

Halderstone



Training module

Business Impact Analysis

Perform ISO 22301-aligned business impact analysis, identify critical activities, and define time-based recovery requirements



Does your business impact analysis fail to guide effective business continuity design?

Overview

Many organisations treat BIA as a spreadsheet exercise: inconsistent criteria, unclear definitions of “critical”, and outputs that don’t translate into design choices or audit-ready justification. The result is friction between business and IT, continuity strategies that are disconnected from real impacts, and plans that are hard to maintain or defend.

This training module focuses on the continuity-specific logic of BIA: defining impact criteria and evaluation scales, identifying critical activities and dependencies, and deriving time-based requirements (e.g., MTPD/MAO, RTO, RPO and resource needs) that can be handed over cleanly to continuity strategies and continuity plans. It stays within BIA scope: it does not teach continuity strategy design or plan/exercise development; those are handled in the dedicated ISO 22301 modules.



Target audience

- People involved in designing, building, operating, or improving a BCMS aligned with ISO 22301
- Executives and department heads accountable for BCMS effectiveness and performance
- Those responsible for processes, policies, assets, risks, and controls related to business continuity management
- Auditors of ISO 22301 who want to deepen their understanding of management-side best practices (not audit technique)

Is this module for you?

It is a good fit for you if you...

- need clear, time-based continuity requirements instead of vague “criticality”.
- want consistent criteria to identify critical activities and dependencies.
- translate business impact into MTPD, RTO, and RPO decisions.
- align business, IT, and continuity planning on shared assumptions.
- need BIA outputs that stand up in audits and management review.

It may be less suitable for you if you...

- are looking for continuity strategy or recovery plan design.
- want to run exercises, simulations, or crisis response training.
- need tool-based BIA templates or spreadsheet walkthroughs.
- already operate a stable, well-embedded ISO 22301 BIA practice.

Learning outcomes

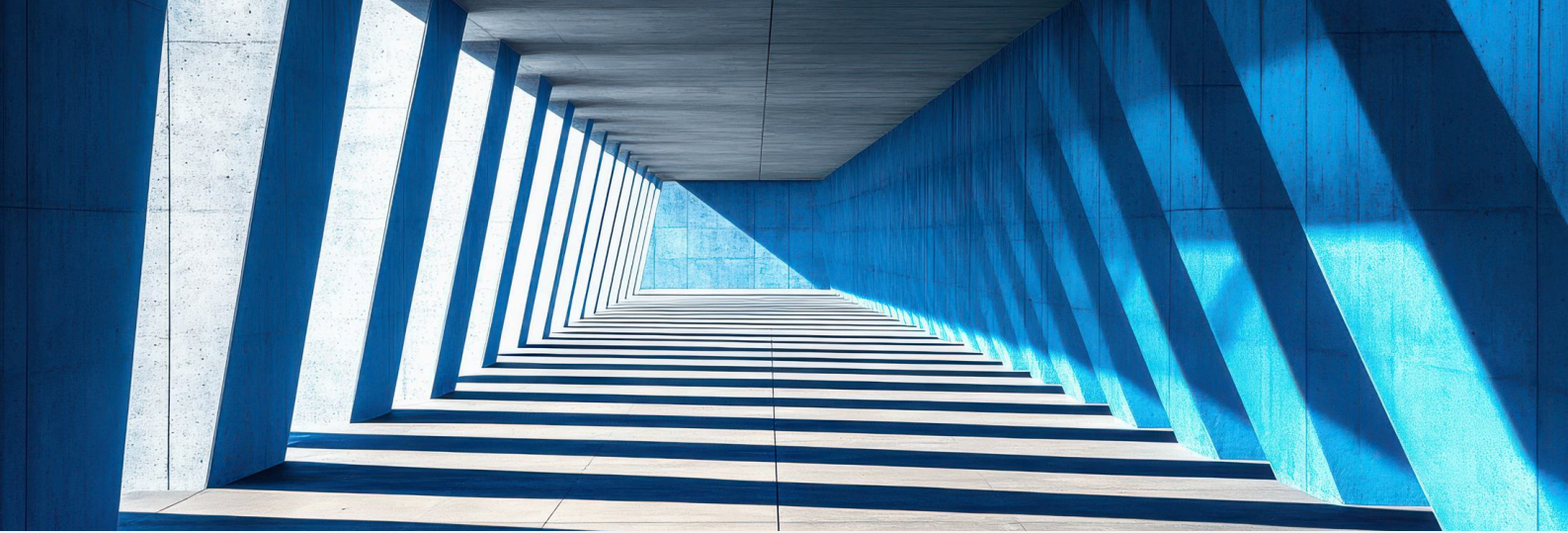


Key outcomes

- Define impact criteria that reflect organisational objectives and stakeholder needs
- Structure activities and determine which are critical based on impact and time sensitivity
- Map dependencies and resource needs to support recovery requirement derivation

Additional capabilities

- Derive time-based recovery requirements (RTOs, RPOs) that drive continuity design
- Produce maintainable BIA outputs that can be reviewed and updated over time
- Communicate BIA results to stakeholders to inform decision-making and assurance



Agenda

Role of BIA within continuity design

How to position the BIA as a decision-support input that produces prioritisation and time requirements without drifting into strategy or planning design

Defining impact criteria and evaluation logic

How to define calibrated impact dimensions and scoring rules that allow consistent, comparable continuity decisions across functions

Determining which activities are critical

How to structure activities for analysis and apply explicit thresholds and governance rules to make criticality decisions defensible and resolvable

Dependencies and resource requirements

How to identify upstream and downstream dependencies and determine the minimum resources required for operation and recovery of critical activities

Time-based requirements and recovery parameters

How to derive and document MTPD/MAO, recovery priorities, and RTO/RPO needs in a way that aligns business expectations with IT realities

Documented outputs and traceability

How to produce BIA artefacts that are sufficient for implementation and audit use while avoiding unnecessary detail or false precision

Technology as an enabler

How to structure BIA data for maintainability and use tooling and AI assistance to support consistency checks without replacing judgement

Case-based workshop

Applying the learned concepts, methods, and approaches in a realistic case setting

Included materials



Learning materials

- Slide deck
- Participant workbook

Templates & tools

- Impact criteria library
- BIA worksheet template
- Critical activities register template
- Dependency mapping canvas template
- Interview and validation guide
- AI prompt set for BIA

Confirmation

- Confirmation of participation

Preparation guidance

Assumed background

This module assumes participants can work with management-system concepts and organisational process thinking. ISO 22301 clause knowledge is not required, but participants should be comfortable discussing service impacts, dependencies, and time constraints.

Helpful background includes:

- Basic familiarity with process/service descriptions and ownership
- Ability to discuss operational consequences of disruption (not risk methodology)

Preparatory modules

Foundation (depending on background)

Useful if you are new to the underlying concepts

- Risk Management

Supporting (optional)

Helpful but not required to participate effectively

- System Framing

Logistics



Available languages

- English
- German

Standard delivery options

- Virtual live teaching
- Blended learning (e-learning + live)

Bespoke delivery options

- On-site delivery at your place
- Content adapted to your organization



Halderstone

Halderstone by Langer & Co

Zürcherstrasse 2

CH-8852 Altendorf

Switzerland

info@halderstone.com

www.halderstone.com