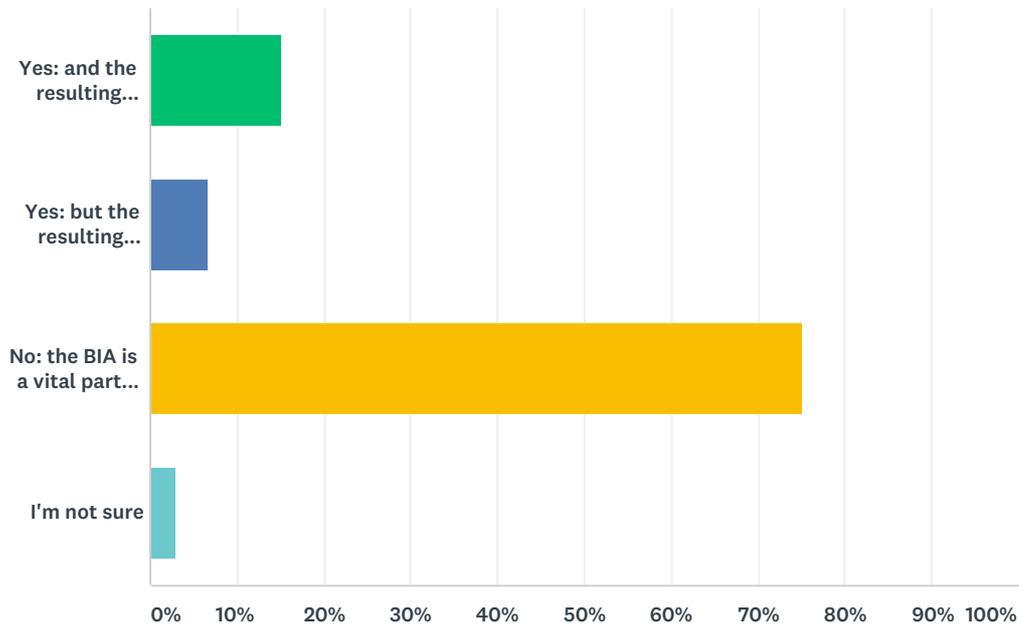


Q4 Do you think that it is possible to omit the business impact analysis from the business continuity process?

Answered: 266 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes: and the resulting business continuity plan would be fully functional	15.04%	40
Yes: but the resulting business continuity plan would be weakened	6.77%	18
No: the BIA is a vital part of the business continuity process	75.19%	200
I'm not sure	3.01%	8
TOTAL		266

#	IF YOU HAVE TIME PLEASE GIVE YOUR REASONS FOR YOUR ANSWER TO THIS QUESTION:	DATE
1	I believe there is critical information gathered during this process as well, this is where the RTOs are determined and the criticality of processes within your organization.	6/18/2019 8:34 PM
2	The challenge is to scale up the fully amount of the BIA process to the size of organization. In times of short budgets and cost cutting it is import to have very good arguments for starting invests for risk prevention. In my opinion provides the BIA these arguments.	6/14/2019 1:09 PM
3	No, but I think what the standard demands and what is actually useful are worlds apart.	6/10/2019 2:45 PM
4	No one was able to say how to priorities business processes and allocate necessary space and resources during a BCP event. BIA helps to prioritize it. As such I continue to do BIA.	6/10/2019 8:47 AM
5	With this caveat. The BIA should be used when things need to be prioritized. Then it is critical. But a BC program can begin anywhere.	6/9/2019 6:09 PM
6	BIA's need to be a part, but should be customized and made as short as possible, to only collect what data is usable by the business units to plan accordingly and to determine critical processes. Definitely do not need the "50 page, all day BIA's of the past".	6/5/2019 10:00 PM
7	BIA enables us to prioritise services for recovery and to identify critical dependencies and vulnerabilities.	6/5/2019 8:07 PM
8	depends on how you define BIA, in the end you somehow need to find out the critical process, their dependencies and continuity requirements regarding resources / may be alternative methodological approaches are possible (e.g. more exercise-oriented), but in the end it would just be another approach to conduct the BIA	6/4/2019 7:52 AM

To BIA or not to BIA... revisited

9	The BIA is vital except it needs to be service impact oriented and not mission critical process oriented. Organizations exist to provide services or products to the market for which there are rewarded by way of revenue and eventually profits. The BIA should evaluate the impact to the organization of the unavailability of the services to the marketplace (and not the underlying processes).	6/3/2019 6:23 PM
10	Without BIA you will not be able to focus on the critical processes and resources.	6/3/2019 5:07 PM
11	Yes, BIA is historical, more for the BC Manager than the business. Comes from a mainframe period when solutions were expensive and took a long time. Now with cloud, resilience, mirroring etc the down times of business are always longer than the recovery times. BIA is an old fashioned blunt instrument. However as most of the BCI are consultants and BIA makes the most money for consultants then it is bound to be seen as important due to the income it generates for consultancies.	6/3/2019 2:13 PM
12	Without understanding the business and completing a BIA you have no knowledge of their limitations and therefore when business processes become critical.	6/3/2019 1:50 PM
13	only weakened if the area owners were not focussed on their needs and so long as the system requirements were locked down by IS so as not to keep changing and adding semi important systems to the DR listing	6/3/2019 10:17 AM
14	We use the BIA to quantify impacts overtime. This identifies/confirms the RTO & MAO for critical functions. The BIA is only conducted for business functions that are likely to be time critical and support the organisation's Strategic Plan priority actions. We don't conduct a BIA for all functions as the process is deemed to be 'over engineered' by non BCM professionals in the office.	6/3/2019 1:49 AM
15	Business impact analysis covers three outcomes: the business analysis to understand the business processes, the impact over time to the business process and the resource required over time. Four attributes are then identified: the recovery time objective, the recovery point objection, the minimum business continuity objective and the MTPD.	6/2/2019 5:47 AM
16	Probably do without but auditors require it.	6/1/2019 9:16 PM
17	This would take us back to the bad old days of IT Disaster Recovery when we really didn't give any thought to the recovery parameters that the BIA gives us. Moreover, as a consultant when I ask clients how long do they think they have to recover their businesses following a serious incident, most haven't got a clue but the BIA gives them this answer.	6/1/2019 6:43 PM
18	If we consider that BIA can be omit from business continuity process, the consequences of a huge disruption will only be focused on Financial losses and many people will think that insurance coverage should be fine and enough to cover the consequences = No implication of business unit. Responsibilities of business unit had to be demonstrate to them during the BIA process.	6/1/2019 5:45 PM
19	If you ignored the BIA, what in the world would you be planning for?	6/1/2019 2:49 PM
20	Every department needs to be able to determine how an event affects their department business.	5/31/2019 4:10 PM
21	There has to be a BIA of sorts - whatever the new wave call it, you still have to find out what is important - it needn't be made into a mission, but it has to be done.	5/31/2019 2:44 PM
22	How can you recover if you have no idea about the quantum of what you are dealing with?!	5/31/2019 1:34 PM
23	The focus/angle of the BIA is from the viewpoint of business continuity, this contributes in specific measures that should be taken (or not).	5/31/2019 11:57 AM
24	The business impact analysis is core to the business continuity process, so that one would be able identify which processes are critical and what those processes require in order to ensure their continuity.	5/31/2019 11:18 AM
25	I think you could do it if the business is VERY stable, but you need a good understanding of what is truly important and if you do not do the BIA then you need another mechanism to get this info - so why not do the BIA?!	5/31/2019 10:28 AM
26	Analysing the business is vital at the start.	5/31/2019 9:26 AM
27	BIA is only as good as the people who complete them - there are other information data sources that can be used to provide more detailed critical information	5/31/2019 9:01 AM

To BIA or not to BIA... revisited

28	The BIA provides a good health check against assumptions of what is important, however the terminology can be confusing and the process longwinded. a simplistic approach is the best way. Additionally, auditors often use the BIA as the reasoning behind their interpretation of the viability of an incident management plan. Awareness of the priorities is important, as this allows planning to take place, how much analysis take place should be a matter for the business to decide.	5/31/2019 8:25 AM
29	Only this exercise helps identify key processes and services and enables identification of criticality.	5/31/2019 6:54 AM
30	BIA will support the company for analyzing and prioritization their business process/activity	5/31/2019 3:11 AM
31	Helps identify weaknesses in our key processes that require mitigation actions	5/31/2019 1:09 AM
32	The BCPs themselves would be fully functional, but the effectiveness of the overall program would suffer (eg; IT Disaster Recovery priorities, criticalities etc)	5/31/2019 12:38 AM
33	BIA is merely simplified - as we still need to understand the key processes/services and to what level we need them functioning by what time after a disruptive event	5/30/2019 11:51 PM
34	How else are you going to know what dependencies your functions have?	5/30/2019 9:46 PM
35	BIA is definitely crucial to determine recovery priorities in a complete failure and to avoid opportunity costs.	5/30/2019 9:37 PM
36	The Business Impact Analysis is the baseline to support the development of the BCP.	5/30/2019 9:27 PM
37	My company develops new or reviews / revises existing ERM documentation. BIA are included in our development process or recommendations.	5/30/2019 9:13 PM
38	Call it whatever you want (BIA or otherwise)... you will still need to understand when the pain begins in order to develop an effective recovery strategy.	5/30/2019 8:52 PM
39	The problem with the BIA is it is often based on scenarios. Organizations should use real life incidents to capture "True" BIA.	5/30/2019 8:39 PM
40	Same as above; you need to understand what makes your business tick and where your vulnerabilities are	5/30/2019 8:17 PM
41	BIA is the backbone of the continuity process. Without it the foundation of planning is shaky at best	5/30/2019 7:19 PM
42	The BIA can be a critical selective tool that effectively differentiates processes where vulnerability and severity of impact can be distinguished leading to more appropriate allocation of resources for mitigation and preventive measures	5/30/2019 7:13 PM
43	The assessment helps to focus response and recovery efforts. With out that knowledge, it becomes a free for all.	5/30/2019 6:58 PM
44	This assumes that the plan is fulsome and thoroughly reviewed and updated. Plans do not need to have all scenarios and responses but need to capture key activities and must be flexible to adapt to multiple scenarios. If gone correct it can be easily referenced but should not be followed exactly st time of crisis as it should be known and practiced regularly.	5/30/2019 6:57 PM
45	It is critical to setting priorities and understanding resource needs	5/30/2019 6:52 PM
46	Just don't over analyze.	5/30/2019 6:21 PM
47	No. Again, the analysis tells you to what degree your concern should be based on demographics and industry. I think a thorough plan should include it.	5/30/2019 6:14 PM
48	Traditional BIAs are very labor intensive and in many cases do not yield enough additional information to justify the effort. If the organization assesses risk and determines the criticality of all business processes (along with recovery timing) and has responsible leadership confirm the results there is no reason for a laborious BIA.	5/30/2019 6:13 PM
49	There are better and faster ways to obtain the needed information. If those means are utilized (as suggested in Adaptive BC principles), you are better off without the BIA.	5/30/2019 6:12 PM
50	It identifies the mission critical products or services that are vital for the business to operate in the event of a disruption.	5/30/2019 6:01 PM
51	It depends on the size and amount of change of the organization, if it's a large complex organization with lots of change BIA is required	5/30/2019 5:59 PM
52	Well it all depends the definition of a BIA. If it is referring to a formalized, full-fledged BIA then no that isn't always necessary. However, going through the thought exercise with senior management of what is critical to the business and how it would be impacted based on certain disruptions, can still be considered a BIA.	5/30/2019 5:41 PM

To BIA or not to BIA... revisited

53	What is important and time-critical continually changes; therefore, we can't afford to do a BIA 1 - 2 times a year only but have to remain flexible and adjust our BC Programme to the ever changing environment.	5/30/2019 4:37 PM
54	It is the assessment of the impacts that make an organization arrive at a systematic conclusion of what impacts may happen on what counts. This is needed to address the financial commitment part of the whole BCM arrangements, along with risk assessments.	5/30/2019 4:27 PM
55	Capability analysis / testing could replace the BIA as long as a subsequent business continuity plan is implemented	5/30/2019 4:25 PM
56	Yes... If you have an uncomplicated business, you can just rank criticality by business unit (department) and again once you rank the criticality it likely doesn't change often nor significantly from year to year, so even if you do one you might not need to perform it every year.	5/30/2019 4:21 PM
57	we merged the two processes into one	5/30/2019 4:20 PM
58	How do you plan for the impacts if you don't know the impacts.	5/30/2019 4:07 PM
59	Without the BIA money invested in continuity plans will probably be wasted, getting diverted to the squeaky wheel or loudest mouth instead of toward the risk and exposure areas that metrics point you to.	5/30/2019 3:24 PM
60	In meeting compliance to ISO22301	5/30/2019 3:11 PM
61	The BIA enables you to assess the requirements for the business and, by completing this initially, structures which recovery strategy would be required. Once complete this information can be taken to produce a BC plan for the business to work from. A BC plan should be a simple guide to supporting the business through an incident, the BIA is more IT focused and details what is required and when for recovery. Two very individual documents.	5/30/2019 3:03 PM
62	Although we have a mature BCMS in place an annual BIA is conducted however we alternate between light (re-affirm last years data collected) and full BIA's	5/30/2019 2:55 PM
63	even more fundamental !!!	5/30/2019 2:36 PM
64	See my comments on risk and substitute BIA for the word risk.	5/30/2019 2:35 PM
65	but it can be done in a different way to make it easier and less time consuming.	5/30/2019 2:12 PM
66	BIA provides vital information that can challenge the popular assumptions of others who may not be as intimate with the organisation.	5/30/2019 2:04 PM
67	I think there are lots of different ways to do business impact analysis. There is no one way that suits every company and every culture and every sector. But if you don't work out what you actually need to protect, and when you need it back, then you risk massively over scoping or under scoping your programme. If you don't create contingencies for what is most important (because you didn't take time to work it out) then your programme may be useless. If you try to contingency protect everything then you're almost certainly wasting time and effort and money. But also there is the bigger more strategic play here; truly great BIA information, however it's produced, is strategic data that Boards use. They know where short cuts can and cannot be taken, where cuts can be made and what won't be safe without investment. They use it to inform big decisions. Anyone who says otherwise hasn't used their programme strategically.	5/30/2019 1:39 PM
68	I believe the soul of the argument is that we spend too much time and rely too heavily on the risk assessment that, in most cases, aren't scientifically sound. Most organizations use it as window dressing, possibly because the task of selling an all-hazards program is too great so you have to create an adversary. Also, the BIA is most useful when it identifies very specific threats, like a process issue, not the more general earthquake or pandemic. The BIA could be more useful if it is used as a Six Sigma Lite (very lite) as opposed to a way to predict the future.	5/30/2019 1:09 PM
69	we use the BIA to determine which activities we will focus on, we do not document all activities. the impact over time is a real sticking point for us as we have so many dependencies that impact over time becomes irrelevant as we apply our mitigations and the time and level we need them. on any given day a disruption may or may not impact on us, impact over time is a paper exercise	5/30/2019 12:56 PM
70	It is hard to address weaknesses that have not been identified!! Also difficult to plan for a multi-year effort based on priorities of most serious first if at least most of them have not been identified.	5/29/2019 5:37 PM
71	The process can be simplified, eliminating the large number of meetings and workshops, through the establishment of time and strategy proposals.	5/27/2019 2:56 PM

To BIA or not to BIA... revisited

72	Since much of the information gathered in the BIA is also used in BC planning, skipping the BIA doesn't save on the work load. On strategy is to do a "full" BIA on "even" years and a lite, business units self administered BIA on "odd" years; however, a new function would have to have a "full" BIA. Another tactic is to do a BIA where only certain portions of the BIA are revised or new questions answered.	5/24/2019 7:39 PM
73	You need the results of a BIA to make a good business case for recovery strategies. Cost and Benefits must be clear as far as possible.	5/24/2019 5:58 PM
74	Absolutely not. It's entirely impossible to remove the BIA. How else would we understand the impact on our people, processes, our organisation - if we stopped trying to understand it? You can't simply ask the boss "who do you want to protect the most?". Not only is it short-sighted, but it actually increases the risk of failure, not only in detecting and preparing for disruption, but also of failing to recover at all.	5/23/2019 10:24 AM
75	The BIA identifies all the base information required to determine recovery strategies. If you don't undertake the BIA you risk overlooking critical supporting resources that will be required to resume key services and functions.	5/21/2019 11:54 PM
76	Understanding the true impact of loss of services, facilities, and people is essential to a good BCP. Establishing RTOs and RPOs for critical operations is the core framework of BCP.	5/21/2019 5:27 AM
77	Yes and it worked well. Without the BIA, the business continuity process becomes much more efficient. Adaptive is not saying to not understand the organization but not losing time in a process that did not bring a lot of value to the BCMer	5/15/2019 2:01 AM
78	Through BIAs, an organisation obtains insight not only in its critical services/products (something senior and executive management already should know), but also in which critical processes and critical dependencies support those critical services/products. Through BIAs and RAs, often areas for improvement are identified, including process and controls improvements, which all lead to strengthening the organisation's capability to effectively respond to and manage significant business disruptions, ensuring continuity or resumption of critical services/products within predefined timeframes.	5/14/2019 1:09 AM
79	Recovery is based on priorities; priorities that vary by organization. Without a BIA there is no method of determining priorities. Vendor recovery of daily water deliveries or snacks have equal weight to recovery of mission critical systems (because every is or nothing is 'mission critical').	5/10/2019 1:55 PM
80	A highly streamlined version of the BIA can add some value, but not enough to say that the business continuity plan would be "weakened" in the absence of the BIA. Taking the view that the BIA is "vital" to the business continuity process strikes me as telling an organization that they have no inherent sense of what's important and what isn't; in other words, their management team is absolutely clueless about the relative priorities of the business processes they manage. Sounds rather condescending when put in those terms, doesn't it?	5/9/2019 7:01 PM
81	Departments never evaluate on the same way impacts and resources similar way - prompt approach requested	5/9/2019 3:12 PM
82	If you don't know what your business does you should not be using a BIA to understand that. If you have a super complex business (involving many different resourcing interfaces) across different jurisdictions including international boundaries AND legislation/regulation IS CRITICAL then BIA would be useful from the Executive/Board level to assist with strategic Business decisions	4/29/2019 5:03 AM
83	The BIA Provides the foundation for the BCP I cant see how you can have a BC Plan without a BIA completed first.	4/26/2019 3:23 PM
84	I do think the data from the BIA is the key....I do also believe that it should be combined with building the plan.....why have two separate steps, asking the same or similar questions between the plan and BIA?	4/25/2019 4:05 PM
85	Some BIA process should be followed, the way the data is collected in the most efficient manner is the issue. In my experience a lot of BIA data is produced that is NEVER used in formulating a plan, and is often collected as a result of an "audit" function thinks the data is relevant	4/24/2019 1:36 PM
86	We use the BIA to inform recovery priorities, how WAR resources are allocated, to identify "the most important" departments when we target BCP "deep dive" reviews, to identify critical suppliers etc. etc. Hard to see how we could demonstrate to our regulators that we have a logical, consistent process without a BIA or something similar.	4/23/2019 3:55 PM
87	The objective of the BIA is to gain an understanding of the business and the impact various threats may have in its continued operations. Without this understanding, the entire BCM may set its focus on the wrong priorities of the time.	4/20/2019 8:17 AM

To BIA or not to BIA... revisited

88	If done properly, it forces business unit personnel to think about things they wouldn't have thought about on their own or documented for someone else to have available should that manager be incapacitated. I will say some BIA's are far too bureaucratic and it needs to be information that makes sense to capture. It also helps coordinate expectations of service providers.	4/18/2019 6:10 PM
89	The BIA can provide useful information, as long as the Business Continuity team does not live in a silo and keep the information from outside parties (other business units, IT, etc.) However, this information can be gleaned from doing other activities outside of a "BIA" (application assessments, SIPOCs, etc.), and in a manner that seems more "customer-friendly" and less "specialized through obscurity" of what a BIA actually is. Understanding "impact over time" is not something that is a valuable measurement in the data-driven world we live in; understanding at which point in time an organization may be held to significant legal or regulatory penalties are, however.	4/17/2019 5:31 PM
90	As above, if organisations don't understand what's critical to them (processes, activities etc.) then the lack of a BIA process ensures that they waste time, energy and resources on developing BCPs that provide little or no assistance when a business disruption manifests itself.	4/15/2019 9:57 AM
91	Yes, it can be replaced by a discussion with the plan owner, who know his business and is able to determine what is critical and for what reasons. BIA are most often very subjective	4/11/2019 9:27 PM
92	The impact analysis could be made in a more lean way. It could be enough to do it at very high level. Nevertheless it s mandatory to collect the resources needed to recovery a pricess/services and to understand how long the organization can survive without it in order to prepare an effective BC plan (balanced costs, risks, benefits)	4/11/2019 8:14 AM
93	same reasons as above	4/11/2019 7:42 AM
94	Whilst not perfect the BIA helps get people thinking about what is important/critical during a business continuity disruption	4/11/2019 5:51 AM
95	I currently conduct BIAs and they certainly offer value in terms of building awareness of the risks and assisting business leaders to clarify their critical activities. However I'm unsure whether this is the best approach	4/11/2019 2:53 AM
96	The BIA data should feed into building tools that make it possible for situational crisis management and for the identification of new processes/projects for the business. Plans should become obsolete.	4/10/2019 7:57 PM
97	BIAs help the BC/DR planner focus his/her efforts on the most critical activities the company performs, and in so doing, also identifies the technologies needed, internal and external dependencies, RTOs and RPOs, vital records needed, and the impact to the organization of a disruptive event from operational, competitive and reputational perspectives. This way resilience plans can be appropriately tailored to the real needs of the organization.	4/10/2019 7:57 PM
98	If your company doesn't have much change from year to year, it is possible to adopt a BIA policy of doing a full BIA every year on critical and high rated process or net new processes and do the medium and low rated business process every other year or just let them self certify their existing BIA. This is more a matter of how much time the BC function has and if this is the best use of the time.	4/10/2019 6:29 PM
99	BIA is the tool to provide operational critical process awareness; if you don't know what is operational / business critical how do you appropriately invest mitigation and redundancy management.	4/10/2019 5:09 PM
100	Understanding risk and impact is critical to prioritizing the recovery process and establishing consensus amongst stakeholders	4/10/2019 3:12 PM
101	You have to know what the business needs in order to run. That comes from the BIA.	4/10/2019 2:45 PM
102	We prioritize business functions and identify systems that support these business functions,that then prioritizes our disaster recovery efforts.	4/10/2019 2:22 PM
103	see above	4/8/2019 7:07 PM
104	It very much depends on the design and facilitation of the BIA process. If this survey is referring to a ridged and prescriptive process (which everyone seems to try and follow) then I would suggest we could definitely remove that and instead focus more on practical guidance and remove a lot of the frankly unnecessary complexity built into the BIA process.	4/8/2019 6:07 AM
105	The first and very important astip for bcm	4/5/2019 3:37 PM

To BIA or not to BIA... revisited

106	The argument should not be about omitting the BIA. Instead the goal should be to perform a BIA better. in the simplest terms you are asking the business to rate the most critical functions, processes, departments, etc. It's the mechanics of the BIA that I believe people have an issue with. Long, drawn out surveys don't work. Conducted discussions are more successful. Yes, there will always be stakeholders that will rate incorrectly; this is why you have a dialogue with stakeholders to validate.	4/5/2019 1:03 PM
107	Executive management should be able to identify critical functions and recovery time objectives without detailed bottom up analysis	4/5/2019 11:04 AM
108	It is nearly impossible to accurately assess the "impact" of disruption for any given function or process for any given disruption. Typically "it depends" is a common and correct answer and the priorities will shift from incident to incident. As such a better approach is to simplify the process by focusing on dependencies and required resources for the function/process and skip the quantitative/qualitative impacts that are generally worthless.	4/5/2019 1:21 AM
109	The BIA does not need to be a cumbersome questionnaire. It needs to be succinct and involve conversation and inter-departmental conversation to ensure the whole picture of process is understood.	4/5/2019 12:43 AM
110	I think the effort usually put into a BIA can still have value and provide useful information about business processes. It doesn't have to be as formalized, and it should be done as a matter of course while working to improve capabilities. I prefer to continuously collect information about our processes rather than be restricted to a more rigid BIA format.	4/4/2019 8:20 PM
111	Instead of going through a cumbersome process guessing the impact of the loss of certain services, we ask senior management to determine the essential and time-critical services that need to be maintained or quickly recovered. Only these services are the supported by continuity measures. This increases the timeliness and quality of the continuity measures, as the scope of the BC program is quickly determined and reduced to those services that are key.	4/4/2019 4:02 PM
112	The idea that an organization does not need a BIA is ridiculous and counts on the enthusiastic welcome of lazy professionals. An impact analysis makes the difference between a poorly conducted BCM and a professional approach where we can represent to the business a logical justification for the investment on resilience we require. Whoever thinks that BIAs can be eliminated does not know how to conduct a BIA and has a mediocre practical experience. The BIA process should be easy, user-friendly and facilitated by the BC Managers. No need to eliminate what you do not know how to handle....	4/4/2019 3:57 PM
113	Focus should be on gathering required information rather then BIA Methodology and documentation	4/4/2019 2:47 PM
114	Without the BIA, business continuity does not make sense. How would you know - objectively - where to intervene and in what order? Your recovery priorities would be entirely subjective and would therefore lead to an organization wasting precious resource when they most need them.	4/4/2019 1:53 PM
115	1. Significantly less overhead. 2. Greater flexibility. 3. The program is more effective. 4. Able to make better informed decisions based on the future direction of the company and not based an data that was collected & analyed months or years ago.	4/4/2019 1:36 PM
116	But...you must a stronger exercise program as well as an advanced metrics / KPI monitoring and oversight element to program	4/4/2019 11:17 AM
117	BIA provides the fundamental basis for services, products and processes prioritization.	4/4/2019 10:03 AM
118	Senior managers already know which elements of their organisation require protection	4/4/2019 9:53 AM