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## **Societal security — Business continuity management systems — Guidelines for business impact analysis (BIA)**

*Sécurité sociétale — Systèmes de management de la continuité en  
affaires — Lignes directrices pour l'analyse d'impact en affaires*



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## Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see [www.iso.org/directives](http://www.iso.org/directives)).

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For an explanation on the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the WTO principles in the Technical Barriers to Trade (TBT) see the following URL: [Foreword - Supplementary information](#)

The committee responsible for this document is ISO/TC 292, *Security and resilience*.

## Introduction

This Technical Specification provides detailed guidance for establishing, implementing, and maintaining a business impact analysis (BIA) process consistent with the requirements in ISO 22301. This Technical Specification is applicable to the performance of any BIA process, whether part of a business continuity management system (BCMS) or business continuity programme (BC programme). Hereinafter, BC programme means either BCMS or BC programme.

[Figure 1](#) notes the relationship of the BIA process to the BC programme as a whole. The organization should complete a cycle of the BIA process before business continuity strategies are selected.



**Figure 1 — Elements of business continuity management**  
(Source: ISO 22313)

The BIA process analyses the consequences of a disruptive incident on the organization. The outcome is a statement and justification of business continuity requirements.

The BIA process consists of a number of individual BIAs, each focusing on a sub-set of the BC programme scope. The BIA process prioritizes products and services, and continues with prioritizing processes and activities that together cover the entire scope of the BC programme. After a period of time determined by the organization, individual BIAs are repeated to ensure that the BC requirements remain current.

**NOTE** In this Technical Specification, business continuity requirements has the same meaning as continuity and recovery priorities, objectives, and targets (ISO 22301:2012, 8.2.2).

The purposes of this Technical Specification are the following:

- provide a basis for understanding, developing, implementing, reviewing, maintaining, and continually improving an effective BIA process within an organization;
- provide guidance for planning, conducting, and reporting on a BIA;
- assist the organization with conducting a BIA in a consistent manner that reflects good practices;
- enable proper coordination between the BIA process and the overarching BC programme.

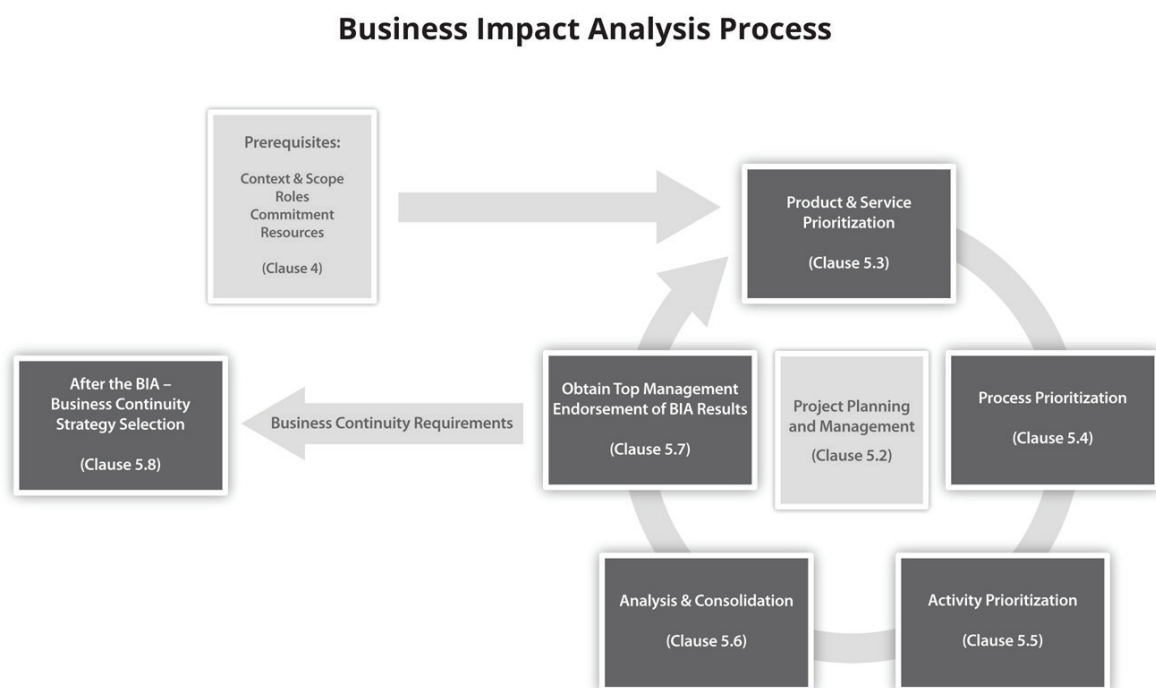
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The outcomes of the BIA process include the following:

- endorsement or modification of the organization's BC programme scope;
- identification of legal, regulatory, and contractual requirements (obligations) and their effect on business continuity requirements;
- evaluation of impacts on the organization over time, which serves as the justification for business continuity requirements (time and capability);
- identification and confirmation of product/service delivery requirements following a disruptive incident, which then sets the prioritized timeframes for activities and resources;
- identification and establishment of the relationships between products/services, processes, activities, and resources;
- determination of the resources needed to perform prioritized activities (e.g. facilities; people; equipment; information, communication and technology assets; supplies; and financing);
- understanding of the dependencies on other activities, supply chains, partners, and other interested parties;
- determination of how up to date the information needs to be.

**NOTE** For purposes of this Technical Specification, supply chains produce supplies of goods, works, and services, which are referred to as 'supplies' throughout the remainder of this document.

The following diagram displays the BIA process, together with prerequisites and its relationship to strategy identification. The clauses referenced in the diagram are subsections of this Technical Specification.



**Figure 2 — Business impact analysis process**