SAMPLE REPORT - FICTIONAL ORGANISATION

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
PROFILE	Transport and logistics · 50 to 249 people
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.
Based on a self-assessment using information supplied by the organization. Not independently verified by Governance Docs; see "Basis of this report and limitation of liability".

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

BIA MATURITY

73 / 100

Level 2 · Developing

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

Held at Developing while 1 critical finding is open; the score alone would place it higher.

Initial | **Developing** | Defined | Managed

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

Analysis and priorities

IN ONE SENTENCE

The analysis is a solid start at 73 out of 100, but warehouse dispatch cannot recover in time and the ERP is a shared weak point.

AI-assisted analysis, generated from the information the organization provided and checked automatically against the scores and findings in this report. It supports planning and is not an audit opinion; see "Basis of this report and limitation of liability".

FOR SENIOR MANAGEMENT AND THE BOARD

Our business impact analysis is at Level 2 of 4, Developing, with a score of 73 out of 100. We know what matters and who owns it, but warehouse dispatch cannot be restored inside what the business can tolerate, and our fastest-moving activities have no manual fallback. The ERP is a shared point of failure for three activities. We ask the board to support recovery options for the ERP and warehouse systems and to approve documented workarounds for order intake and fleet tracking.

WHERE YOU STAND

The business impact analysis scores 73 out of 100, which would normally place it higher, but one critical finding holds it at Level 2, Developing. Five activities are recorded, two of them critical, and every activity has an owner, a tolerable outage and minimum staffing. That is a strong base: the people, the limits and the order of recovery are mostly known.

WHAT IT MEANS FOR THE ORGANIZATION

The weaknesses sit where a real disruption would test the plan first. Warehouse dispatch has a recovery target of 2 days against a tolerable outage of 2 days, so meeting the target would still leave the business at its limit. Customer order intake and fleet tracking reach severe impact within 4 hours with no manual workaround, and customs declarations has no recovery time set at all. Only one of five high-impact activities has a workaround.

WHERE TO FOCUS FIRST

Start with warehouse dispatch: agree a recovery time objective that sits comfortably inside its 2-day tolerable outage, or revisit that tolerable outage with the owner. Next, document manual workarounds for customer order intake and fleet tracking, and set a recovery time for customs declarations so it has a place in the recovery sequence. Then plan resilience for the ERP, which 3 activities rely on, before the next review of the analysis.

PRIORITIES

	PRIORITY	WHY IT MATTERS	FIRST STEP	START FROM	WITHIN
1	**Bring warehouse dispatch recovery inside its tolerable outage** Recovery target is not inside the tolerable outage: Warehouse dispatch · Warehouse dispatch	As recorded, meeting the recovery target still leaves dispatch at the point where damage becomes unacceptable, so the plan fails at this activity.	Meet the operations manager to either shorten the recovery target or confirm a longer tolerable outage.	Business impact analysis procedure ISO 22301 Toolkit - Comprehensive 75+ Templates	30 DAYS
2	**Document manual workarounds for order intake and fleet tracking** Severe early impact with no workaround: Customer order intake · Severe early impact with no workaround: Fleet tracking	Both reach severe impact within 4 hours with no way to keep operating while systems are restored.	Ask each owner to write down how orders and vehicle locations were handled during the last outage.	Business continuity plan	30 DAYS
3	**Plan resilience for the ERP** ERP	Three activities rely on the ERP and the fastest needs it back within 4 hours, so one outage stops them together.	Confirm with IT how long an ERP restore actually takes today and compare it with 4 hours.	ISO 22301 Toolkit - Comprehensive 75+ Templates	60 DAYS
4	**Complete the missing targets and impact ratings** No recovery time objective set: Customs declarations · Impact rated over time	Customs declarations cannot be placed in the recovery sequence without a recovery target, and two activities lack impact ratings over time.	Set a recovery time for customs declarations with the compliance lead.	Business continuity strategy	60 DAYS

30 / 60 / 90-DAY ROADMAP

FIRST 30 DAYS

- Resolve the dispatch target against its tolerable outage
- Write workarounds for order intake and fleet tracking
- Set a recovery time for customs declarations

DAYS 31 TO 60

- Test an ERP restore and record the real recovery time
- Rate impact over time for payroll and customs declarations
- Agree recovery options for the warehouse management system

DAYS 61 TO 90

- Exercise the order intake workaround with the team
- Update the analysis and re-run this assessment
- Present the updated recovery plan to the board

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

Critical · Important · Standard · Not prioritised

FINDINGS BY SEVERITY

Critical · Major · Moderate

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

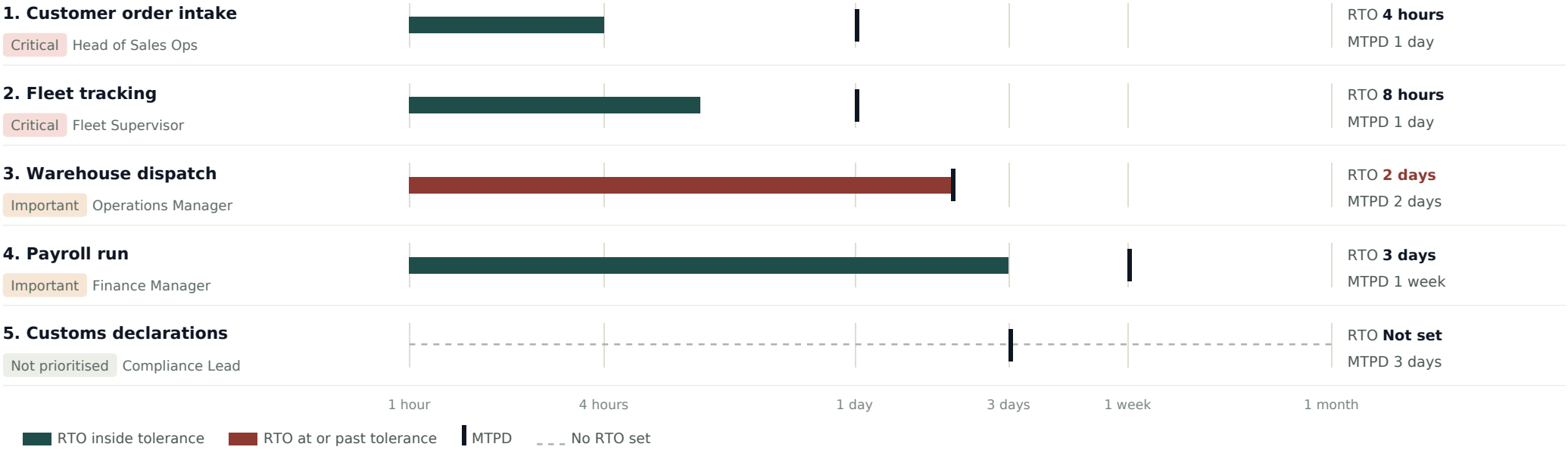
Complete and consistent enough to design continuity strategies against.

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

4 · IMPACT OVER TIME

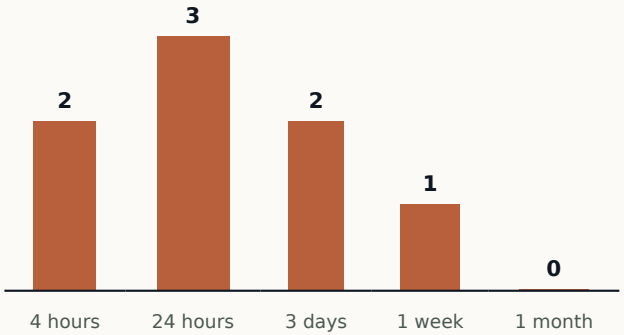
How the damage builds

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

ACTIVITIES AT MAJOR OR SEVERE IMPACT



Counted from ratings actually recorded. A horizon nobody rated shows as zero here, not as safe.

Impact rated at 32% of the activity and time-point pairs.

What recovery relies on

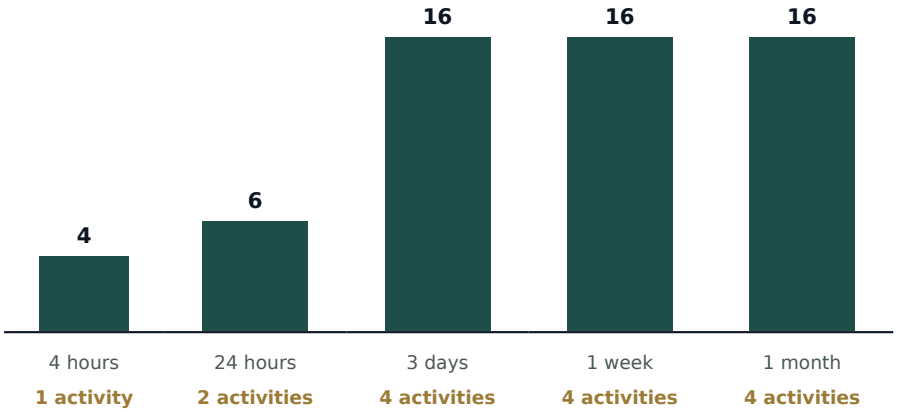
SINGLE POINTS OF FAILURE

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

WHERE THE ANALYSIS CAN BE STRENGTHENED

Not defects, but gaps in what the analysis records. Each one lowers the maturity score and leaves the continuity plan with less to work from.

Dimension	Met	What to do	Document that helps
Impact rated over time weight 15	**60%** 3 of 5	Rate the impact at two or more points in time for Payroll run and Customs declarations	Business impact analysis procedure
Data loss tolerance set weight 10	**80%** 4 of 5	Set a recovery point objective for Customs declarations	Backup policy
Dependencies mapped weight 10	**80%** 4 of 5	Link Customs declarations to the systems, suppliers and sites it relies on	Business impact analysis procedure

A · APPENDIX

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

BASIS OF THIS REPORT AND LIMITATION OF LIABILITY

This report is the output of a self-assessment. The impact ratings, recovery objectives, dependencies, findings, analysis and recommendations in this report are derived solely from the information entered by the organization, and have not been independently reviewed, verified, tested or audited by Governance Docs. Governance Docs did not conduct an independent assessment of the organization, its controls or its operations.

The accuracy and completeness of the results depend entirely on the accuracy and completeness of the information provided. Governance Docs gives no assurance, certification or audit opinion, and accepts no liability for any inaccuracy, omission or deviation arising from that information, or for any decision taken, or not taken, in reliance on this report.

The report, including any AI-assisted analysis, is provided for guidance and planning only. It does not constitute legal, regulatory or other professional advice, and it does not replace an independent assessment or a certification audit.

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.

YOUR WORKBOOK

The Excel workbook that comes with this report follows the same sections and colours. Dashboard: this summary, recalculated live. Register: every activity and its targets. Impact over time: the ratings behind section 4. Dependencies: what each activity relies on. Findings: section 6. Edit the cream cells and every score, chart and level updates.

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.