Security and resilience — Business continuity management systems — Guidelines for business continuity strategy

Sécurité et résilience — Systèmes de gestion de la poursuite des activités — Lignes directrices relatives à la stratégie de poursuite des activités
Contents

Foreword ............................................................................................................................................................................ iv
Introduction .......................................................................................................................................................................... v
1 Scope .............................................................................................................................................................................. 1
2 Normative references ........................................................................................................................................................ 1
3 Terms and definitions ........................................................................................................................................................ 1
4 Prerequisites ...................................................................................................................................................................... 1
  4.1 General ........................................................................................................................................................................... 1
  4.2 Context of the organization .......................................................................................................................................... 2
  4.3 Interested parties ............................................................................................................................................................ 2
  4.4 Business continuity roles, authorities and competencies ............................................................................................... 2
    4.4.1 General .................................................................................................................................................................... 2
    4.4.2 Business continuity strategy roles ........................................................................................................................ 2
    4.4.3 Business continuity strategy authorities ............................................................................................................. 3
    4.4.4 Business continuity strategy competencies ........................................................................................................ 3
  4.5 Top management commitment ..................................................................................................................................... 3
  4.6 Business continuity strategy resources ........................................................................................................................... 4
  4.7 Business impact analysis and risk assessment ............................................................................................................. 4

5 Performing business continuity strategy determination and selection ............................................................................. 4
  5.1 General ........................................................................................................................................................................... 4
  5.2 Principles ....................................................................................................................................................................... 4
  5.3 Planning and management .............................................................................................................................................. 6
    5.3.1 Overview ................................................................................................................................................................ 6
    5.3.2 Initial strategy design considerations ................................................................................................................... 7
    5.3.3 Strategy monitoring and continual improvement ................................................................................................. 7
  5.4 Business continuity strategy gap analysis ....................................................................................................................... 7
  5.5 Determining business continuity strategies .................................................................................................................. 8
    5.5.1 Overview ................................................................................................................................................................ 8
    5.5.2 Business continuity strategy consolidation ........................................................................................................... 8
    5.5.3 Business continuity strategy categories ................................................................................................................. 8
    5.5.4 Business continuity strategy types for activities and resources ........................................................................ 9
  5.6 Selecting business continuity strategies ........................................................................................................................... 17
    5.6.1 General ................................................................................................................................................................... 17
    5.6.2 Strategies for protecting prioritized activities and resources .............................................................................. 17
    5.6.3 Strategies for resuming and recovering prioritized activities and resources ...................................................... 18
    5.6.4 Approval of selected strategies ............................................................................................................................... 21

6 Next steps after determining and selecting business continuity strategies ...................................................................... 22
  6.1 Implementing business continuity strategies .................................................................................................................. 22
  6.2 Establishing and implementing business continuity procedures ..................................................................................... 22

7 Monitoring and reviewing business continuity strategies .................................................................................................. 22
  7.1 Performance review ......................................................................................................................................................... 22
  7.2 Management review ........................................................................................................................................................ 22

Annex A (informative) Business continuity strategy within an ISO 22301 business continuity management system .................................................................................................................. 24

Bibliography ......................................................................................................................................................................... 25
**Foreword**

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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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Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at [www.iso.org/members.html](http://www.iso.org/members.html).
Introduction

This document provides detailed guidelines for business continuity strategy determination and selection. It is consistent with the requirements of ISO 22301. It is applicable to the performance of any business continuity strategy determination and selection effort, whether part of a business continuity management system (BCMS) or a business continuity programme. Hereafter, the term “business continuity programme” means either a BCMS or a business continuity programme.

The organization's business continuity strategy determination and selection should include strategy options for:

— protecting prioritized activities;
— stabilizing, continuing, resuming and recovering prioritized activities;
— mitigating, responding to and managing impacts (see ISO 22301:2012, 8.3).

NOTE In this document, business continuity strategy options has the same meaning as solutions and capabilities.

Figure 1 notes the relationship of the business continuity strategy determination and selection process to the business continuity programme as a whole. The business impact analysis and risk assessment provide the requirements for a range of business continuity strategies. The determination and selection of a business continuity strategy is the basis for the development of effective business continuity procedures.

Figure 1 — Elements of business continuity management

Business impact analysis identifies the product/service delivery requirements and the prioritized timeframes for activity and resource recovery. The business impact analysis enables the organization to determine the resources needed to perform priority activities (e.g. facilities, people, equipment, information, communication and technology assets, supplies and financing). The business impact
analysis also identifies interdependencies between activities and dependencies on supply chains, partners and other interested parties.

The risk assessment identifies, analyses and evaluates the risk of disruption and identifies risk treatment options.

Business continuity strategy addresses the outcomes of the business impact analysis and risk assessment and determines how the organization can become more resilient and capable of dealing with a wide range of disruptive incidents.

The purpose of this document is to provide guidance that will enable organizations to:
— identify a range of business continuity strategy options;
— select appropriate capabilities based on business continuity requirements;
— ensure the ongoing suitability of business continuity strategies;
— coordinate business continuity strategy determination and selection effectively within the overarching business continuity programme.

Business continuity strategy determination and selection outcomes include:
— measures to attempt to decrease the frequency of disruptive incidents and the impact associated with these disruptive incidents;
— identification of the financial resources needed to respond to a disruptive incident;
— effective internal and external communications capabilities;
— alternate workspace capabilities to address the loss or inaccessibility of premises;
— arrangements to address the unavailability of personnel;
— alternative methods of maintaining, fixing and replacing resources for performing activities in the event of loss;
— capabilities to recover lost information and communications technology (ICT) assets, including data;
— alternate means to deliver products and services when faced with a supply chain disruption.

**Figure 2** displays the business continuity strategy determination and selection process, together with prerequisites and its relationship to the creation of business continuity procedures.