed

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

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

Commented [27A16]: Preventive actions and Incident Response Plan are examples of solutions required by the ISO 22301:2019

Commented [27k17]: To learn more about incident management structures, read this article:

Incidents in ISO 22301 vs. ISO 27001 vs. ISO 20000 vs. ISO 28003
https://advisera.com/27001academy/blog/2016/09/05/incidents-in-iso22301-vs-iso27001-vs-iso-20000-vs-iso28003/

Commented [27k18]: To learn more about this topic, read this article:

Beyond the BCM Manager: Additional roles to consider during the disruptive incident
https://advisera.com/27001academy/blog/2016/12/05/beyond-the-bcm-manager-additional-roles-to-consider-during-the-disruptive-incident/

Commented [27A19]: Adapt to the organization's standard naming system.

Commented [27A20]: Assess whether these are the best functions for managing the crisis competently.

Commented [27A21]: This is usually someone with appropriate seniority and high level of authority.

Commented [27A22]: Adapt to the organization's standard naming system.

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- [secretaries]
- [illegible]
- [illegible]
- [illegible]
- [illegible]

Commented [27A23]: These are only examples. You can delete or add new based on your company practice.

The Crisis Management Support Team shall work on locations specified by the Crisis Management Team.

4.1.3. Command Centre Equipment

[illegible]

Name of resource	[illegible]	Amount	[illegible]
Applications / databases:			
[illegible]			
[illegible]			[within 2 hours]
Data stored on paper:			
[illegible]			immediately
[illegible]			
[illegible]			[illegible]
[illegible]			[illegible]
[illegible]			[illegible]
[illegible]			[illegible]
[illegible]			[illegible]
[illegible]			
[illegible]			immediately
[illegible]			[within 2 hours]
Other equipment:			
TV set			immediately

Commented [27A24]: Depending on the number of members in the Crisis Management Team and if necessary in Crisis Management Support Team.

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Radio			immediately
[illegible]			
[illegible]			[within 2 hours]
[illegible]			immediately
External services:			
Electricity			immediately

[illegible] is responsible for preparing the Crisis Management Team and the Crisis Management Support Team for their role during a disruptive incident. [illegible] is responsible for equipping the Command Centre.

Commented [27A25]: E.g. Business Continuity Manager, Security Manager, business unit responsible, process owner, etc.

Commented [27A26]: This is usually someone with appropriate seniority and high level of authority.

4.2. Reporting and decision making

Incidents are reported in the following way:

- [illegible]
- [illegible]

Commented [27A27]: This is an example of a two-level [illegible]

Commented [27A28]: E.g. Head of IT department

Commented [27A29]: E.g. Security officer

If the persons mentioned are unable to resolve the incident, they must inform the Crisis Manager who decides whether to activate recovery plans.

Authorisations for making decisions are the following:

Type of decision	***Who is authorised***
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	Crisis Manager
[illegible]	Recovery Manager for individual activities
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Commented [27A30]: This is usually someone with appropriate seniority and high level of authority.

Commented [27A31]: E.g. Purchase manager

Commented [27A32]: E.g. Purchase analyst

[illegible] is responsible for preparing employees in [name of organizational unit] to recognize and react to incidents related to IT and communications technology. [illegible] is responsible for preparing employees in [name of organizational unit] to handle other incidents.

Commented [27A33]: E.g. Head of IT department

Commented [27A34]: E.g. Business continuity manager

4.3. Cooperation with authorities

The following persons are in charge of coordination with state authorities and emergency services:

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Authority	*Who is in charge*
Police	[job title]
Ambulance	[job title]
Fire service	[job title]
	[job title]

disruptive incident and how the organization is expected to react.

4.4. Building evacuation and assembly points

	Assembly Point 1	*Assembly Point 2*
[address of location no. 1]		
[address of location no. 2]		
[address of location no. 3]		
[address of location no. 4]		

4.5. Means of communication

The following communication solutions will be used in the case of disruptive incident – those at the

8. [satellite phones - state where they are stored and who has a right to use them]

[Job title] is responsible for acquiring/preparing and when necessary maintaining the mentioned

4.6. Transportation to alternative sites

Commented [27A35]: List other authorities relevant for the

Commented [27A36]: If such a plan does not exist, it is

Commented [27A37]: These are usually outdoor locations (so

Commented [27A38]: E.g. business continuity manager, business unit responsible, etc, facilities manager, EHS manager.

Commented [27k39]: To learn more about this topic, read this article:

Enabling communication during disruptive incidents according to ISO 22301
https://advisera.com/27001academy/blog/2016/12/19/enabling-communication-during-disruptive-incidents-according-to-iso-22301/

Commented [27A40]: These are only examples. You can delete

Commented [27A41]: E.g. business continuity manager, business unit responsible, etc, facilities manager,

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[redacted]

Activity	*Means of transport*
Crisis Management Team and Crisis Management Support Team	[on foot; by private car; by business car; by rented bus; using public transportation]
[activity]	

[redacted]

4.7. Communicating with interested parties

[Name of organization] will handle relations with interested parties by designating persons to communicate with them in the case of disruptive incident by the following means of communication:

[redacted]

[Job title] is responsible for preparing all the above-mentioned persons for communicating during disruptive incident.

[redacted]

5. Resource Strategy

5.1. Sites and infrastructure solutions

[redacted]

Commented [27A42]: An appropriate way of transportation must be selected for each critical activity.

Commented [27A43]: List all activities.

Commented [27A44]: E.g. facilities manager

Commented [27A45]: Please include the name of your company.

Commented [27A46]: For each means of communication [redacted]

Commented [27A47]: E.g. business continuity manager

Commented [27A48]: E.g. business continuity manager, communication manager, Public Relation

Commented [27A49]: Please include the name of your company.

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Name	[illegible]	***Alternative Site Strategy***	[illegible]	[illegible]	***Alternative site – close***	[illegible]
Command Centre	[address]	[(a) alternative [illegible] ownership or other interest that possess adequate [illegible] contract according to which an [illegible] provided by specialised [illegible]		[(a) cold, b) warm, c) hot, or d) mirrored]	[address]	[address]

Commented [27A51]: [illegible]

Commented [27A50]: [illegible] critical activity.

Commented [27A52]: This site is usually located at least 40 km from the primary site. Read also this article:

Disaster recovery site – What is the ideal distance from primary site? https://advisera.com/27001academy/knowledgebase/disaster-recovery-site-what-is-the-ideal-distance-from-primary-site/

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		organizations which rent their [illegible] home or at some [illegible] etc.)]				
[name of activity]	[address]				[address]	[address]

*Terms used in this column have the following meaning:

a) [illegible]
b) [illegible]
c) hot – a site with pre-installed infrastructure, all equipment, links and software
d) [illegible]

[Job title] is responsible for making all necessary arrangements concerning alternative sites. [Job title] is responsible for equipping alternative sites.

5.2. Suppliers and outsourcing partners solutions

[illegible]

Name of supplier / outsourcing partner	*Strategy*

Commented [27A53]: Select for each critical activity and Crisis Management Team at least one of the strategies mentioned.

Commented [27A54]: List all activities, including the activity responsible for central IT infrastructure.

Commented [27A55]: E.g. facilities manager

Commented [27A56]: E.g. IT manager, operations manager, facilities manager, etc.

Commented [27A57]: [illegible]

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	[a) services are contracted from several suppliers or the risk of an incident, and also reduces consequences) c) obliging the suppliers/outsourcing partners by contract to defined (in this way the transfer of business can be prepared, outsourced)]

Commented [27A58]: Select one or more of the listed options for each supplier / outsourcing partner.

Commented [27A59]: E.g. Purchase manager, facilities manager.

5.3. Applications/databases solutions

All the necessary applications and databases will be installed at the alternative site if they are

Commented [27A60]: E.g. IT manager

installation media.

5.4. Data solutions

Backup copies of data shared by several activities must be made at following intervals:

Name of application, database, folder, document:		***Backup procedure***

Commented [27A61]: Copy from Business Impact Analysis Questionnaire.

Commented [27A62]: Frequency is determined based on

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		which backup copies are [illegible] separate locations]

[illegible]

[Job title] is responsible for creating backup copies of the above-mentioned data

Commented [27A63]: Depending on the type of data, select appropriate strategy; add other strategies if necessary.

Commented [27A64]: If there are several groups of data, then a responsible person can be appointed for each group of data.

5.5. Avoiding a single point of failure

[illegible]

Single point of failure	[illegible]	[illegible]

Commented [27A65]: Copy from Business Impact Analysis Questionnaire.

Commented [27A66]: Plan for alternative or backup resources, [illegible]

[Job title] is responsible for implementing the single point of failure avoidance strategy.

Commented [27A67]: If there are several types of single points of failure, then a responsible person can be appointed for each type.

5.6. Providing financial resources

[illegible]

In case of a disruptive incident, financial resources will be provided in the following way: (a) an arrangement with [name of the financial institution] will be negotiated; (c) [name of the person] will provide private loan; or (d) [names of suppliers and outsourcing partners] will extend the payment terms.

[illegible]

Commented [27A68]: Please include the name of your company.

Commented [27A69]: Calculate from Business Impact Analysis Questionnaires.

Commented [27A70]: Calculate the cost of all resources that are to be purchased immediately or shortly after an incident occurs.

Commented [27A71]: Specify other financial instruments that can be liquidated in very short time.

Commented [27A72]: This is usually someone with appropriate seniority and high level of authority.

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6. Recovery strategy for individual activities

The recovery strategy for individual activities and solutions to implement those strategies, are

individual activities.

Commented [27A73]: This is usually someone with appropriate seniority and high level of authority.

7. Implementing all necessary preparations

of all preparatory actions, as well as of reporting about their implementation.

Commented [27A74]: This is usually someone with appropriate seniority and high level of authority.

Commented [27A75]: E.g. Business Continuity Manager, Security Manager, etc.

8. Managing records kept on the basis of this document

Record name	Storage location	Person responsible for storage	Control for record protection	Retention time
Preparation Plan for Business Continuity (in electronic form)	Computer of [job title responsible for monitoring execution]	[job title responsible for monitoring execution]	Only [job title] has the right to make entries and changes to Plan data.	The Plan is stored for the period of 3 years

Commented [27A76]: Insert the data in this column to reflect your real needs.

Commented [27A77]: E.g. Business Continuity Manager, Security Manager, etc.

9. 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.

Commented [27A78]: E.g. Business Continuity Manager, Security Manager, etc.

Commented [27A79]: 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:

-
-

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10. Appendices

- Appendix 1 – Recovery Time Objectives for Activities
- Appendix 2 – Examples of Disruptive Incident Scenarios
- Appendix 3 – Preparation Plan for Business Continuity
- Appendix [number] – Activity Recovery Strategy for [name of activity]

Commented [27A80]: Insert for each critical activity, starting from Appendix no. 4.

[job title]
[name]

_____
[signature]

Commented [27A81]: Only necessary if the Procedure for Document and Record Control prescribes that paper documents must be signed.

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