

GOVERNANCE DOCS

Business Impact Analysis

Harbour Logistics (sample)

Head office and the two regional warehouses. Customer-facing operations and the finance back office.

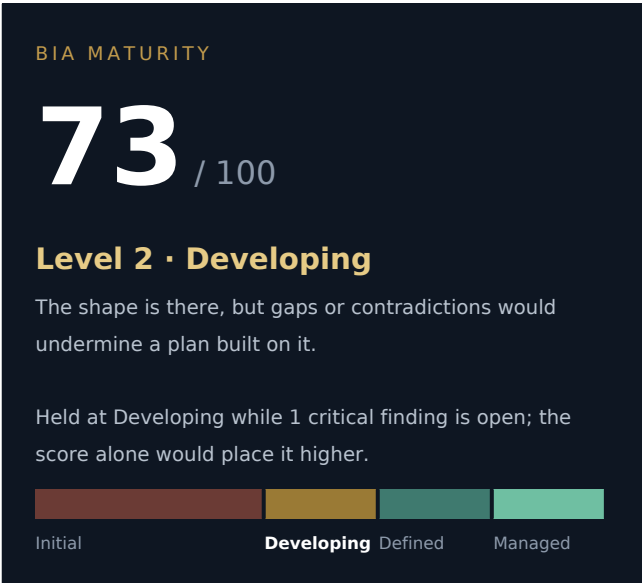
ANALYSED	25 September 2026
METHOD	ISO 22301:2019, clause 8.2.2
IN SCOPE	5 activities, 4 dependencies
PREPARED BY	Governance Docs

Confidential. Prepared for Harbour Logistics (sample). Contains details of critical activities, recovery targets and dependencies; share on a need-to-know basis.

CONTENTS

- 1 Executive summary
- 2 BIA maturity
- 3 Recovery timeline and sequence
- 4 Impact over time
- 5 Dependencies and resources
- 6 Findings
- A Criteria used

Where recovery stands



ACTIVITIES	CRITICAL	FINDINGS	SINGLE POINTS	FASTEST RTO
5	2	4	3	4 hours

WHAT THIS ANALYSIS TELLS YOU

- 2 of 5 activities are critical: Customer order intake and Fleet tracking must be running again within 8 hours.
- Warehouse dispatch is due back in 2 days but can only tolerate 2 days. Recovering on time still means the damage has already happened.
- ERP supports 3 activities, including the first one due back (Customer order intake, 4 hours). If it is unavailable, recovery stalls at step one.
- 1 activity has no recovery time objective (Customs declarations), so it has no place in the recovery sequence yet.
- 4 of the 5 activities that reach major or severe impact have no manual workaround. For those, the recovery plan is the only control.
- Recovery needs 4 people standing by within 4 hours, rising to 16 by 3 days.

DO THESE FIRST

	SEVERITY	ACTION	OWNER	DOCUMENT THAT CLOSES IT
1	CRITICAL	Bring the RTO for Warehouse dispatch inside its MTPD, or revisit the MTPD with the owner	Operations Manager	Business impact analysis procedure
2	MAJOR	Document a manual workaround for Customer order intake and Fleet tracking	Head of Sales Ops and Fleet Supervisor	Business continuity plan
3	MAJOR	Set a recovery time objective for Customs declarations	Compliance Lead	Business continuity strategy

How complete and consistent the analysis is

Each bar is the share of activities meeting one requirement of a sound BIA. Recovery targets, and whether they fit inside the tolerable outage, weigh most in the score.

Recovery time set Every activity has an RTO, so it has a place in the recovery sequence.		80%	4 of 5	weight 15
Targets inside tolerance Each RTO is shorter than the MTPD, so meeting it actually avoids the damage.		60%	3 of 5	weight 15
Tolerable outage defined Every activity states the longest it can be down before the damage is unacceptable.		100%	5 of 5	weight 10
Impact rated over time Impact rated at two or more points in time, so the escalation is visible, not assumed.		60%	3 of 5	weight 15
Data loss tolerance set Every activity has an RPO, which is what backup frequency is sized against.		80%	4 of 5	weight 10
Workarounds for high impact Activities that reach major or severe impact have a manual way to keep going.		20%	1 of 5	weight 10
Dependencies mapped The systems, suppliers and sites each activity relies on are recorded.		80%	4 of 5	weight 10
Minimum staffing set The fewest people each activity can run with is known.		100%	5 of 5	weight 7.5
Ownership assigned A named owner is accountable for bringing each activity back.		100%	5 of 5	weight 7.5

80% and above

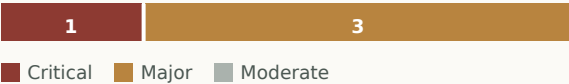
50 to 79%

below 50%

PRIORITY MIX



FINDINGS BY SEVERITY



MATURITY LEVELS

- 1 • Initial

The analysis is a start, not yet something a plan can be built on.
- 2 • Developing

YOU ARE HERE

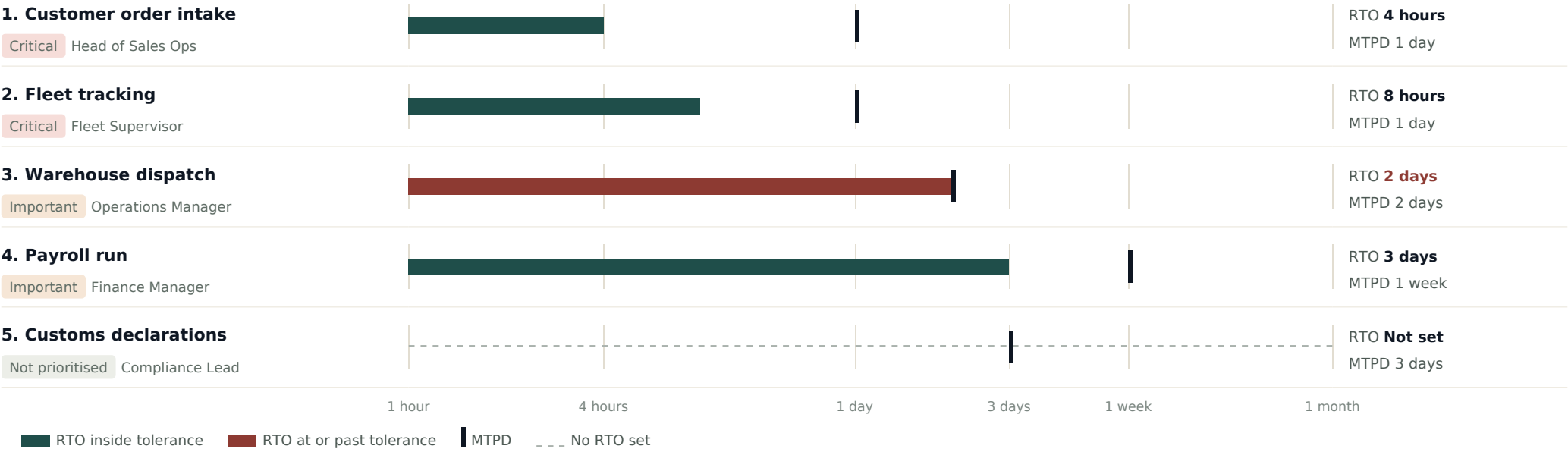
The shape is there, but gaps or contradictions would undermine a plan built on it.
- 3 • Defined

Complete and consistent enough to design continuity strategies against.
- 4 • Managed

A reliable basis for the continuity plan, ready for review and exercise.

What comes back when, against what each can tolerate

Each bar runs from the moment of disruption to the recovery time objective. The black mark is the maximum tolerable period of disruption. A bar that reaches or passes its mark is a target that cannot work as written. The scale is logarithmic, so the first hours are not crushed into a sliver.



RECOVERY SEQUENCE

#	Activity	Function	Owner	RTO	MTPD	RPO	Staff	Priority	Workaround
1	Customer order intake	Sales operations	Head of Sales Ops	4 hours	1 day	1 hour	4	Critical	None
2	Fleet tracking	Logistics	Fleet Supervisor	8 hours	1 day	1 hour	2	Critical	None
3	Warehouse dispatch	Logistics	Operations Manager	2 days	2 days	4 hours	8	Important	None
4	Payroll run	Finance	Finance Manager	3 days	1 week	1 day	2	Important	Yes
5	Customs declarations	Compliance	Compliance Lead	Not set	3 days	Not set	1	Not prioritised	None

How the damage builds

The worst rating recorded against each activity at each point in time, with the impact category driving it. Read across a row to see how fast an outage escalates; read down a column to see what is hurting at that moment.

ACTIVITY	4 HOURS	24 HOURS	3 DAYS	1 WEEK	1 MONTH
Customer order intake	Major Financial	Severe Financial	.	.	.
Fleet tracking	Major Operational and contractual	Severe Operational and contractual	.	.	.
Warehouse dispatch	.	Major Financial	Severe Financial	.	.
Payroll run	.	.	.	Major Regulatory and legal	.
Customs declarations	.	.	Severe Regulatory and legal	.	.

None

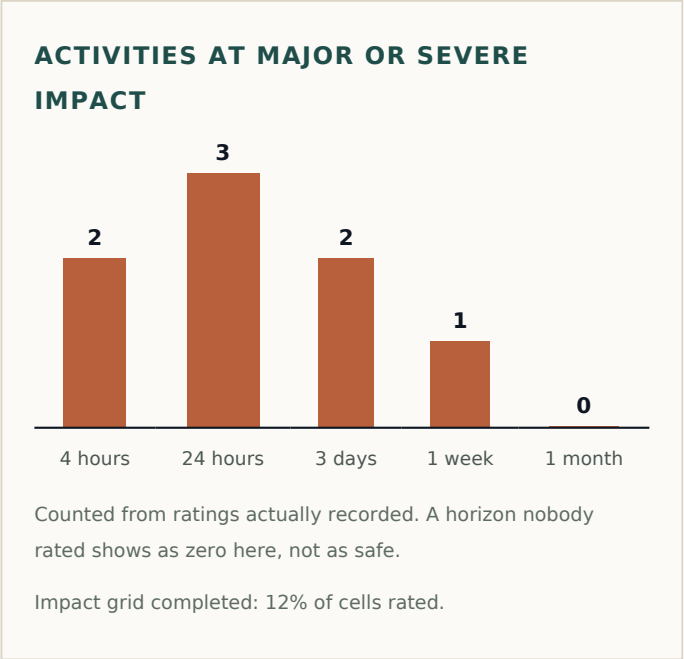
Minor

Moderate

Major

Severe

Not rated



What recovery relies on

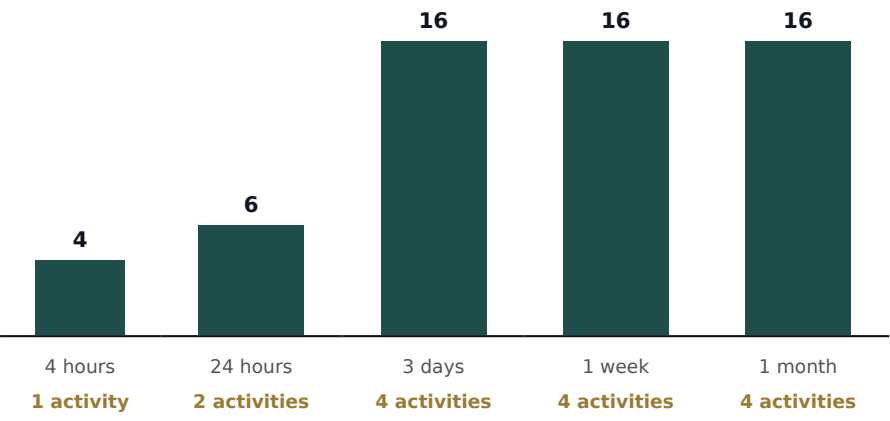
SINGLE POINTS OF FAILURE

Dependencies more than one activity relies on. The longer the bar, the more of the recovery goes down with it; the tightest RTO is how soon it has to be back.

ERP System or application		3	back within 4 hours
Customer order intake · Warehouse dispatch · Payroll run			
Warehouse management system System or application		2	back within 8 hours
Warehouse dispatch · Fleet tracking			
Main warehouse Site or facility		2	back within 8 hours
Warehouse dispatch · Fleet tracking			

PEOPLE NEEDED AS RECOVERY UNFOLDS

Minimum staff for every activity due back by each point in time. The gold figure is how many activities that is.



Defects in the analysis, and what closes them

A finding is a problem in the organization's own numbers, not an opinion about it: a target outside its tolerance, or an activity with nothing to plan against.

Severity	Activity	Finding	What it means	Document that closes it
CRITICAL	Warehouse dispatch	Recovery target is not inside the tolerable outage	Warehouse dispatch has an RTO of 2 days against an MTPD of 2 days. The recovery target must sit below the maximum tolerable period of disruption, or meeting it still leaves the organization past the point it said it could not survive.	Business impact analysis procedure
MAJOR	Customer order intake	Severe early impact with no workaround	Customer order intake reaches a major or severe impact by 4 hours and has no manual workaround recorded. Either a workaround exists and is undocumented, or the recovery plan is the only control.	Business continuity plan
MAJOR	Customs declarations	No recovery time objective set	Customs declarations has no RTO. Clause 8.2.2 asks for prioritised timeframes for resuming each activity, and without one this activity cannot be placed in the recovery sequence.	Business continuity strategy
MAJOR	Fleet tracking	Severe early impact with no workaround	Fleet tracking reaches a major or severe impact by 4 hours and has no manual workaround recorded. Either a workaround exists and is undocumented, or the recovery plan is the only control.	Business continuity plan

Criteria used

Clause 8.2.2 asks the organization to define its impact types and criteria before rating anything. This is that record.

SEVERITY SCALE

Value	Label	Definition
0	None	No measurable effect
1	Minor	Under 10,000 - absorbed without escalation
2	Moderate	10,000 to 100,000 - management attention
3	Major	100,000 to 1 million - executive escalation
4	Severe	Over 1 million, or the organization cannot continue

IMPACT CATEGORIES ASSESSED

Financial · Regulatory and legal · Reputational · Operational and contractual

TIME HORIZONS

4 hours · 24 hours · 3 days · 1 week · 1 month

HOW THE MATURITY SCORE IS CALCULATED

Each dimension is the share of activities meeting it, multiplied by its weight; the weights add up to 100. Workarounds are measured only across activities that reach major or severe impact. Any critical finding holds the level at Developing, whatever the score.

Business impact analysis for Harbour Logistics (sample), generated 25 September 2026 by Governance Docs. This is a structured self-assessment of the organization's own recovery requirements. It is not a certification, an audit opinion or a business continuity plan, and the figures in it are the ones the organization supplied.