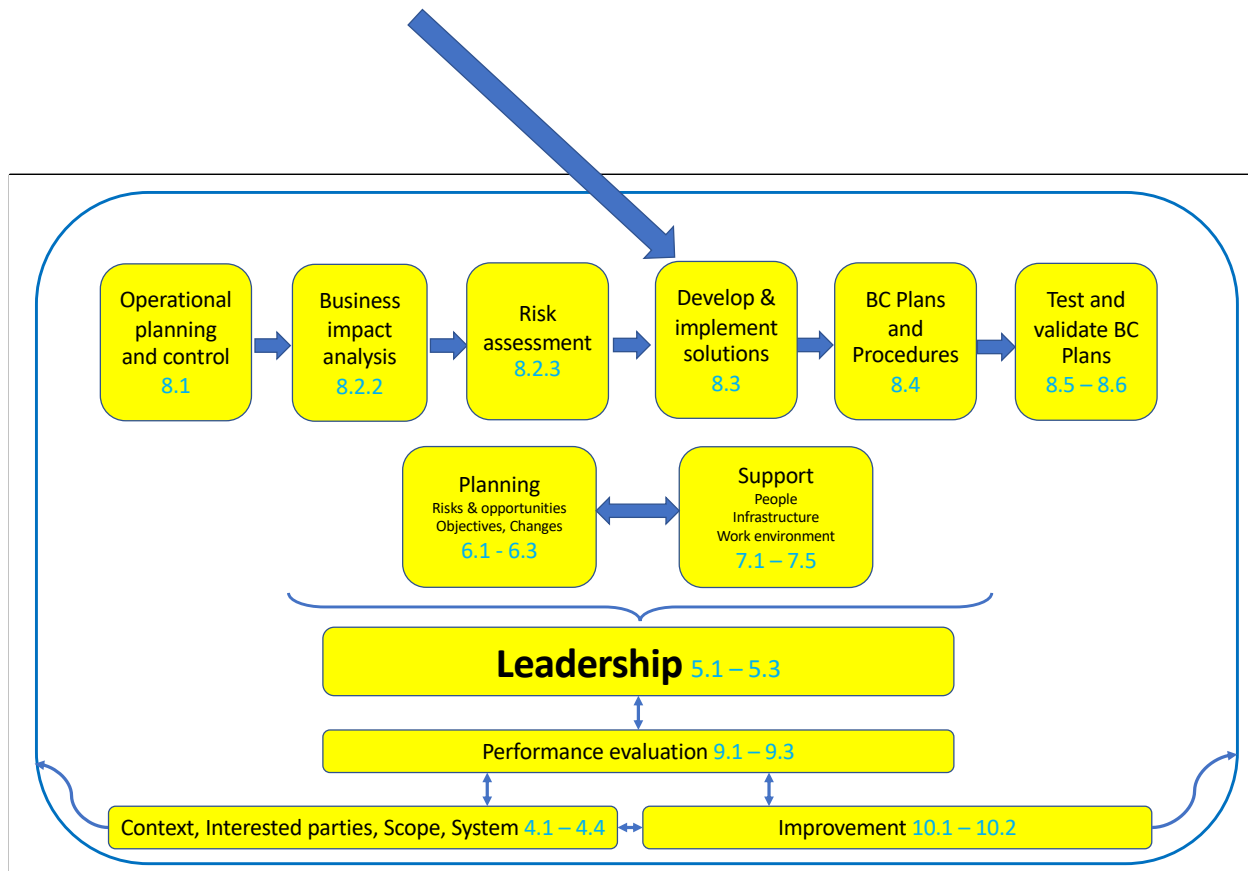


Clause 8.3 – Strategies and Solutions



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8.3 Business continuity strategies and solutions

8.3.1 General

Based on the outputs from the business impact analysis and risk assessment, the organization shall identify and select business continuity strategies that consider options for before, during and after disruption. The business continuity strategies shall be comprised of one or more solutions.

8.3.2 Identification of strategies and solutions

Identification shall be based on the extent to which strategies and solutions:

a) meet the requirements to continue and recover prioritized activities within the identified time frames and agreed capacity;

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b) protect the organization's prioritized activities;

c) reduce the likelihood of disruption;

d) shorten the period of disruption;

e) limit the impact of disruption on the organization's products and services;

f) provide for the availability of adequate resources.

8.3.3 Selection of strategies and solutions

Selection shall be based on the extent to which strategies and solutions:

- a) meet the requirements to continue and recover prioritized activities within the identified time frames and agreed capacity;
- b) consider the amount and type of risk the organization may or may not take;
- c) consider associated costs and benefits.

8.3.4 Resource requirements

The organization shall determine the resource requirements to implement the selected business continuity solutions. The types of resources considered shall include, but not be limited to:

- a) people;
- b) information and data;
- c) physical infrastructure such as buildings, workplaces or other facilities and associated utilities;
- d) equipment and consumables;
- e) information and communication technology (ICT) systems;
- f) transportation and logistics;
- g) finance;
- h) partners and suppliers.

8.3.5 Implementation of solutions

The organization shall implement and maintain selected business continuity solutions so they can be activated when needed.

Start with the
outputs from
your analysis
and select
business
continuity
strategies

Clause 8.3.1

Before disruptions

During disruptions

After disruptions

8.3 Business continuity strategies and solutions

8.3.1 General

Based on the outputs from the business impact analysis and risk assessment, the organization shall identify and select business continuity strategies that consider options for before, during and after disruption. The business continuity strategies shall be comprised of one or more solutions.

Identify
'strategies
and solutions'
carefully

Start by
recovering
the highest
priority
activities

Clause 8.3.2



8.3.2 Identification of strategies and solutions

Identification shall be based on the extent to which strategies and solutions:

- a) meet the requirements to continue and recover prioritized activities within the identified time frames and agreed capacity;
- b) protect the organization's prioritized activities;



Reduce the likelihood of disruption by paying attention to signals of threats

Clause 8.3.2

- c) reduce the likelihood of disruption;
- d) shorten the period of disruption;
- e) limit the impact of disruption on the organization's products and services;
- f) provide for the availability of adequate resources.



e) limit the impact of disruption on the organization's products and services;

Limit impacts by
being prepared
and having
adequate
resources on hand

Clause 8.3.2



f) provide for the availability of adequate resources

Achieve continual improvement of the Business Continuity Management System

Select strategies and solutions to manage risks

Clause 8.3.3


		Impact		
		Low	Medium	High
Probability	High	Low	Medium	High
	Medium	Low	Medium	Medium
	Low	Low	Low	Low

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8.3.3 Selection of strategies and solutions

Selection shall be based on the extent to which strategies and solutions:

- meet the requirements to continue and recover prioritized activities within the identified time frames and agreed capacity;
- consider the amount and type of risk the organization may or may not take;
- consider associated costs and benefits.



Make sure
'*recovery*' of
prioritized
activities stays
in focus

Clause 8.3.3

8.3.3 Selection of strategies and solutions

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- a) meet the requirements to continue and recover prioritized activities within the identified time frames and agreed capacity;
- b) consider the amount and type of risk the organization may or may not take;
- c) consider associated costs and benefits.

Consider costs
and benefits
when deciding
what action to
take to recover

Specific
Measurable
Achievable
Relevant
Time limited

8.3.3 Selection of strategies and solutions

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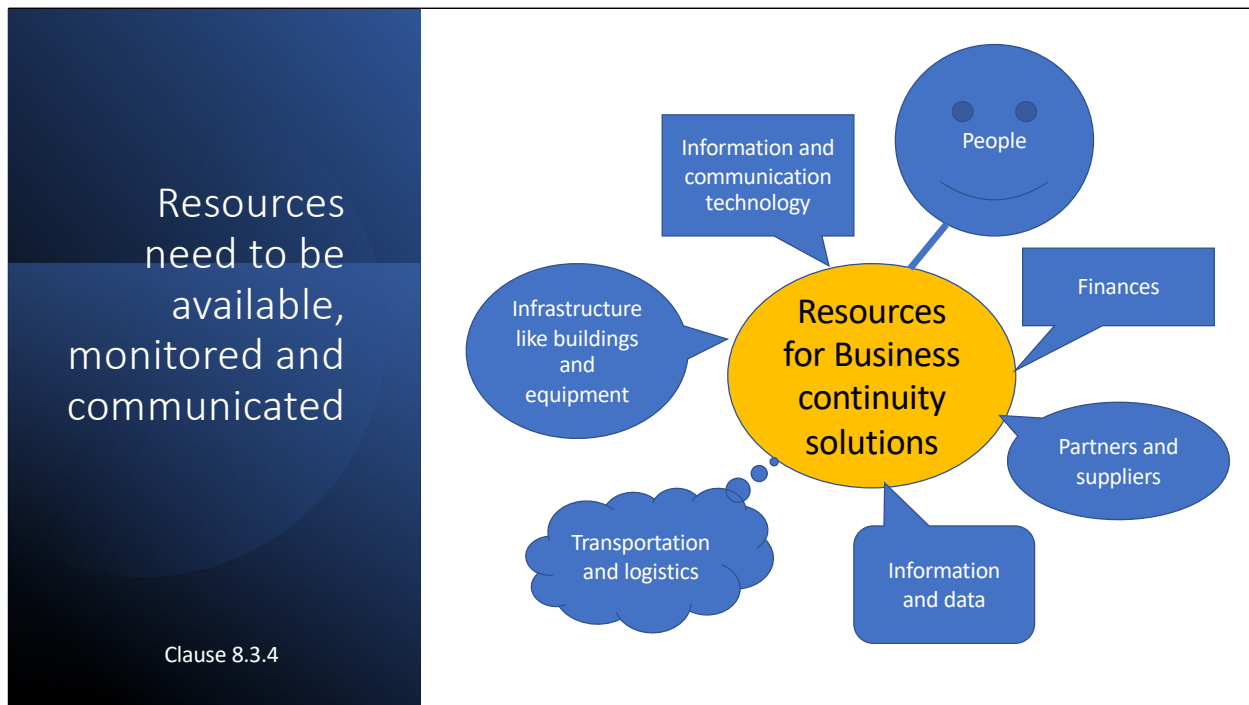


Resources
available need
to be
monitored and
communicated

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- f) transportation and logistics;
- g) finance;
- h) partners and suppliers.



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- e) information and communication technology (ICT) systems;
- f) transportation and logistics;
- g) finance;
- h) partners and suppliers.

Have a variety
of business
continuity
solutions ready
to activate



8.3.5 Implementation of solutions

The organization shall implement and maintain selected business continuity solutions so they can be activated when needed.

Three takeaways from Strategies and Solutions:

1. Identify recovery strategies and solutions
2. Get your resources planned and in place
3. Have a variety of solutions implemented, and maintained **ready for action** based on the type of disruption

Time for the quiz!

You'll need your copy
of ISO 22301 to answer
the quiz questions
after each Lesson

