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BUSINESS CONTINUITY AND CRISIS MANAGEMENT | BCCM-020

Business Impact Analysis Masterclass

Contact

+31 85 7444446
info@aractech.com
https://aractech.com

Address

Waarderweg 50, 2031 BP Haarlem - Netherlands.

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Course content

Why Attend

The business impact analysis is the foundation of every credible business continuity programme. It identifies which activities matter most, how quickly they must be recovered, what resources they depend on and what the organisation stands to lose if they are disrupted. A weak analysis leads to continuity plans that protect the wrong things or set unrealistic recovery targets.

This Business Impact Analysis Masterclass takes participants through every stage of planning, conducting, analysing and presenting a business impact analysis. Participants learn how to define scope, design impact criteria, gather information through questionnaires and workshops, set recovery time and recovery point objectives, map dependencies and validate results with senior management.

Course Methodology

• The course is practical and workshop-driven. Participants design impact criteria, complete sample questionnaires, facilitate a simulated analysis workshop, calculate recovery objectives and build dependency maps for a case study organisation. Results are consolidated and presented as they would be to an executive committee.

Course Objectives

• Explain the purpose of the business impact analysis within continuity management

• Define the scope, products, services and activities to be analysed

• Design impact categories and time-based impact scales

• Collect reliable information through questionnaires, interviews and workshops

• Set maximum tolerable periods of disruption and recovery objectives

• Map dependencies on people, sites, technology, data and suppliers

Target Audience

• Business continuity managers and coordinators

• Risk and resilience professionals

Course content

- IT disaster recovery planners
- Department managers responsible for continuity plans

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Course outline

Detailed course outline

Day-by-day outline for Business Impact Analysis Masterclass.

Day 1 - The Role of Business Impact Analysis

- 09:00-09:34 | Where the analysis sits in the continuity management life cycle
- 09:34-10:08 | Key terms: prioritised activities, tolerable disruption and recovery objectives
- 10:08-10:42 | Relationship between impact analysis and risk assessment
- 10:42-11:00 | Expectations of international continuity standards in overview
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Expectations of international continuity standards in overview (continued)
- 11:46-12:20 | Common weaknesses found in business impact analyses
- 12:20-12:53 | Securing management sponsorship and participation
- 12:53-14:00 | Exercise: scoping an analysis for a case study organisation

Day 2 - Designing the Analysis

- 09:00-09:27 | Identifying products, services and supporting activities
- 09:27-09:54 | Financial, operational, legal, reputational and safety impact categories
- 09:54-10:48 | Building time-based impact scales that managers can apply
- 10:48-11:00 | Designing questionnaires and data collection templates
- 11:00-11:30 | Coffee break
- 11:30-12:12 | Designing questionnaires and data collection templates (continued)
- 12:12-12:39 | Choosing between surveys, interviews and workshops
- 12:39-13:06 | Planning the analysis schedule and resources
- 13:06-14:00 | Workshop: designing impact criteria and a questionnaire

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Day 3 - Collecting and Analysing Information

- 09:00-09:34 | Facilitating analysis workshops with department managers
- 09:34-10:08 | Challenging optimistic or inflated impact assessments
- 10:08-10:42 | Determining maximum tolerable periods of disruption
- 10:42-11:00 | Setting recovery time objectives and minimum service levels
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Setting recovery time objectives and minimum service levels (continued)
- 11:46-12:20 | Setting recovery point objectives for data
- 12:20-12:53 | Identifying peak periods and seasonal variations
- 12:53-14:00 | Simulation: facilitating a departmental analysis workshop

Day 4 - Mapping Dependencies and Resources

- 09:00-09:34 | People and skills dependencies including single points of failure
- 09:34-10:08 | Premises, equipment and workspace requirements
- 10:08-10:42 | Applications, infrastructure and data dependencies
- 10:42-11:00 | Critical suppliers and outsourced services
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Critical suppliers and outsourced services (continued)
- 11:46-12:20 | Upstream and downstream process interdependencies
- 12:20-12:53 | Recovery resource profiles over time
- 12:53-14:00 | Exercise: building a dependency map and resource profile

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Day 5 - Validation, Reporting and Maintenance

- 09:00-09:39 | Consolidating results across the organisation
- 09:39-10:18 | Resolving conflicts between departmental priorities
- 10:18-10:57 | Presenting results and obtaining executive sign-off
- 10:57-11:00 | Using the analysis to select continuity strategies
- 11:00-11:30 | Coffee break
- 11:30-12:06 | Using the analysis to select continuity strategies (continued)
- 12:06-12:44 | Reviewing and updating the analysis after change
- 12:44-13:22 | Auditing the quality of a business impact analysis
- 13:22-14:00 | Personal action plan for conducting a business impact analysis

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Seminar dates

Available seminar dates

Live dates and pricing for Business Impact Analysis Masterclass generated from the course details page.

Date	Location	Format	Fee
14 - 18 December 2026	London	Classroom	**€2,915**
21 - 25 December 2026	Barcelona	Classroom	**€2,275**
7 - 11 December 2026	Frankfurt	Classroom	**€2,175**
25 - 29 January 2027	London	Classroom	**€2,915**
4 - 8 January 2027	Barcelona	Classroom	**€2,275**
11 - 15 January 2027	Frankfurt	Classroom	**€2,175**
18 - 22 January 2027	Kuala lumpur	Classroom	**€2,425**
1 - 5 February 2027	London	Classroom	**€2,915**
8 - 12 February 2027	Barcelona	Classroom	**€2,275**
15 - 19 February 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

Available seminar dates

Live dates and pricing for Business Impact Analysis Masterclass generated from the course details page.

Date	Location	Format	Fee
22 - 26 February 2027	Madrid	Classroom	**€3,400**
8 - 12 March 2027	London	Classroom	**€2,915**
15 - 19 March 2027	Barcelona	Classroom	**€2,275**
22 - 26 March 2027	Frankfurt	Classroom	**€2,175**
1 - 5 March 2027	Munich	Classroom	**€2,425**
19 - 23 April 2027	London	Classroom	**€2,915**
26 - 30 April 2027	Barcelona	Classroom	**€2,275**
5 - 9 April 2027	Frankfurt	Classroom	**€2,175**
12 - 16 April 2027	Paris	Classroom	**€2,810**
24 - 28 May 2027	London	Classroom	**€2,915**

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Seminar dates

Available seminar dates

Live dates and pricing for Business Impact Analysis Masterclass generated from the course details page.

Date	Location	Format	Fee
3 - 7 May 2027	Barcelona	Classroom	**€2,275**
10 - 14 May 2027	Frankfurt	Classroom	**€2,175**
17 - 21 May 2027	Rome	Classroom	**€2,830**
14 - 18 June 2027	London	Classroom	**€2,915**
21 - 25 June 2027	Barcelona	Classroom	**€2,275**
7 - 11 June 2027	Frankfurt	Classroom	**€2,175**
12 - 16 July 2027	London	Classroom	**€2,915**
19 - 23 July 2027	Barcelona	Classroom	**€2,275**
26 - 30 July 2027	Frankfurt	Classroom	**€2,175**
5 - 9 July 2027	Amsterdam	Classroom	**€3,215**

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Seminar dates

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Date	Location	Format	Fee
16 - 20 August 2027	London	Classroom	**€2,915**
23 - 27 August 2027	Barcelona	Classroom	**€2,275**
2 - 6 August 2027	Frankfurt	Classroom	**€2,175**
9 - 13 August 2027	Cape Town	Classroom	**€1,825**
13 - 17 September 2027	London	Classroom	**€2,915**
20 - 24 September 2027	Barcelona	Classroom	**€2,275**
6 - 10 September 2027	Frankfurt	Classroom	**€2,175**
4 - 8 October 2027	London	Classroom	**€2,915**
11 - 15 October 2027	Barcelona	Classroom	**€2,275**
18 - 22 October 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

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Date	Location	Format	Fee
25 - 29 October 2027	Geneva	Classroom	**€3,315**
8 - 12 November 2027	London	Classroom	**€2,915**
15 - 19 November 2027	Barcelona	Classroom	**€2,275**
22 - 26 November 2027	Frankfurt	Classroom	**€2,175**
1 - 5 November 2027	Istanbul	Classroom	**€2,825**
20 - 24 December 2027	London	Classroom	**€2,915**
27 - 31 December 2027	Barcelona	Classroom	**€2,275**
6 - 10 December 2027	Frankfurt	Classroom	**€2,175**
13 - 17 December 2027	Kuala lumpur	Classroom	**€2,425**
14 - 18 December 2026	Online / Live	Online / Live	**€1,625**

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Live dates and pricing for Business Impact Analysis Masterclass generated from the course details page.

Date	Location	Format	Fee
21 - 25 December 2026	Online / Live	Online / Live	**€1,625**
7 - 11 December 2026	Online / Live	Online / Live	**€1,625**
25 - 29 January 2027	Online / Live	Online / Live	**€1,625**
4 - 8 January 2027	Online / Live	Online / Live	**€1,625**
11 - 15 January 2027	Online / Live	Online / Live	**€1,625**
18 - 22 January 2027	Online / Live	Online / Live	**€1,625**
1 - 5 February 2027	Online / Live	Online / Live	**€1,625**
8 - 12 February 2027	Online / Live	Online / Live	**€1,625**
15 - 19 February 2027	Online / Live	Online / Live	**€1,625**
22 - 26 February 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
8 - 12 March 2027	Online / Live	Online / Live	**€1,625**
15 - 19 March 2027	Online / Live	Online / Live	**€1,625**
22 - 26 March 2027	Online / Live	Online / Live	**€1,625**
1 - 5 March 2027	Online / Live	Online / Live	**€1,625**
19 - 23 April 2027	Online / Live	Online / Live	**€1,625**
26 - 30 April 2027	Online / Live	Online / Live	**€1,625**
5 - 9 April 2027	Online / Live	Online / Live	**€1,625**
12 - 16 April 2027	Online / Live	Online / Live	**€1,625**
24 - 28 May 2027	Online / Live	Online / Live	**€1,625**
3 - 7 May 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
10 - 14 May 2027	Online / Live	Online / Live	**€1,625**
17 - 21 May 2027	Online / Live	Online / Live	**€1,625**
14 - 18 June 2027	Online / Live	Online / Live	**€1,625**
21 - 25 June 2027	Online / Live	Online / Live	**€1,625**
7 - 11 June 2027	Online / Live	Online / Live	**€1,625**
12 - 16 July 2027	Online / Live	Online / Live	**€1,625**
19 - 23 July 2027	Online / Live	Online / Live	**€1,625**
26 - 30 July 2027	Online / Live	Online / Live	**€1,625**
5 - 9 July 2027	Online / Live	Online / Live	**€1,625**
16 - 20 August 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
23 - 27 August 2027	Online / Live	Online / Live	**€1,625**
2 - 6 August 2027	Online / Live	Online / Live	**€1,625**
9 - 13 August 2027	Online / Live	Online / Live	**€1,625**
13 - 17 September 2027	Online / Live	Online / Live	**€1,625**
20 - 24 September 2027	Online / Live	Online / Live	**€1,625**
6 - 10 September 2027	Online / Live	Online / Live	**€1,625**
4 - 8 October 2027	Online / Live	Online / Live	**€1,625**
11 - 15 October 2027	Online / Live	Online / Live	**€1,625**
18 - 22 October 2027	Online / Live	Online / Live	**€1,625**
25 - 29 October 2027	Online / Live	Online / Live	**€1,625**

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8 - 12 November 2027	Online / Live	Online / Live	**€1,625**
15 - 19 November 2027	Online / Live	Online / Live	**€1,625**
22 - 26 November 2027	Online / Live	Online / Live	**€1,625**
1 - 5 November 2027	Online / Live	Online / Live	**€1,625**
20 - 24 December 2027	Online / Live	Online / Live	**€1,625**
27 - 31 December 2027	Online / Live	Online / Live	**€1,625**
6 - 10 December 2027	Online / Live	Online / Live	**€1,625**
13 - 17 December 2027	Online / Live	Online / Live	**€1,625**