

BUSINESS IMPACT ANALYSIS TRAINING IN THE PHILIPPINES

KNOW WHAT MUST RECOVER FIRST

Practical BIA Skills for Identifying Critical Activities, Analyzing Disruption Impacts, Setting Recovery Priorities, Mapping Dependencies, and Defining Continuity Requirements

This program is strategically developed for organizations searching for **Business Impact Analysis Training in the Philippines, Training on Business Impact Analysis in the Philippines, BIA Training in the Philippines, Training on BIA in the Philippines, Analyzing the Business Impact Training in the Philippines, and Training on Analyzing the Business Impact in the Philippines.**

The program is aligned with the principles of **ISO 22301 Business Continuity Management Systems** and the current **ISO/TS 22317:2021 — Guidelines for business impact analysis**. ISO/TS 22317:2021 remains current as of 2026, having been reviewed and confirmed in 2025, and provides guidance for establishing, implementing, and maintaining a formal and documented BIA process that can be adapted to an organization's needs rather than prescribing one universal BIA methodology.

TRAINING OVERVIEW

When disruption occurs, one of management's most important questions is:
“What must we recover first?”

Unfortunately, many organizations cannot answer that question objectively.

Every department may believe:
“Our function is critical.”

Every process owner may request:
“We need to recover immediately.”

Technology teams may receive requests to restore every application first.

Suppliers may be categorized as critical because they are frequently used.

Recovery priorities may be based on:

- Seniority;
- departmental influence;
- historical practice;
- assumptions;
- intuition;
- whoever speaks first;
- or whoever insists most strongly.

That is not an effective basis for Business Continuity decision-making.

Organizations need a structured way of determining:

- Which products and services matter most during a disruption;
- which business activities support them;
- how disruption impacts increase over time;
- when those impacts become unacceptable;
- how quickly priority activities need to resume;
- what operating capacity is required during recovery;
- what information and technology those activities depend on;
- which employees and skills are essential;
- what facilities, equipment, suppliers, utilities, and resources are required;
- what internal and external dependencies could prevent recovery;
- and what continuity strategies should therefore be developed.

That is the purpose of a **Business Impact Analysis or BIA**.

ISO/TS 22317:2021 provides organizations with guidance for implementing and maintaining a formal BIA process while deliberately allowing the methodology to be adapted to organizational size, type, objectives, resources, and constraints.

Know What Must Recover First: Business Impact Analysis Training in the Philippines equips participants with the practical capability to conduct, facilitate, review, and use Business Impact Analysis as an evidence-based foundation for Business Continuity planning and organizational resilience.

The program is designed not merely to teach participants how to complete a BIA questionnaire.

Participants learn how to think critically about:

- Business products and services;
- processes and activities;
- disruption scenarios;
- impacts over time;
- prioritization;
- recovery requirements;
- dependencies;
- minimum resources;
- recovery sequencing;
- business and technology alignment;
- management validation;
- and how BIA findings should influence continuity strategies and plans.

The training is especially relevant for organizations implementing or strengthening a Business Continuity Management System under ISO 22301. ISO 22301 remains the published international BCMS requirements

standard, while a third edition is under development but has not yet replaced ISO 22301:2019 and its published 2024 amendment.

The program introduces the **MSS P.R.I.O.R.I.T.Y. Business Impact Analysis Framework**:

- **P — Pinpoint Products, Services, Processes, Activities, and BIA Scope**
- **R — Recognize Disruption Impacts and How They Escalate Over Time**
- **I — Identify Priority Activities and Maximum Tolerable Disruption**
- **O — Outline Recovery Objectives, Required Capacity, and Recovery Sequence**
- **R — Reveal Resources, Dependencies, Technology, Suppliers, and People Requirements**
- **I — Integrate Continuity Risks, Constraints, Assumptions, and Interdependencies**
- **T — Translate BIA Findings into Continuity Strategies, Plans, and Recovery Requirements**
- **Y — Yield Validated, Documented, Reviewable, and Management-Approved BIA Results**

Following MSS Corporation's **EnterTRAINment** methodology, this **Training on Business Impact Analysis in the Philippines** minimizes lecture-heavy instruction. Participants analyze realistic business disruptions, conduct simplified BIA interviews, rate and justify impacts, establish recovery priorities, map dependencies, define resource requirements, challenge unrealistic recovery targets, and consolidate findings into management-ready BIA outputs.

TRAINING GOAL

To equip participants with the practical knowledge, analytical skills, facilitation techniques, templates, and decision-making disciplines required to plan, conduct, validate, document, and use a Business Impact Analysis effectively for Business Continuity Management.

TRAINING OBJECTIVES

By the end of the program, participants should be able to:

1. **Explain** the purpose of Business Impact Analysis within Business Continuity Management;
2. **Describe** how BIA supports organizational recovery prioritization and continuity strategy development;
3. **Differentiate** BIA from continuity risk assessment, enterprise risk assessment, operational risk assessment, and process mapping;
4. **Apply** the MSS P.R.I.O.R.I.T.Y. Business Impact Analysis Framework;
5. **Define** an appropriate BIA scope;
6. **Identify** products and services included in the analysis;
7. **Map** supporting processes and activities;
8. **Differentiate** products, services, processes, activities, outputs, and resources;
9. **Identify** relevant internal and external stakeholders for the BIA;
10. **Establish** practical disruption-impact categories;
11. **Analyze** how the consequences of disruption change over time;

12. **Assess** financial, operational, customer, legal, regulatory, contractual, safety, reputational, and strategic impacts where relevant;
13. **Recognize** the danger of prioritizing every activity as equally critical;
14. **Establish** objective criteria for prioritizing activities;
15. **Determine** tolerable levels and periods of disruption according to the organization's approved methodology;
16. **Define** appropriate recovery objectives and recovery sequencing;
17. **Identify** minimum acceptable operational requirements during recovery;
18. **Determine** people and competency requirements;
19. **Identify** facility, workspace, equipment, information, technology, communication, and utility dependencies;
20. **Identify** critical suppliers and third-party dependencies;
21. **Recognize** upstream and downstream process dependencies;
22. **Connect** business recovery requirements with IT and technology recovery requirements;
23. **Distinguish** Business Impact Analysis from risk assessment;
24. **Identify** continuity risks and constraints that may affect recovery feasibility;
25. **Conduct** structured BIA interviews and workshops;
26. **Challenge** unsupported or unrealistic recovery expectations professionally;
27. **Consolidate** departmental BIA results into enterprise-level priorities;
28. **Validate** BIA assumptions and results with appropriate process owners and management;
29. **Translate** BIA findings into Business Continuity strategy and planning requirements; and
30. **Prepare** a practical BIA action plan for workplace implementation.

LEARNING DOMAINS ADDRESSED

Cognitive Domain

Participants understand BIA concepts, impact analysis, time-based disruption consequences, activity prioritization, recovery objectives, dependency analysis, resource requirements, validation, and continuity-strategy linkage.

Affective Domain

Participants strengthen objectivity, preparedness, analytical discipline, organizational thinking, accountability, collaboration, critical questioning, and resilience awareness.

Psychomotor and Behavioral Domain

Participants practice designing BIA criteria, interviewing process owners, rating impacts, prioritizing activities, mapping dependencies, defining recovery requirements, consolidating results, and presenting BIA conclusions.

FROM POINT A TO POINT B

Point A: Before the Training

Participants or organizations may:

- Believe that every department is critical;
- confuse BIA with risk assessment;
- complete BIA forms without understanding their purpose;
- prioritize activities based on opinion;
- set recovery targets without business justification;
- assume every process must recover immediately;
- analyze only financial impact;
- ignore how impacts worsen over time;
- fail to identify dependencies;
- overlook critical suppliers;
- treat technology requirements separately from business requirements;
- allow process owners to nominate unrealistic recovery times;
- collect data without validating it;
- conduct BIA only to satisfy auditors;
- produce inconsistent BIA results across departments;
- use different impact scales without calibration;
- overlook minimum operating requirements;
- fail to identify recovery sequencing;
- maintain outdated BIA records;
- conduct BIA interviews that become long process-description discussions;
- fail to consolidate enterprise-level priorities; or
- complete the BIA without using its findings for continuity strategy and planning.

Point B: After the Training

Participants should be better able to:

- Explain why BIA is performed;
- establish clear scope;
- identify products, services, processes, and activities;
- evaluate impacts objectively;
- analyze impacts over meaningful time periods;
- distinguish financial and non-financial consequences;
- prioritize activities systematically;
- define defensible recovery requirements;
- challenge unrealistic assumptions;
- identify minimum operating requirements;
- map people, facility, technology, supplier, utility, and information dependencies;

- recognize process interdependencies;
- connect Business Continuity and IT recovery needs;
- facilitate efficient BIA interviews;
- calibrate scoring;
- consolidate departmental findings;
- identify enterprise-level recovery sequencing;
- validate results with process owners;
- obtain management agreement;
- maintain BIA information appropriately; and
- convert analysis into practical continuity decisions.

ORGANIZATIONAL CHALLENGES ADDRESSED

This **BIA Training in the Philippines** may help organizations address:

- No formal Business Impact Analysis process;
- inconsistent BIA methodologies among departments;
- all processes being classified as “critical”;
- unsupported recovery targets;
- BIA forms that contain data but provide little management insight;
- recovery priorities based primarily on assumptions;
- insufficient involvement of process owners;
- incomplete dependency analysis;
- technology recovery objectives disconnected from business needs;
- unclear critical supplier requirements;
- outdated BIA information;
- conflicting departmental recovery requirements;
- inadequate identification of minimum operating resources;
- weak understanding of impact escalation over time;
- failure to distinguish BIA from risk assessment;
- insufficient management validation;
- continuity strategies not linked to BIA findings;
- BCPs that prioritize the wrong activities;
- Business Continuity budgets unsupported by business impact evidence;
- audit findings involving weak BIA practices;
- ISO 22301 implementation gaps;
- lack of enterprise-wide recovery sequencing;
- process owners unfamiliar with Business Continuity terminology; or
- organizations seeking stronger, evidence-based continuity decisions.

WHAT BUSINESS IMPACT ANALYSIS MEANS

Business Impact Analysis is a structured process for understanding how disruption to organizational activities affects the organization over time and for using that information to establish appropriate recovery priorities and continuity requirements.

ISO/TS 22317:2021 specifically provides guidance for organizations to establish and maintain a formal, documented BIA process while allowing the methodology to be designed around organizational needs rather than imposing one uniform method.

A useful BIA therefore moves beyond asking:

“Is this process important?”

It asks:

“What happens if this activity stops?”

“How does that impact change after several hours or days?”

“At what point does the disruption become unacceptable?”

“What must be recovered, in what sequence, and with what minimum resources?”

WHY BUSINESS IMPACT ANALYSIS MATTERS

Without BIA, organizations may:

- Spend too much on unnecessary recovery capability;
- spend too little on genuinely critical operations;
- restore systems in the wrong order;
- prioritize departments instead of business outcomes;
- underprepare for dependencies;
- design continuity strategies that cannot satisfy operational requirements; or
- discover during a real disruption that assumed recovery priorities were incorrect.

BIA creates an evidence base for determining what continuity capability the organization actually needs.

BUSINESS IMPACT ANALYSIS VERSUS RISK ASSESSMENT

These two disciplines are related but different.

Business Impact Analysis Asks:

What would happen if an activity were disrupted, and how quickly would the effects become unacceptable?

It concentrates on:

- Consequences;
- time;
- prioritization;
- recovery requirements;
- dependencies;
- minimum resources.

Continuity Risk Assessment Asks:

What could cause disruption, how exposed are we, and how should that risk be addressed?

It focuses more on:

- Threats;
- vulnerabilities;
- likelihood;
- controls;
- disruptive scenarios;
- preparedness.

An activity may have **high business impact if disrupted** even when the probability of a particular disruption is low.

That is why BIA and risk assessment should complement rather than replace each other.

BUSINESS IMPACT ANALYSIS VERSUS BUSINESS CONTINUITY PLAN

BIA Determines:

- What matters;
- how quickly it matters;
- what must recover;
- what resources are required;
- what dependencies exist.

Business Continuity Plan Determines:

- What people will actually do;
- who activates;
- how continuity arrangements operate;
- how people communicate;
- how recovery actions are executed.

BIA provides essential input into continuity planning.

BIA VERSUS BUSINESS PROCESS MAPPING

Process mapping explains:

How does the work flow?

BIA examines:

What happens to the organization when that work cannot happen?

Process maps can therefore support BIA but do not replace it.

THE MSS P.R.I.O.R.I.T.Y. BUSINESS IMPACT ANALYSIS FRAMEWORK

P — PINPOINT PRODUCTS, SERVICES, PROCESSES, ACTIVITIES, AND BIA SCOPE

A BIA should begin with clarity about what is being analyzed.

Participants identify:

- Organizational scope;
- locations;
- products;
- services;
- departments;
- processes;
- activities;
- process owners;
- customers;
- interested parties;
- relevant operating periods.

PRODUCTS AND SERVICES BEFORE DEPARTMENTS

One common error is beginning with the organization chart.

A department may perform several activities supporting different products and services.

A better starting question is:

“What products and services does the organization need to continue delivering?”

Then determine:

“Which activities support those products and services?”

This improves enterprise-level prioritization.

DEFINING BIA SCOPE

A BIA scope may identify:

- Legal entity;
- site;
- business unit;
- product or service;
- processes;
- geography;
- planning horizon;
- required participants.

The scope should be sufficiently clear for management to understand what conclusions the BIA can and cannot support.

R — RECOGNIZE DISRUPTION IMPACTS AND HOW THEY ESCALATE OVER TIME

The BIA examines the consequences of activities becoming unavailable.

Possible categories include:

Financial Impact

- Lost revenue;
- penalties;
- additional operating cost;
- unrecoverable expenditure;
- lost collections.

Customer Impact

- Service interruption;
- customer dissatisfaction;
- customer loss;
- increased complaints;
- breach of service commitments.

Legal and Regulatory Impact

- Missed regulatory obligations;
- compliance breaches;
- penalties;

- reporting failure.

Contractual Impact

- Service-level violation;
- damages;
- contract termination;
- customer claims.

Operational Impact

- Backlog;
- downstream interruption;
- inability to complete other processes;
- productivity loss.

Reputation Impact

- Negative public attention;
- stakeholder loss of confidence;
- brand damage.

People and Safety Impact

- Employee safety;
- health;
- employee welfare;
- unsafe operations.

Strategic Impact

- Failure to achieve major organizational objectives;
- loss of market position;
- disruption to strategic initiatives.

Not every organization needs every impact category.

The BIA methodology should reflect the organization's actual context.

IMPACT OVER TIME

Business impact is rarely static.

For example:

After 30 minutes:

Minimal impact.

After 4 hours:

Operational backlog begins.

After 1 day:

Customers become affected.

After 3 days:

Contractual or financial consequences increase.

After 1 week:

The impact may become unacceptable.

Therefore, instead of asking only:

“What is the impact?”

BIA asks:

“What is the impact after different durations of disruption?”

BUILDING A PRACTICAL IMPACT SCALE

A BIA methodology may use scales such as:

- Insignificant;
- Minor;
- Moderate;
- Major;
- Severe.

However, labels alone are insufficient.

Participants learn to define criteria so that:

“Major financial impact”

does not mean one thing to Finance and something completely different to Operations.

Calibration improves consistency.

I — IDENTIFY PRIORITY ACTIVITIES AND MAXIMUM TOLERABLE DISRUPTION

Not everything can recover first.

The BIA must help management differentiate between:

- Activities needing rapid recovery;
- activities that can tolerate longer disruption;
- activities that may be temporarily suspended.

PRIORITY ACTIVITIES

A priority activity is an activity whose continued disruption would create unacceptable organizational consequences within the relevant timeframe.

Prioritization should be driven by:

- Impact;
- timing;
- obligations;
- dependencies;
- organizational priorities.

Not organizational hierarchy.

THE “EVERYTHING IS CRITICAL” PROBLEM

A weak BIA often produces:

- 90% critical processes;
- immediate recovery requirements for everyone;
- unrealistic technology demands;
- impossible resource expectations.

Participants learn to challenge this.

A useful question is:

“If we truly cannot recover everything simultaneously, what must come first?”

That forces genuine prioritization.

DISRUPTION TOLERANCE

Organizations need to determine how long disruption can continue before consequences become unacceptable according to their adopted Business Continuity methodology.

Participants examine:

- Impact thresholds;

- regulatory deadlines;
- customer obligations;
- operating cycles;
- financial thresholds;
- safety requirements;
- dependencies.

O — OUTLINE RECOVERY OBJECTIVES, REQUIRED CAPACITY, AND RECOVERY SEQUENCE

Once priorities are established, the organization must determine realistic recovery requirements.

RECOVERY TIME OBJECTIVES

An RTO provides a target timeframe for recovering an activity or capability following disruption.

Participants learn that:

“Immediately”

is not automatically a valid recovery objective.

An RTO should be:

- Business-justified;
- operationally meaningful;
- technically feasible or used to identify a capability gap;
- connected with impact tolerance.

BUSINESS REQUIREMENT VERSUS CURRENT CAPABILITY

This distinction is critical.

The business might determine:

“This activity needs to recover within four hours.”

Current capability might be:

“We can only restore it within twelve hours.”

The BIA should not silently change the business requirement to twelve hours simply because that is easier.

Instead, it should identify:

Requirement = 4 hours

Current capability = 12 hours

Gap = 8 hours

That gap becomes a management decision.

RECOVERY CAPACITY

Recovery is not always:

“Back to 100% immediately.”

During disruption, an organization may require:

- 20% capacity;
- 40%;
- minimum regulatory capability;
- priority-customer capability;
- limited manual processing;
- essential transaction capability.

Participants determine what **minimum acceptable level of service or capacity** is actually required at different recovery stages.

RECOVERY SEQUENCING

Consider three activities:

Activity A must recover within 4 hours.

Activity B within 8 hours.

Activity C within 24 hours.

However, Activity A requires an output produced by Activity C.

The original prioritization may therefore be impossible.

Dependency analysis may require the sequence to change.

R — REVEAL RESOURCES, DEPENDENCIES, TECHNOLOGY, SUPPLIERS, AND PEOPLE REQUIREMENTS

A recovery objective is only meaningful when the organization understands what is required to achieve it.

PEOPLE REQUIREMENTS

Identify:

- Minimum employees;
- critical roles;
- unique competencies;
- decision-makers;
- substitutes;
- cross-trained personnel;
- remote capability.

Questions include:

What happens if the employee is available but the required specialist is not?

Is there only one person who knows how to complete the process?

FACILITY REQUIREMENTS

Priority activities may require:

- Office;
- branch;
- warehouse;
- factory;
- laboratory;
- customer-facing facility;
- alternate worksite.

Participants identify whether:

- Remote work is possible;
- another site can absorb work;
- specialized facilities are required.

TECHNOLOGY AND INFORMATION REQUIREMENTS

Identify:

- Applications;
- servers;
- databases;
- networks;

- internet;
- telephony;
- devices;
- records;
- documents;
- cloud services;
- system interfaces.

The BIA provides critical business input for IT Disaster Recovery.

BUSINESS AND IT RECOVERY ALIGNMENT

A common problem occurs when:

Business says:

“We need the process in 4 hours.”

IT says:

“The application has a 24-hour recovery target.”

The BIA helps expose this mismatch.

Business Continuity and technology recovery teams can then determine:

- Whether recovery capability needs improvement;
- whether a workaround is possible;
- whether the business requirement should be reconsidered;
- what investment is required.

INFORMATION AND DATA RECOVERY

Where relevant, BIA may also identify:

- Critical information;
- records;
- data dependencies;
- tolerance for information loss;
- manual fallback information requirements.

Detailed technology recovery design should subsequently be handled with appropriate IT and Disaster Recovery expertise.

EQUIPMENT AND MATERIAL REQUIREMENTS

Examples include:

- Production equipment;
- vehicles;
- specialized tools;
- safety equipment;
- inventory;
- forms;
- materials;
- spare parts.

UTILITIES

Processes may depend on:

- Electricity;
- water;
- fuel;
- telecommunications;
- internet;
- cooling;
- compressed air;
- other utilities.

SUPPLIERS AND THIRD PARTIES

External dependency analysis may identify:

- Sole-source suppliers;
- logistics providers;
- cloud services;
- telecommunications;
- outsourced payroll;
- payment processors;
- consultants;
- contractors;
- facilities providers;
- utilities;
- critical raw-material suppliers.

The key question is:

“Can we achieve our recovery requirement if this third party is unavailable?”

INTERNAL DEPENDENCIES

Process owners often focus only on what they need externally.

But they may also depend on:

- Finance;
- Procurement;
- HR;
- IT;
- Legal;
- Warehouse;
- Customer Service;
- Operations;
- management approval.

One department's “non-critical” activity may therefore support another department's highest-priority activity.

I — INTEGRATE CONTINUITY RISKS, CONSTRAINTS, ASSUMPTIONS, AND INTERDEPENDENCIES

BIA does not replace risk assessment.

However, BIA findings should be realistic about recovery constraints.

Participants consider:

- Single points of failure;
- limited alternate resources;
- specialized employees;
- supplier concentration;
- geographic concentration;
- technology limitations;
- resource conflicts;
- common dependencies;
- unrealistic assumptions.

BIA ASSUMPTIONS

Examples:

- Employees can work remotely;
- internet will remain available;
- alternative supplier can deliver;
- alternate site can accommodate staff;
- transport will operate;
- backup systems will be available.

These assumptions should be identified and challenged.

An untested assumption can become a failure point during a real disruption.

INTERDEPENDENCY ANALYSIS

BIA results should not be evaluated only process-by-process.

At enterprise level, management should understand:

Who depends on whom?

A useful dependency map may show:

Supplier → Procurement → Warehouse → Production → Distribution → Customer

A disruption anywhere in the chain may affect recovery elsewhere.

T — TRANSLATE BIA FINDINGS INTO CONTINUITY STRATEGIES, PLANS, AND RECOVERY REQUIREMENTS

The purpose of BIA is not to create a spreadsheet that sits in a folder.

Its results should drive decisions.

Possible outputs influence:

- Business Continuity strategies;
- alternate workplace requirements;
- employee cross-training;
- supplier strategies;
- technology recovery;

- data backup;
- inventory levels;
- redundant equipment;
- emergency communication;
- plan development;
- exercise design;
- investment priorities.

FROM BIA TO CONTINUITY STRATEGY

Example:

BIA Finding

Customer order processing requires recovery within four hours.

Dependency

The primary order-management application currently takes up to twelve hours to recover.

Strategy Requirement

Management must consider:

- Faster system recovery;
- redundancy;
- alternative processing;
- manual workaround;
- another technology solution.

The BIA identifies **what capability is needed**.

Continuity strategy determines **how that capability will be provided**.

Y — YIELD VALIDATED, DOCUMENTED, REVIEWABLE, AND MANAGEMENT-APPROVED BIA RESULTS

BIA conclusions should not remain the analyst's opinion.

Results should be:

- Reviewed;
- challenged;
- reconciled;
- validated;
- approved at the appropriate level;

- maintained.

BIA VALIDATION

Validation may involve:

Process Owner Review

Is the activity information accurate?

Cross-Functional Review

Are dependencies consistent?

IT Review

Do technology requirements align?

Business Continuity Review

Is methodology applied consistently?

Management Review

Are enterprise priorities and resource implications acceptable?

CONSOLIDATING ENTERPRISE PRIORITIES

Departmental BIAs may produce conflicts.

For example:

Finance: System X must recover in 4 hours.

Operations: System Y must recover in 4 hours.

IT: Only one can be restored in the first 4 hours.

This becomes a management prioritization decision.

Enterprise BIA should therefore help management determine:

- Recovery tiers;
- sequencing;
- resource contention;
- organizational priorities;
- capability gaps.

BIA DOCUMENTATION

A practical BIA record may include:

- Process/activity;
- owner;
- product/service supported;
- peak periods;
- disruption impacts;
- impact over time;
- recovery priority;
- recovery objective;
- minimum capacity;
- people requirements;
- technology;
- information;
- facility;
- equipment;
- suppliers;
- internal dependencies;
- assumptions;
- existing capability;
- identified gaps;
- validation;
- approval.

KEEPING THE BIA CURRENT

BIA information may need review after significant changes involving:

- Products and services;
- processes;
- technology;
- locations;
- suppliers;
- organizational structure;
- regulations;
- customers;
- acquisitions;
- outsourcing;
- major incidents.

Business Impact Analysis should remain relevant to the organization as it changes.

ONE-DAY BUSINESS IMPACT ANALYSIS TRAINING OUTLINE

Time	Modules and Essential Topics	Major Activity and Participant Output
8:00 AM–10:00 AM	MODULE 1: UNDERSTAND THE BUSINESS BEFORE ANALYZING THE IMPACT 1. Business Impact Analysis Fundamentals • Why BIA matters • Relationship with BCMS and ISO 22301 • Guidance of ISO/TS 22317 2. BIA Versus Related Disciplines • BIA versus Risk Assessment • BIA versus Business Continuity Planning • BIA versus Process Mapping 3. Introducing the MSS P.R.I.O.R.I.T.Y. Framework • Eight practical steps from scope through validated results 4. Defining BIA Scope • Products, services, departments, sites, processes, and activities 5. Establishing Impact Categories and Rating Criteria • Financial, customer, operational, legal/regulatory, contractual, reputation, people/safety, and strategic considerations • Creating consistent scoring criteria	Major Activity: Build the BIA Foundation Workshop — Participants select a realistic organization or process, define BIA scope, identify products/services and supporting activities, and develop practical impact categories and rating criteria. Major Output: BIA Scope, Process Inventory, and Impact-Criteria Matrix
10:00 AM–10:15 AM	MORNING BREAK	
10:15 AM–12:00 NN	MODULE 2: DETERMINE WHAT MUST RECOVER FIRST—IMPACT OVER TIME AND RECOVERY PRIORITIES 1. Analyzing Disruption Impacts	Major Activity: Impact-and-Priority Calibration Challenge — Participants analyze several disrupted business activities across multiple time periods, score impacts, defend their ratings, establish relative

Time	Modules and Essential Topics	Major Activity and Participant Output
	- Consequences of activity unavailability - Financial and non-financial impact 2. Understanding Impact Over Time - How consequences escalate - Identifying unacceptable levels of disruption 3. Prioritizing Activities - Objective versus opinion-based prioritization - Addressing the “everything is critical” problem 4. Defining Recovery Requirements - Recovery timing - Required operating capacity - Recovery sequencing 5. Challenging Unrealistic Requirements - Business requirement versus current capability - Identifying and escalating recovery gaps	recovery priorities, and calibrate conclusions with other teams. Major Output: Business Impact Timeline, Priority-Activity Matrix, and Initial Recovery Requirements
12:00 NN–1:00 PM	LUNCH BREAK	
1:00 PM–3:00 PM	MODULE 3: KNOW WHAT RECOVERY DEPENDS ON—RESOURCE AND DEPENDENCY ANALYSIS 1. People and Competency Requirements - Minimum staffing, critical skills, substitutes, and cross-training 2. Technology, Information, and Data Dependencies - Applications, systems, communications, records, and technology recovery alignment	Major Activity: Recovery Dependency Mapping Simulation — Participants select a priority activity and determine the minimum people, technology, information, facilities, equipment, suppliers, utilities, and internal dependencies required to recover it within the established timeframe. Major Output: Recovery Resource Profile and End-to-End Dependency Map



Time	Modules and Essential Topics	Major Activity and Participant Output
	3. Facilities, Equipment, Materials, and Utilities • Minimum operational resources • Alternate working arrangements 4. Suppliers and Third Parties • Critical vendors, outsourced services, and external dependencies 5. Internal and Cross-Process Dependencies • Upstream and downstream relationships • Single points of failure and competing resources	
3:00 PM–3:15 PM	AFTERNOON BREAK	
3:15 PM–5:00 PM	MODULE 4: TURN ANALYSIS INTO BUSINESS CONTINUITY DECISIONS 1. Consolidating BIA Results • Departmental versus enterprise priorities • Resolving conflicting recovery requirements 2. BIA Validation and Management Challenge • Process-owner validation • Cross-functional calibration • Management approval 3. Connecting BIA to Continuity Strategies • People, facilities, technology, suppliers, workarounds, and redundancy 4. Identifying Capability Gaps • Required recovery versus current capability • Translating gaps into improvement actions	Major Activity: P.R.I.O.R.I.T.Y. BIA Management Review Challenge — Participants consolidate BIA results from several functions, resolve conflicting priorities and dependencies, identify recovery capability gaps, and present recommended continuity requirements to a simulated management panel. Major Output: Consolidated BIA Summary, Recovery-Priority Dashboard, Capability-Gap Register, and 30-, 60-, or 90-Day BIA Action Plan

Time	Modules and Essential Topics	Major Activity and Participant Output
	5. Maintaining the BIA • Documentation, change triggers, periodic review, and organizational ownership	
5:00 PM	PROGRAM CLOSING	Learning synthesis, application commitments, evaluation, and recommended next steps

MAJOR PARTICIPANT OUTPUTS

Participants are expected to complete:

- BIA Scope, Process Inventory, and Impact-Criteria Matrix**
- Business Impact Timeline, Priority-Activity Matrix, and Initial Recovery Requirements**
- Recovery Resource Profile and End-to-End Dependency Map**
- Consolidated BIA Summary, Recovery-Priority Dashboard, Capability-Gap Register, and 30-, 60-, or 90-Day BIA Action Plan**

SAMPLE BUSINESS IMPACT ANALYSIS SITUATIONS

Exercises may be customized around activities such as:

- Customer order processing;
- manufacturing;
- payroll;
- collections;
- accounts payable;
- warehouse operations;
- logistics and delivery;
- branch operations;
- customer service;
- sales processing;
- online transactions;
- information technology;
- procurement;
- regulatory reporting;
- quality assurance;
- HR services;
- recruitment;
- employee benefits;
- inventory management;
- healthcare operations;
- laboratory services;

- telecommunications;
- payment processing;
- e-commerce;
- banking operations;
- insurance claims;
- utilities;
- government services;
- educational operations; or
- other organization-specific critical activities.

SAMPLE DISRUPTION SCENARIOS

BIA workshops may analyze the impact of activities being unavailable because of scenarios such as:

- Typhoon or flooding;
- earthquake;
- facility inaccessibility;
- fire;
- prolonged power interruption;
- technology outage;
- cyberattack;
- telecommunications failure;
- supplier failure;
- transportation interruption;
- mass employee absence;
- equipment failure;
- utility interruption.

The primary purpose of the BIA is not to predict exactly which event will occur.

It is to understand **what the consequences are when priority activities cannot operate.**

CONDUCTING EFFECTIVE BIA INTERVIEWS

A BIA facilitator should avoid simply emailing a spreadsheet and expecting accurate results.

Effective interviews ask questions such as:

- What product or service does this activity support?
- What does the activity produce?
- Who receives the output?
- What happens if this stops?
- When does the impact become serious?

- What contractual or regulatory deadline applies?
- What is the minimum level at which the activity can operate?
- Which systems are essential?
- Which people and competencies are required?
- Which suppliers are necessary?
- What other internal activity must recover first?
- What workaround exists?
- How long can the workaround realistically operate?

COMMON BIA INTERVIEW MISTAKES

Facilitators should avoid:

- Accepting unsupported recovery times;
- allowing interviews to become full process audits;
- discussing every possible disruption scenario;
- using unexplained jargon;
- rating impacts without evidence;
- allowing every process to become critical;
- ignoring dependencies;
- confusing current capability with required recovery;
- completing the analysis for the process owner without sufficient validation.

BIA CALIBRATION

Different process owners may interpret the same rating scale differently.

For example:

Process Owner A

calls ₱100,000 loss **Severe**.

Process Owner B

calls ₱5 million loss **Moderate**.

The organization needs agreed criteria.

Calibration helps establish:

- Consistent ratings;
- comparable results;
- enterprise priorities;
- management confidence.

BIA DATA COLLECTION METHODS

Depending on organizational size and complexity, BIA information may be gathered through:

- Questionnaires;
- interviews;
- facilitated workshops;
- existing process documentation;
- performance data;
- contractual information;
- regulatory requirements;
- historical disruptions;
- system documentation;
- supplier records.

A combination of methods may be appropriate.

ISO/TS 22317 allows organizations flexibility to design a BIA process suited to their own needs rather than prescribing one universal procedure.

TRAINING METHODS

The program follows MSS Corporation's **EnterTRAINment** training-design methodology:

- Approximately **30% concise trainer input, demonstrations, facilitated discussions, and synthesis**
- Approximately **70% BIA workshops, impact-rating exercises, interviews, prioritization challenges, dependency mapping, recovery analysis, calibration, and workplace application**

Methods may include:

- BIA maturity self-assessment;
- BIA-versus-risk exercise;
- scope-mapping workshop;
- process inventory;
- impact-scoring exercise;
- disruption timeline analysis;
- criticality challenge;
- recovery-objective exercise;
- BIA interview simulation;
- dependency mapping;
- technology alignment exercise;
- supplier dependency analysis;
- BIA calibration;
- management prioritization simulation;

- capability-gap analysis; and
- action planning.

TARGET PARTICIPANTS

This **Business Impact Analysis Training in the Philippines** is recommended for:

- Business Continuity Managers;
- Business Continuity Coordinators;
- BCMS team members;
- Enterprise Risk Management personnel;
- Risk Managers;
- Operational Risk personnel;
- Compliance professionals;
- Internal Auditors;
- Quality Management personnel;
- Department Heads;
- Process Owners;
- Operations Managers;
- IT Managers;
- Disaster Recovery personnel;
- Information Security professionals;
- Cybersecurity professionals;
- HR leaders;
- Finance Managers;
- Supply Chain Managers;
- Procurement Managers;
- Facilities Managers;
- Corporate Planning personnel;
- Crisis Management personnel;
- senior managers involved in continuity decisions; and
- employees responsible for conducting, facilitating, validating, or using BIA.

RECOMMENDED NUMBER OF PARTICIPANTS

Approximately **12 to 20 participants** is recommended for meaningful BIA interviews, impact calibration, dependency mapping, and cross-functional prioritization.

Up to approximately 25 participants may be accommodated through:

- Process-based breakout groups;
- BIA interview triads;
- cross-functional teams;

- calibration panels;
- additional facilitation support.

For organization-specific BIA workshops, representation from different functions is highly valuable because recovery priorities and dependencies frequently cross departmental boundaries.

DELIVERY OPTIONS

The program may be delivered through:

- Face-to-face in-house training;
- live virtual instructor-led training;
- hybrid training;
- offsite corporate training;
- public seminar;
- ISO 22301 BCMS implementation program;
- Business Continuity capability-development program;
- BIA facilitator training;
- BIA refresh workshop;
- continuity consultancy engagement; or
- customized BIA facilitation.

AVAILABLE PROGRAM FORMATS

Half-Day Business Impact Analysis Fundamentals

Recommended for:

- BIA purpose;
- scope;
- impact categories;
- time-based impact;
- prioritization;
- basic recovery requirements;
- dependencies.

The half-day version contains exactly two modules.

One-Day Business Impact Analysis Training

Recommended for the complete **MSS P.R.I.O.R.I.T.Y. BIA Framework**, including scope, impact analysis, prioritization, recovery requirements, dependency analysis, validation, and continuity-strategy linkage.

Two-Day Advanced BIA Workshop

Recommended when the organization requires:

- Detailed BIA methodology design;
- process-owner interviews;
- quantitative and qualitative impact criteria;
- deeper recovery analysis;
- enterprise-level calibration;
- supplier and technology dependencies;
- management validation;
- actual organizational BIA development.

BIA Facilitation and Implementation Program

May include:

1. BIA methodology design
2. Process-owner orientation
3. Data-collection preparation
4. BIA interviews
5. Departmental workshops
6. Impact calibration
7. Dependency reconciliation
8. Enterprise consolidation
9. Management validation
10. Final BIA report and recommendations

CUSTOMIZATION OPTIONS

This **Training on BIA in the Philippines** may be customized using the client's:

- BCMS scope;
- organizational structure;
- product/service inventory;
- process maps;
- existing BIA forms;
- impact-rating methodology;
- current BIA results;
- Business Continuity plans;
- IT Disaster Recovery requirements;
- risk-management methodology;
- regulatory obligations;
- contracts;
- SLAs;
- supplier information;
- organizational recovery terminology;
- actual anonymized disruption scenarios; and
- ISO 22301 implementation objectives.

POSSIBLE BUSINESS IMPACT ANALYSIS PERFORMANCE MEASURES

Organizations may evaluate BIA implementation through:

- Percentage of in-scope processes assessed;
- BIA completion;
- process-owner participation;
- management validation;
- consistency of impact scoring;
- percentage of priority activities identified;
- recovery requirements documented;
- dependencies identified;
- critical suppliers mapped;
- technology requirements mapped;
- capability gaps identified;
- conflicting recovery priorities resolved;
- BIA review completion;
- BIA updates following organizational change;
- Business Continuity strategies linked to BIA findings;
- closure of identified recovery gaps.

PROFESSIONAL, ISO, AND METHODOLOGICAL BOUNDARIES

This program develops practical Business Impact Analysis capability.

It does not by itself:

- Certify an organization to ISO 22301;
- certify participants as Business Continuity professionals;
- replace a complete ISO 22301 implementation engagement;
- replace specialized IT Disaster Recovery assessment;
- establish regulatory compliance automatically;
- guarantee that organizational recovery targets are achievable; or
- replace management approval of Business Continuity priorities.

The official ISO publications remain copyrighted. Organizations requiring the normative requirements or complete ISO guidance should obtain the applicable standards through authorized sources.

As of August 2026, **ISO/TS 22317:2021 remains the current published ISO guidance specifically addressing Business Impact Analysis** and was confirmed in 2025.

FREQUENTLY ASKED QUESTIONS

What is Business Impact Analysis Training in the Philippines?

Business Impact Analysis Training in the Philippines develops the skills required to identify priority business activities, analyze disruption impacts over time, establish recovery requirements, identify dependencies and resources, and use BIA findings to support Business Continuity decisions.

What is Training on Business Impact Analysis in the Philippines?

Training on Business Impact Analysis in the Philippines helps participants understand and practice the structured process of determining how operational disruption affects an organization and what should therefore be prioritized for recovery.

What is BIA Training in the Philippines?

BIA Training in the Philippines is a practical Business Continuity program that develops participants' ability to scope, conduct, validate, document, and use Business Impact Analysis.

What is Training on BIA in the Philippines?

Training on BIA in the Philippines equips Business Continuity personnel, process owners, risk professionals, managers, and other participants with practical BIA methods and tools.

What is Analyzing the Business Impact Training in the Philippines?

Analyzing the Business Impact Training in the Philippines focuses on determining how disruption affects business activities over time and how those impacts influence recovery priorities.

What is Training on Analyzing the Business Impact in the Philippines?

Training on Analyzing the Business Impact in the Philippines helps organizations move from subjective assumptions about criticality toward evidence-based Business Continuity priorities.

Is BIA required for ISO 22301?

Business Impact Analysis is an important operational component of ISO 22301-based Business Continuity Management. The current ISO guidance specifically dedicated to BIA is ISO/TS 22317:2021.

What ISO standard provides guidance on BIA?

ISO/TS 22317:2021 — Security and resilience — Business continuity management systems — Guidelines for business impact analysis provides current ISO guidance for implementing and maintaining a formal BIA process. It was reviewed and confirmed in 2025.

Is BIA the same as Risk Assessment?

No.

BIA primarily evaluates the **consequences and timing of disruption** and uses that information for recovery prioritization.

Risk Assessment examines **what could cause disruption and how risk should be treated.**

Does the training cover RTO?

Yes.

Participants learn how time-related recovery requirements support activity prioritization and continuity-strategy decisions.

Does the program cover RPO?

The program may address data-recovery considerations when relevant to information-dependent processes.

Detailed RPO definition and technology-recovery engineering should involve appropriate IT and Disaster Recovery personnel.

Does the program identify critical business processes?

Yes.

Participants learn how to identify priority activities based on disruption consequences and time rather than relying purely on management opinion.

Does it cover critical suppliers?

Yes.

Participants examine external suppliers and service providers whose failure may prevent recovery of priority activities.

Does the program cover technology dependencies?

Yes.

Participants identify applications, information, telecommunications, and other technology capabilities required by priority activities.

Can our actual processes be used?

Yes.

Using actual organizational processes is strongly recommended where confidentiality and client authorization permit.

Can MSS facilitate our actual BIA after the training?

The training may be extended into a customized BIA facilitation or BCMS consultancy engagement involving methodology design, process-owner interviews, consolidation, validation, and management review.

**MSS SUCCESS SPACES**

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Can it be delivered virtually?

Yes.

Virtual delivery may use shared BIA templates, breakout-room interviews, digital impact matrices, dependency mapping, and online management-calibration exercises.

Is one day enough?

One day is sufficient to build practical foundational capability in conducting and interpreting BIA.

It is **not necessarily sufficient to complete the full BIA of an entire organization.**

Larger or more complex organizations may require separate process-owner workshops, interviews, consolidation, management calibration, and consultancy support.

RELATED MSS CORPORATION TRAINING PROGRAMS

Organizations considering this program may also explore:

- ISO 22301 BCMS Training;
- Business Continuity Risk Assessment Training;
- Business Impact Analysis and Continuity Risk Assessment Training;
- Business Continuity Planning Training;
- Business Continuity Testing and Tabletop Exercise Training;
- ISO 22301 BCMS Internal Auditor Training;
- IT Disaster Recovery and Technology Resilience Training;
- Cyber Incident Response and Cyber Business Continuity Training;
- Operational Resilience Training;
- Supply Chain Continuity Training;
- Third-Party Risk Management Training;
- Crisis Management Training;
- Enterprise Risk Management Training; and
- ISO 22301 BCMS Consultancy and Certification-Readiness Support.

WHY CHOOSE MSS CORPORATION FOR BUSINESS IMPACT ANALYSIS TRAINING IN THE PHILIPPINES?**Designed Around Real Business Decisions**

The program does not reduce BIA to filling out a spreadsheet.

Participants learn how BIA should influence actual continuity priorities and management decisions.

Practical MSS P.R.I.O.R.I.T.Y. Framework

Participants gain a structured methodology:

**Pinpoint → Recognize → Identify → Outline → Reveal → Integrate → Translate → Yield
Impact Over Time**

Participants learn that business impact changes as disruption continues and that recovery requirements should reflect this time dimension.

Strong Prioritization Discipline

The program challenges the common organizational belief that:
“Everything is critical.”

Participants learn to establish defensible priorities.

Business Requirement Versus Current Capability

Participants distinguish:

What the business needs

from:

What the organization can currently deliver

so capability gaps become visible.

End-to-End Dependency Analysis

Participants examine people, technology, information, facilities, suppliers, equipment, utilities, and cross-functional relationships.

Business and IT Alignment

BIA creates business-driven recovery requirements that can inform Disaster Recovery priorities.

Cross-Functional Calibration

Participants experience why departmental BIAs must be reconciled at enterprise level.

Tangible Participant Outputs

Every module produces immediately applicable BIA tools.

EnterTRAINment Methodology

Participants analyze, interview, score, prioritize, challenge, map, calibrate, validate, and recommend rather than simply listen.

Customizable to the Organization

MSS Corporation may incorporate the client's:

- Processes;
- BIA methodology;
- impact criteria;

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- existing BCMS;
- actual dependencies;
- recovery requirements;
- industry;
- compliance requirements; and
- continuity challenges.

Training and Consultancy Capability

The program may lead into:

- Actual BIA facilitation;
- BIA methodology development;
- process-owner interviews;
- enterprise consolidation;
- continuity risk assessment;
- Business Continuity strategy development;
- BCP development;
- tabletop exercising;
- ISO 22301 BCMS implementation; and
- certification-readiness support.

CALL TO ACTION

When Everything Is Critical, Nothing Is Truly Prioritized

Equip your Business Continuity teams, process owners, managers, risk professionals, IT personnel, support functions, and decision-makers to understand what must recover first, why it must recover, how quickly it is needed, and what resources and dependencies make recovery possible.

Partner with MSS Corporation for a customized:

- **Business Impact Analysis Training in the Philippines**
- **Training on Business Impact Analysis in the Philippines**
- **BIA Training in the Philippines**
- **Training on BIA in the Philippines**
- **Analyzing the Business Impact Training in the Philippines**
- **Training on Analyzing the Business Impact in the Philippines**

designed around your organization, processes, continuity requirements, dependencies, recovery priorities, existing BCMS, and resilience objectives.

With MSS, We Make Strong Success.