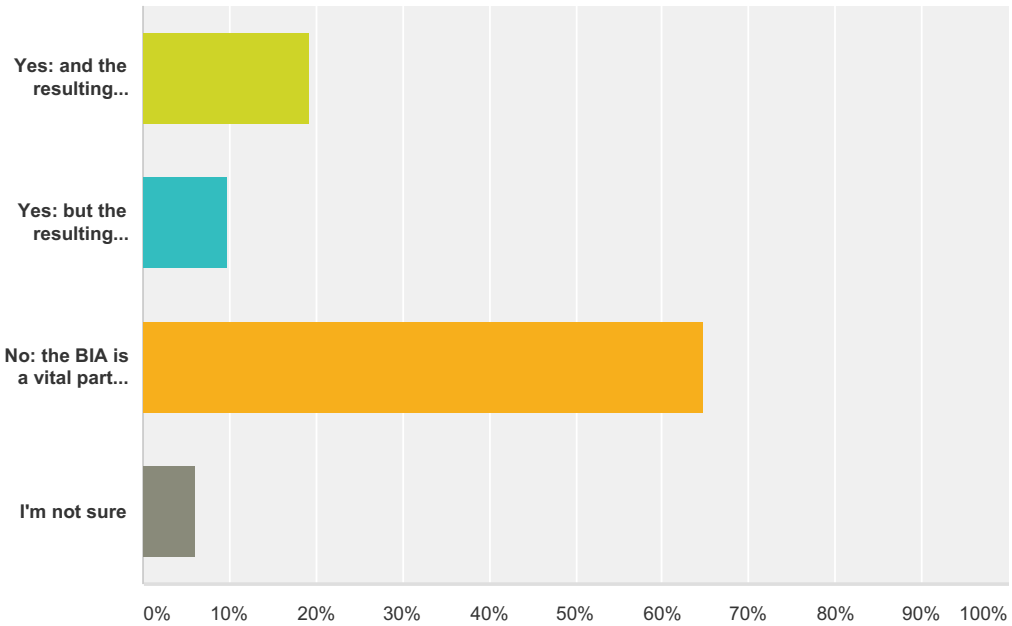## Q4 Do you think that it is possible to omit the business impact analysis from the business continuity process?

Answered: 213   Skipped: 1

Answer Choices	Responses	
Yes: and the resulting business continuity plan would be fully functional	**19.25%**	41
Yes: but the resulting business continuity plan would be weakened	**9.86%**	21
No: the BIA is a vital part of the business continuity process	**64.79%**	138
I'm not sure	**6.10%**	13
Total		**213**

#	If you have time please give your reasons for your answer to this question:	Date
1	Clearly all businesses will have critical activities which must be recovered quickly and this should form the basis of what is planned for. Criticality will change with the seasons / time of month and the BIA should not be too prescriptive about RTO's. The Incident management team should determine criticality at the point of an Incident.	6/19/2017 4:41 PM
2	See above.	6/15/2017 10:36 PM
3	Same comment as above.	6/13/2017 11:02 PM
4	BIA is in my opinion a critical part of the BC Planning process. Step 1: identifying business functions to enable to ascertain which one are critical and which one are not business critical. For this one may want to use organisation's overall goals and objectives, risk categories or other measures, against which impact can be measured. Step 2 and 3 are to identify critical processes and dependencies that support those business critical services. All this is part of a BIA - in my opinion that is.	6/13/2017 1:53 AM
5	To me the BIA answers the 'why' question for a BCP. If you have not assessed the importance of the busienss processes, then why would you create a plan to 'save the processes'? Measures for faster recovery cost more, so should also be validated against agreed MOT/RTO/RPO	6/12/2017 9:43 AM
6	At times, component level BIA may spring up surprises for critical services	6/11/2017 7:25 AM
7	It's the most important part of the process.	6/9/2017 11:12 PM

8	CAVEAT: "number-crunching" BIA is useless. Don't use it as a scare tactic. Don't use it to justify BC in the organization. Many methodologies view BIA from perspective of a "beginner" organization - justify kicking off the BC project. Beginners don't understand impacts. Executives usually desire "business as usual" and don't know how to prioritize, so they just babble about standard workflow and job descriptions. Many BIAs take forever to complete, and results never migrate into the BCP or BCMP. Business people hate them with a passion and don't understand why they are inflicted with these punishments every few years or so (because the auditor said so?) Also, organizations often focus on the highest recovery objectives (ex: 4 hrs), and forget to implement a "scale-up" view over time (the 2 day MTPD becomes critical at 48 hrs - what do we do now?). Change "WHY" BIA is important to BC. BIA is all about potential impact based on what the organization is doing TODAY so it needs to be kept current. Get the business process analysts involved - they help business groups define business functions & processes, key decisions, key information flow, key business periods and cycles, interdependencies, stakeholders. Help the business people visualize a business scenario at a point in time. BIA shouldn't be complicated - these should be expressed for BCP in simple terms. The results support the Situational Awareness and decision-making when a crisis hits.	6/9/2017 10:33 PM
9	The result of a BIA is primarily the criticality and the work a rounds, if both could be reasonably determined with native knowledge a BCP plan could very well be built without a traditional BIA. In my opinion though, the thought process of working through a risk analysis as well as a BIA is very beneficial and enlightening to the business folks.	6/9/2017 6:21 PM
10	The BIA allows the directors to prioritise those risks that will have the biggest impact and when used with the risk assessment provides a nbetter understanding of the potential problem thus allowing a better plan to be devloped.	6/9/2017 4:33 PM
11	I agree the Organization's executives, and top leadership should determine priority but this would be limited to the primary functions. There needs to be a process in place to prioritize support functions	6/9/2017 4:09 PM
12	Again there is the danger of reinstating the wrong services before those that are truly vital	6/9/2017 4:07 PM
13	This process helps to identify financial impact and at the end of the company's bottom line.	6/9/2017 3:47 PM
14	Also, in the Financial Sector, regardless of whether the surveyor wanted to get rid of the BIA, because of the FFIEC guidelines, banks would have to continue the BIA process or face consequences with Federal Regulators.	6/9/2017 3:45 PM
15	If a company manages it's risk in a methodical manner, why wouldn't it manage it's IT risk this way?	6/8/2017 2:30 PM
16	A good risk assessment will cover the same issues as a BIA would	6/7/2017 9:44 AM
17	Identifying CBF's (Critical Business Functions) is a joke. In reality, employees would/should not do just the CBF's should BCP be activated. This is because it would depend on the nature of the disaster and any 'orders' from top management.	6/7/2017 8:22 AM
18	Each institution has its mission and vision, and if such are indeed made from the need analysis "do or die" functions and the risk assessment was properly undertaken and is continuosly implemented throughout all the processes on a-day-to-day basis, everything will be fine.	6/7/2017 8:08 AM
19	Without BIA you will not know which services/process that critical for your company.. You couldn't recover all (well, back to the Management decision), but you could recover first the most critical.	6/7/2017 4:12 AM
20	The BIA assists managers to identify the most critical services to be supported following a disruptive incident.	6/6/2017 7:49 PM
21	Not buying exclusion of the BIA. Yes, Executives 'should' know what departments / processes are VIP to the organization. But they don't. Typically in my experience, they have a big picture focus, understanding all of the LOB, but not the granular levels of the organization. It is the lower level operational areas that are the backbone to most organizations and not spending the time to better understand and prioritize their RTO, cost of downtime, etc., is an oversight. Executives aside, not everyone agrees on what is critical or what is a fair RTO, RPO. At least the BIA provides the benchmark and the conversation point. Excluding the BIA would be a mistake / potentially fatal flaw.	6/6/2017 5:33 PM
22	The BIA is used in order to identify your time sensitive and/or critical functions. This again, helps you set your priorities as to what and where you need to plan your various alternatives.	6/6/2017 4:45 PM
23	seems a bit of a "sit-on-the-fence" answer but explained: it all depends on what your BIA is able to document as inputs into the BC plan. my BIA approach is based on focusing on senior mgmt understanding of the company's core business activities even before we start: only core business activities are BIA'd. BIA process distills the core business activities to its most primary of essential processes required to deliver core business activities: MSL! MSL then requires BIA process to document what makes MSL possible: people, IT, space, dependencies (in/out; up/down). from that we get RTO to be discussed for gaps to support MSL up to and including MAD. if RTO is expected to be beyond MAD then we plan for that gap using scenario analysis. if the BC solution is agreed upon and achievable (includes $$$) then BC Plan is validated prior to being published. But...unless you have a crisis management plan to implement and monitor the activation of the BC plan, no BIA will deliver any value regardless of all of the data that is documented	6/6/2017 4:28 PM
24	Some aspects are not relevant. Quantifying the loss for some services/functions are not easily quantifiable especially when they support other core services/functions (as they are not income generating, and so it adds no value to the process. I also agree that defining sequence to restore services at time of disaster is not the most appropriate approach, and will depend on the exact nature of the post-disaster situation.	6/6/2017 3:54 PM

25	The process of researching and analyzing the business does provide the basis for the planning process if you are concerned about recovering the most vital parts of the business first. Business leaders many times are not so entrenched in the mechanics of their business that they know the details that would be required to recover. Nor should they be. Business moves so quickly operationally (ie. technology, suppliers, facilities) that understanding how the pieces of the business fit together is required to be able to recover it.	6/6/2017 3:47 PM
26	This component, far more than the Risk Assessment, is the foundation which underpins BCM. While there are many "ineffectual methods" of doing the BIA (trust me, I have been guilty of submitting reems of documentation which mean nothing), using the right method yields insights and richness to BCM (and I have arrived and the right method through trial and error). So the question is NOT should the BIA be used - what method are you following to derive the BIA - which is a living document to be used in production and disaster!	6/6/2017 3:17 PM
27	I try to stay open minded on this topic. Assuming the leaders that will be asked for would be able to identify what is most important for the company, they still need to quantify "how important it is". I mean, to split services/products in different groups of importance so to invest time & resources in achieving resiliency for the most important ones. I barely can imagine how to reach this measurement.	6/5/2017 1:17 PM
28	Similar reasoning. Our business is very complex (integrated supply, manufacturing and distribution in 10 countries; much of local distribution out-sourced; commercial ops in 100+ countries). Trying to any BIA and expect to get useful information would be like boiling the ocean. Far better to exploit the knowledge and experience of local management, moderated by the next level up to determine recovery priorities at a location and leave the next level up to focus on improving the overall resilience.	6/5/2017 10:52 AM
29	The BIA makes leadership decide which systems and processes are most critical and also to determine how long they can be without them.	6/5/2017 3:31 AM
30	It would depend at whick level of the organisation and the maturity of the organisation and its staff in assessing impact to their work.	6/5/2017 12:04 AM
31	Done correctly, by combining a document/spreadsheet combined with a workshop approach the BIA provides vital information	6/4/2017 11:53 PM
32	The problem with the BIA is that it's has become too complex over the years and needs to be filled in someone with experience who has the time to evaluate each section of information that the BIA requires. But unfortunately we live in a world where people are busy and didn't have time to fill in BIA with accurate for related information, but instead fill it in with assumptions and best guesses.	6/2/2017 4:10 PM
33	I strongly believe that they way we traditionally do BIAs should be changed. Quantitative calculation of impact based by hour / week does not have enough science behind it to be a reliable statistical data as it is often based on the best guess and has an element of subjectivity. I believe the approach to the BIA should be qualitative in a sense that this would be a discussion with practice / department leaders to identify impact, needs and continuity strategies. This is an important discussion that helps to identify the impact form the process stand point without an attempt to convert strategic / qualitative discussion into numbers.	6/2/2017 3:24 PM
34	Calculating impact might be somewhat mathematically, but the collection of resources requirements is absolutely mandatory. To justify a business case for recovery costs, it would be more than advised to have solid and thrustworhty numbers.	6/1/2017 2:55 PM
35	Helps you asses wether or not you should take measures/helps prioritize.	6/1/2017 1:20 PM
36	If the BIA isn't giving the correct data you are doing it wrong. It can never be perfect, but expecting people to work it out while in the middle of an incident is asking for trouble. The managers need something to refer to and may not be available. BIAs require expertise to interpret and challenge before committing to a plan, try doing that in the middle of the night. For evidence see BA.	6/1/2017 1:12 PM
37	The BIA provides you with the essential information about the organisation, the essential processes and systems and all the resources that are required to support those. Also provides the critical timeframes such as MTPD and RTO/RPO. If the BIA process is not undertaken some of the essential information could be overlooked and therefore the BCPs might not be very affective.	6/1/2017 3:30 AM
38	This is a no brainer, in fact I would go as far to say the BC process would be enhanced. Our experience is that the BIA is firstly a huge undertaking that involves multiple disciplines. Even though this may seem like the correct approach we have found it constricts practical thinking and becomes far too academic, with departments spending large amounts of time to establish a figure or number which in reality has little to no bearing on the actual response and recovery. In addition the BIA is a lagging indicator of supposed critical processes , which in the case of a large and complex organization can be lagging by several months or years even. A dynamic and flexible approach is badly needed, with more time spent on practical testing and adjusting of various recovery strategies.	5/30/2017 8:05 AM
39	I'd like to see it in practice in a large and diverse organisation where there are competing priorities. Note also in the public sector where the financial loss is less of a driver.	5/29/2017 10:49 PM
40	So how do you quantify the prioritisation if not through a measurable parameter (time).	5/26/2017 6:05 AM
41	I certainly would not want a doctor to make a plan to conduct brain surgery on me without proper assessment of the impacts to my quality of life, the risks to my health and my ability to recover.	5/25/2017 12:23 AM

42	But design business continuity strategy and justify them to the executives will require information that the practitioner will need to request from the teams during this stage. The biggest inconvenient of the BIA is the wasted effort to gather a large amount of information that won't ever be used.	5/24/2017 5:00 PM
43	yes, just need to identify primary and backup person, alternate site, resources required. processes and estimated loss will not be a big deal somehow because during a disaster this will all change	5/23/2017 10:29 AM
44	The BIA does more then just rank the process and applications for recovery. It also give a good estimate to identify and justify the cost of resiliency.	5/22/2017 8:49 PM
45	It seems to me, if you cut out the BIA, you might miss information needed for a succesful BCP. "BIA light" seems more appropriate. But I'm still working on that one.	5/22/2017 1:50 PM
46	It all depends on the level of detail whether it is manageable undertaking. Executive leaders know high level details of importance but not all the sub processes or the staff levels needed.	5/22/2017 1:23 PM
47	I need an understanding of the critical applications and records utilised within functions. The BIA allows me to capture this infomation.	5/22/2017 7:32 AM
48	In theory, Leaders should be 'adaptive and flexible' and also very clear on business priorities. However, in my experience. They are not. So, in most cases, I think the BIA is an important education and awareness process for leaders, managers and their teams.	5/22/2017 12:03 AM
49	I'm not convinced that any organisation would be able to properly understand what their priority processes, resources and products are without some method to do this, there maybe a better way than the BIA but i'm yet to see something that replaces the BIA to be able to understand where plans should made, i'm sure that top management could make a great guess but would they capture everything? and is it worth taking the risk?	5/21/2017 10:29 PM
50	Business are made of people not of automation the BIA will mostly be defined when the business and its decision makers are at a comfortable stage. The experience of the decision makers will work effectively at an impact phase which matters a lot this is my opinion	5/19/2017 4:57 PM
51	This may work in a small organization; however, in a larger one it is important to outline what key functions are being performed, what is needed to do them and what challenges and strategies are identified.	5/19/2017 4:50 PM
52	As mentioned, "the purpose of a formal business impact analysis is to identify an organization's services along with the potential daily or hourly loss, usually in terms of money, that a disruption of the service would have on the organization." Organizations' services are changing so rapidly in today's world that I think the BIA is the first step into reviewing where an organization stands at any given time thereby revealing any new risks that may have not been at the forefront in a previous BIA.	5/19/2017 4:03 PM
53	The BIA remains the foundation of the entire BCM process.I have done extensive work throughout Africa...and on numerous occasions i have found that some department leaders don't have a full appreciation of their own business processes (Shocking but fact)	5/19/2017 3:46 PM
54	I believe a BIA is critical to the BC planning process; however, I also firmly believe it has been over-engineered and there is a lack of innovation here. Less is more in my opinion (rather than 100 million data points); but it should be done at some level if only to ensure that leadership bias or blind-spots do not cripple recovery planning.	5/19/2017 3:30 PM
55	Yes, if the objective is to determine the MTPD or RTO , we can obtain this through an interview or included the question in the plan itself.	5/18/2017 9:20 PM
56	Crucial functions are easier to identify but finding out interdependencies is also vital. Complex systems use material and human resources that are cross-functional. Pulling the method of identifying these components out of the planning process leaves you with a meaningless plan that looks good on paper but when exercised or operationalized falls apart. Once the RA & BIA are done, updating an	5/18/2017 7:48 PM
57	While I think that senior management could identify critical functions/processes, we would still need some way to assess resource requirements. So maybe the answer is to revamp what goes into a BIA.	5/18/2017 6:42 PM
58	The Continuity2.0 guys continue to be confused by the concept of BIA and some of the tools used to undertake it. If you interview the CEO, CFO etc to find out what's most important (and why), then YOU HAVE JUST DONE A BIA!	5/18/2017 5:43 PM
59	Without BIA based on objective data you won't know what to protect and in what order. Top Management which is deciding on the scope of the BCMS has a broad idea of what is the most critical area, but the devil is in details and BIA is necessary to answer OBJECTIVELY to the three most important questions of "What is the maximum tolerable time of disruption?", "What is the minimum level of process recovery?" and "What is the maximum acceptable time after which everything has to go back to normal?". On top of that, there are serious risks hiding in compliance area, financial settlements, which the top management may overlook because usually, they are not so much involved in a day to day operations. You also can't exclude, that the owners of the business processes would try to present themselves as extremely important or they want to be left alone and spare themselves the additional burden of BCM, therefore they will report to the top management with their subjective opinion about the criticality of particular processes or tasks. Of course, if the BIA is based on subjective opinions - so called "expert method", then it could be easily omitted and the management can hope, that their BCMS has covered all critical areas, as there will be no objective criteria to prove that.	5/18/2017 5:19 PM

60	The BIA as a report can and should be eliminated. I think the data that is collected will still be useful as a tool to garner support for enhancements to capabilities and/or to guide understanding of any choices that you have to make as part of the continuous improvement of your recovery process.	5/17/2017 4:34 PM
61	BIA's were a late-comer to the Business Continuity Management table, yet their absence never prevented or restricted our ability to respond effectively to an incident or disruption. I've been in the industry for over a decade and have never felt the need to use a BIA in managing any level of response, though my organisation has developed them for compliance purposes.	5/17/2017 2:55 PM
62	The BIA is the foundation tool BCM has to help managers and directors understand what they really do, what is a critical delivery, when that delivery becomes critical, what that delivery is dependent on and what are the implications of not delivering. In my 37 years of working I have witness many times where the directors and managers do not really know how to answer these questions as they have been recruited to the role and never actually taken the time to understand the details.	5/17/2017 9:50 AM
63	The BIA, if undertaken correctly, defines the recovery parameters of both processes and/or IT applications and their dependencies, allowing business to determine what recovery strategies they could/would/will consider. .	5/17/2017 4:10 AM
64	Risk is assessed in other areas of the business and to rehash the discussions seems to be a waste of everyone's time. I find the best way to get to the key concerns and risks is to talk to senior operational staff about concerns and worries as these all stem from risks which in turn can inform the direction of a BC strategy which is the aim of a BIA.	5/16/2017 4:57 PM
65	The BIA is not just a measure of expected losses. It is a risk quantification process, looking at impacts, criticality and response requirements.	5/16/2017 11:41 AM
66	Same comments about options in the tick boxes.... BUT.... BIA provides discipline around the understanding of the start and end point of a process. I would not be overly reliant upon the feedback of senior executives - important as it is to get the views of a strategic understanding of impact - although I think there is definitely some scope to be much less prescriptive about the type and number of processes which are reviewed. For example why would you go to the bother of understanding the impact of the loss of "inward payments" versus "outward payments" ? Both, as a category of "payments" in a banking sense are critical. Similarly why on earth would you want to understand the impact of the loss of the "Audit" function as it relates to recovery? I don't think this is a question of whether we should do away with the BIA or not, rather it should be one around how we refine what direction we want from the activity of BIA and then how we execute it. This could be done via the traditional pro-forma or via focus groups involving the right people. But in my view the activity is important. Not everyone has the holistic view of priorities in large or even small organizations and this discipline helps to develop that insight. Its not perfect but I have found it to be useful.	5/16/2017 2:55 AM
67	I think having a conversation about what is critical with the director, VP, executive, etc. counts as a BIA and would be plenty good.	5/15/2017 8:46 PM
68	We are required by regulators and auditors to conduct a BIA. It also helps us to identify and prioritize processes.	5/15/2017 6:32 PM
69	It is important to make the relationship between the business-side expectations/assumptions for recovery time against what the IT-side can actually offer for recovery time. This helps to identify risk that can either be mitigated or identified as acceptable.	5/15/2017 3:50 PM
70	We have divided our technology recovery based on core and non core business functions requirements. We are not able to recover all our business functions within 5 days, so via the BIA we identified and prioritized what business function we need to recovery based on business needs.	5/15/2017 3:19 PM
71	If you do not have a value for the impact you cannot derive an accurate value for the risk	5/15/2017 3:15 PM
72	I believe that the BIA breaks down into two elements, financial and functional. Financial I would agree that for many organizations would be difficult and when initially viewed may be a stumbling block to the development of a BC plan. The second element is essential to the creation of a BC and no, the C-Suite level do not always have an accurate perception of what is going on the make the company run. The functions of each unit need to be broken down and evaluated for level of importance and interdependencies needed in order re-establish operations. Without this clear picture, down to the level of specifically what does everyone need to do their job, we cannot begin to put our operations back together.	5/15/2017 2:46 PM
73	The BIA serves an important role in the overall incident/crisis planning of an organization. Assuming managers will have the important discussions without the structured approach supported the BIA seems impractical.	5/15/2017 2:16 PM
74	Often, a BIA is left to individual departments and they see it as a way to justify their continued employment. No manager wants to think of her group as not essential after an emergency. What most BIAs end up being is a bunch of inflated job descriptions to make every function and department appear essential. Senior Management should be the one deciding what functions are essential and it will change based on the initiating event.	5/15/2017 1:55 PM
75	BIA is about identifying the critical activities that underpin the business so that BCPs can then focus on restoring those activities should they be disrupted, whatever the cause of disruption. BIAs park this basic analysis away in a corner which is helpful.	5/15/2017 1:21 PM
76	It must be done in a way that it is always usable. Don't go to deep in detail. Make sure you can use the right LEGO piece when you need one. Leadership with BC knowledge is not always available	5/15/2017 8:27 AM

77	For most executives, the BIA is a structured method to prepare for developing their plans and allows me to guide them in considering all facets of their business.	5/15/2017 3:23 AM
78	The BIA is an important tool, but over time it has grown to big and is not interactive with the business.	5/15/2017 2:41 AM
79	Well business requirements are still needed but the full BiA can be broken across the audiences who know rather than causing analysis paralysis. Embedding the questions at the right level and across the organization keeps momentum and accomplishes the same goal.	5/15/2017 12:48 AM
80	A vital part of the BIA is the identification of dependencies of critical tasks	5/14/2017 9:34 PM
81	On my opinion, the BIA is vital to the BCP because it offers the possibility to share a clear view of what has to be continued in the firm (with a prioritization). So everyone in the firm, from the operator to the CEO, can get a partly or full vision on the criticity of a disruption. Moreover, the BIA allow BC managers to anticipate and adapt the firm's response to a specific event. You can see the BIA as a check list so you don't forget anything in you scope of action.	5/14/2017 11:40 AM
82	With all Respekt to the Statement above - it is proved to be wrong. Top Management is not in every detail of business prozesses and it is Not their Job! If you don't plan a specific order of recovery you will have Chaos and non functional business or production processes. I strongly believe that the approach of the new ISO- Standard for BIA will have a long future as BIA will have!	5/14/2017 10:01 AM
83	BCI GPG suggests performing BIA on 3 levels (Strategical, Tactical, Operational) and mandates the documentation of too much data related to stakeholders, dependencies, resources ...etc. This is a very time and capacity consuming activity considering the initial data collection and future update. Moreover, majority of these information can be considered as part of the BC plan details; hence, practitioners can perform light BIA (focused on financial/non-financial assessment) to drive RTO and MAO only while other components can be collected based on need as part the BCP document.	5/14/2017 8:48 AM
84	Same as above	5/13/2017 9:52 AM
85	Our bia consumed many man months 3 years ago and in retrospect has served no useful purpose. We KNOW what is most important and the bia process didn't tell us anything we didn't already know. I'm of the view we should not refresh that 3 year old bia....	5/13/2017 9:13 AM
86	It is the foundation of solid plans and stategies (if done correctly). The adaptive approach makes massive assumptions that leadership setting strategy (or indeed others lower down the contributing chain of command) 'know' the interdependencies across their organisation. The BIA provides a failsafe and local ownership of criticality; a set of data from which other solid business decisions can be made; a set of data to validate 'spend' in some areas such as IT; a business case for putting the right contingency in place to show shareholders and stakeholders that spend is being down responsibly and for the right reasons. Leadership know the strategic goals of the organisation the BIA makes sure the components are in place to ensure the engine room can deliver!	5/13/2017 7:29 AM
87	see above	5/13/2017 6:01 AM
88	The proposed change is absolute non-sense!	5/13/2017 1:38 AM
89	In theory, yes.. but it's a core concept that many managers use programs use bc it's easy and it's already been done. Creative managers could use alternate approaches.	5/12/2017 9:52 PM
90	Senior management should understand what's most important (products and services) to the viability of the company. Why would we need to conduct a BIA to prove anything else - since those managers are unlikely to believe or support any other conclusion. So management should set the broad parameters. BCM's job is to understand which it systems and business processes support those products and services (and all the resources that those systems/processes rely upon) and help them plan to recover from any outage (ANY outage) as quickly as possible.	5/12/2017 7:41 PM
91	Only through the BIA process or equivalent can you properly educate the organization on the true meaning of critical function and identify dependencies which can quickly elevate a perceived support function to critical level because a critical function relies on input from it.	5/12/2017 7:12 PM
92	Executive leadership can and should be charged with identifying the critical activities of the organization and setting the appropriate recovery parameters. In my experience the traditional BIA is not accurate as the business process owners cannot examine the overall business as executive leadership can.	5/12/2017 6:13 PM
93	See my answer for Risk Assessment. Risk Assessment and Impact Analysis are interrelated and interdependent. They should not be addressed separately.	5/12/2017 5:58 PM
94	Without talking to the business to determine their aspect on the criticality of the applications they depend on to keep the business functional, how else do you determine what the RTO / RPO is? Understanding the business requirements for daily, weekly, monthly, quarterly, and yearly processes will also help determine the criticality of applications. Not doing a business impact analysis has an impact to a company they can't see until a disaster actually happens.	5/12/2017 5:11 PM

95	My answer is framed in this way. Any organization using a modern fit for purpose BC software package allows them to improve their BCP(s) since whatever changes made during the BIA process automatically feed into the BCP. Sort of a self-correcting system. For example, if a business unit capturers \notes during the BIA that they have a new process, then it is very apparent during the annual BCP reviews that this new process must be covered.	5/12/2017 5:05 PM
96	Again, this can be done, but it is risky over the long term. Anyone who has a reasonable handle on the business can come up with a BIA in a couple of hours - handy if you need a plan quickly, but again lazy and risky in the long term because you will not unearth hidden risks by using this approach on its own.	5/12/2017 4:49 PM
97	How can you plan if you do not have a clear view od potential impacts?	5/12/2017 4:34 PM
98	I agree that an organisations leadership should (and usually do) know what is business critical. However, where there is competion for scarce resources e.g. recovery space, IT recovery prioritisation, having at least a basic level of quantification of the impact of a disruption to an activity can be real;ly helpful. Otherwise, strong leaders may be able to present a case for a disproportionate level of resources / support / prioritisation. The BIA also has a place where a need for mitigations or recovery arrangements has been identified and the cost needs to be justified. Organisations are often reluctant to spend money on business continuity recovery arrangements as a major incident is considered highly unlikely to happen, compared to a lot of other issues the bsuiness has identified are likely to happen or are happening.	5/12/2017 4:22 PM
99	It provides a starting point for RTO/ RPO assessment. Without a BIA, how do you stop everything 'going red'?	5/12/2017 4:20 PM
100	Despite what is stated in the article most Directors and senior managers have no real idea what is important in an organisation!	5/12/2017 4:13 PM
101	Whilst I understand the reasons given for removing the BIA, I do feel that in my experience that going through this process can sometimes highlight gaps or potential risks that may not have been considered previously. Potentially the impact piece could be removed, but the dependency assessment should still be conducted.	5/12/2017 4:12 PM
102	As with a risk assessment, the BIA is vital for leadership in any organization to know what their time sensitive, critical, essential functions are. The BIA identifies and if done correctly, quantify the importance for these essential functions.	5/12/2017 4:10 PM
103	Although there may be flaws in the process the BIA is a way of the local organizations to assess the overall impact of a resource loss and use this to obtain resources from the corporate structure for mitigation measures, or to justify their own expenditures. Yes, in many cases this is a subjective measure, but it is based on the perception of the local organization or production site and there is generally justification to support this.	5/12/2017 4:08 PM
104	A BIA, based on the current interpretation, is valuable to a new company looking to evidence that it has understood it's critical processes and can inform the Board as to which recovery strategies to invest in. However, for established organisations, the Board is already aware of its key risks. A BIA adds little value other than confirming what is already known and only serves to take resources away from more valuable activity such as testing and training. For established organisations, RPOs and RTOs are often physical restricted by the current capability of their infrastructure. A function may desire a system recovery timescale of 4 hours, but if the IT infrastructure can only provide a recovery timescale of 12 hours, there is little value in spending time identifying RTOs that cannot be achieved. Instead the Board should be advised of the current capability in order that they can determine whether this is within their risk appetite.	5/12/2017 4:02 PM
105	While quantitative assessment is seldom precise, without it discussion of relative impacts on different parts of the business becomes purely subjective. Without some view of the consequences of outage to compare with the costs of doing something about it, making a business case for continuity facilities becomes very difficult. Without understanding how consequences of outages build up over time, there is no rational basis for setting RTO and RPO.	5/12/2017 3:57 PM
106	If you don't understand the business drivers, you cannot provide adequate continuity measures.	5/12/2017 3:51 PM
107	If you do not know the details of what needs protection, how can you protect it?	5/12/2017 3:51 PM
108	Not only fully functional but probably improved.	5/12/2017 3:40 PM
109	The BIA informs the strategy and detail that goes in to the BCP. Without it the plan may become too unwieldy with information on applications, RTO, RPO, People required over time, equipment needs, IT, requirements, etc.	5/12/2017 3:37 PM
110	For us, the BIA is more than just an assessment of potential loss. We identify resource and personnel dependencies. We identify function and resource RTOs. All of this leads to the critical path, which guides our disaster recovery planning.	5/12/2017 3:37 PM
111	We have some executive management who over-exaggerate their processes' importance, and some who make false assumptions about the ability to continue their critical processes. In the former case, we could probably eliminate BIA. In the latter case, it's important to spell out what risks/losses are if that area is unable to function for up to 30 days. So....not sure.	5/12/2017 3:35 PM
112	A BIA focused on identifying the degree of financial dependency of critical activities as an aid for delivering the strategic objectives is essential. I agree that the prevailing BIA focus is fundamentally flawed and should be discontinued.	5/12/2017 3:31 PM

113	See above. again, normal updates should address BIA changes as they evolve. I still will visit sites and 'review' impact and assessments; but not scheduled. My average is 5-7 years to visit a location for this purpose, however I am still fresh due to the plan. Management likes the $$ savings. The time savings. I still do training, etc via webinar or video. Its smarter, faster, same message goes out to all.....	5/12/2017 3:25 PM
114	As a consultant, I have experienced many occasions when the management team have been challenged to look at their business from a different perspective to understand the critical products/services, and the activities that underpin those. The BIA essentially writes the plan and, if done well, with sufficient date to inform a comprehensive and flexible plan. See above for flaws in the question	5/12/2017 3:25 PM
115	The BIA identifies the most critical functions of the organization. RTO and RPOs help in the recovery process. Combined with the risk assessment, you are given a roadmap as to what processes need to be protected and what events you should focus on developing protections from. I agree that executives should initiate the identification of critical processes. I promote working from the top down for BIAs. NOTE: The NFPA 1600 (2016) has made the Risk Assessment and BIA mandatory.	5/12/2017 3:24 PM
116	Again, there does need to be a process whereby the team knows what it's key activities are and what is needed to deliver them	5/12/2017 3:23 PM
117	Leadership is a customer of ours and it is a part of their expectations in order to help them make decisions.	5/12/2017 3:20 PM
118	Business continuity should focus on generating capabilites that would allow a flexible response to the 3 outcomes of whatever disruptions occur - no people, no building or no system. Let leaders lead the response not follow plans that won't cover all the variabkes that could occur.	5/12/2017 3:20 PM
119	the BIA is vital. If you do not have end-to-end mapping that shows dependent RTOs, RPOs, vendor SLA, etc, you may not properly document your data recovery (RPO) process by including upstream and downstream dependencies. This is the same for RTO.	5/12/2017 3:12 PM
120	The BIA is a time-wasting effort with little to no discernible value.	5/12/2017 2:05 PM