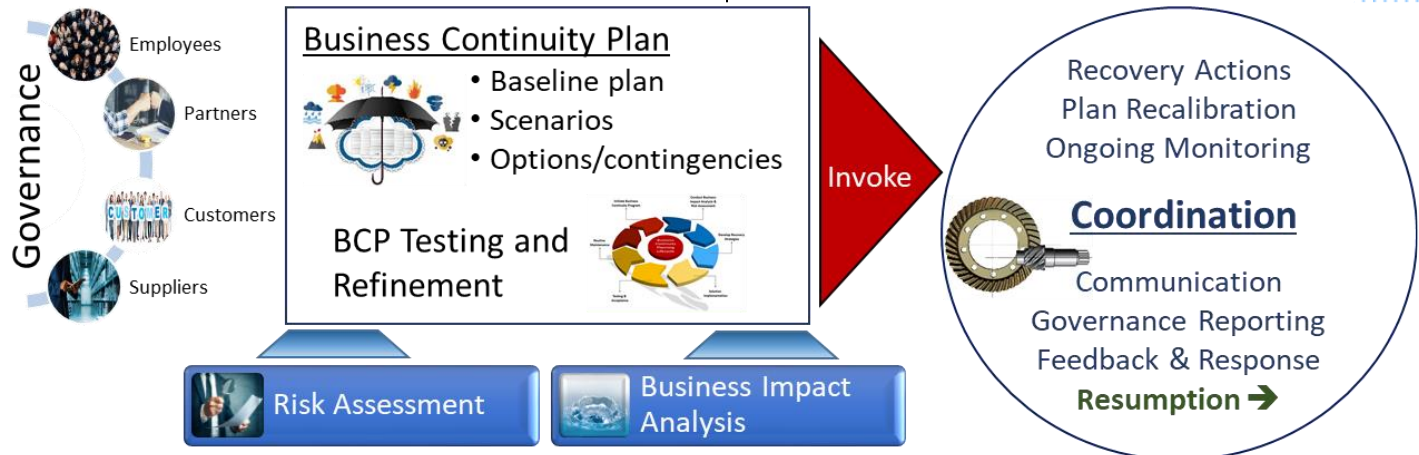## Strategic Driver

Managing business risk, while essential, is often overlooked until a major incident arises. Developing an actionable Business Continuity Plan is not only prudent, but mandated in sensitive industries.

BCPs consider different scenarios, dependencies during recovery and the impact of As-Recovered processes on stakeholders. Options and contingencies should be identified in advance.

The BCP should be actionable and include activities,

BCP Lifecycle Approach

BCP development follows a lifecycle and involves functions across an organization and outside of it. Successful planners require strategic thinking, operational experience, facilitation and negotiation skills, financial abilities and pragmatism.

Governance

A crisis will impact both internal and external stakeholders. Governance over BCP development must account for value chains that extend beyond the enterprise. Likewise, invocation of the BCP impacts upstream and downstream organizations.

Business Impact and Risk Analyses

The foundation of a BCP addresses both risks and impacts applicable to the organization. Risk Assessment is specific to the organization and aids in identification of risk mitigation opportunities.

The Business Impact Analysis determines the potential downsides to losing business functions. The BIA also determines objectives for recovery including level of functionality and timeframe.

Business Continuity Plan

BCPs identify recovery approaches for important processes encompassing different departments, IT systems and external parties. Recovery forces use of less functional As-Recovered vs. As-Is processes.

resources, timelines, dependencies and a budget. It should incorporate communication plans and a temporary cross-functional organization. The BCP should guide coordination of the As-Recovered processes once it is invoked, including the Resumption sub-process.

Key Considerations

Based on past experience, Actionable Strategies considers the following in creating a pragmatic BCP.

- Exposure: Organizations are exposed to operational risks, both acceptable and not
- Constraints: Capacity to protect the organization is limited by budget, staffing and business impact
- Foresight: Crises dramatically alter the operating environment and necessitate significant changes
- Recovery: Continuity of business should be limited in scope, covering critical processes
- Actionable: To be effective, BCPs require testing against recovery objectives.
- Maintenance: Business continuity plans must be maintained as the business constantly evolves

Actionable Strategies' Value

Actionable Strategies consultants have proven experience in developing and coordinating BCPs across demanding industries in the U.S. and other global markets. Please contact us for further details.