**Business continuity successes and failures**

Successes, good practices, conditions to meet, keys to success are in green

Failures, gaps to avoid, obstacles to overcome, pitfalls to avoid are in orange

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|  | Absence of designated BCP manager |
|  | Adequate and funded emergency solutions |
|  | Adequate emergency solutions but without budget |
|  | Any new risk and its treatment is shared with other departments |
|  | Awareness of business continuity is assessed regularly (surveys, questionnaires) |
|  | BCP not kept updated |
|  | BCP not tested |
|  | BCP requiring too many resources |
|  | BCP tested once a year |
|  | BCP too complex to apply in the event of a crisis |
|  | Business continuity is not taken into account by top management when evaluating strategic direction |
|  | Business continuity is not taken into account by top management when evaluating new markets |
|  | Capitalize on best practices |
|  | Choose a charismatic and assertive leader for the head of the BCPs |
|  | Choose a person who is available but without much experience to be responsible for the BCP |
|  | Choose different scenarios for each disaster |
|  | Computer backup cost taken into account |
|  | Confusing incident management with crisis management |
|  | Cost of computer backup not taken into account |
|  | Crisis team named, trained and tested |
|  | Determine necessary resources and critical activities |
|  | Determine the scope of application of the BCP |
|  | Differentiate between incident management approach and crisis management approach |
|  | Do not choose different scenarios for each disaster |
|  | Effective staff awareness |
|  | Effective staff training |
|  | Evaluate the direct and indirect impacts of disasters |
|  | Exercises and tests carried out without recording the results |
|  | Failing to assess threats and opportunities |
|  | Failing to convince unions of the benefits of business continuity |
|  | Failing to identify threats and opportunities |
|  | Failures and errors are communicated transparently |
|  | Feeling business continuity as an additional constraint |
|  | For each disaster, only have one scenario |
|  | For each disturbance different solutions are proposed |
|  | Good practices are widely communicated |
|  | Identify as many risks as possible when analyzing the context |
|  | Inability to effectively manage change |
|  | Inability to overcome resistance to change |
|  | Ineffective communication about decision-making responsibilities and authorities |
|  | Know that each BCP is unique |
|  | Lack of business continuity policy |
|  | Lack of business continuity training program |
|  | Lack of top management support for business continuity |
|  | Lessons learned are widely communicated |
|  | Limit business continuity to a technical solution |
|  | Low management commitment to business continuity |
|  | Low participation in business continuity |
|  | No emergency preparedness |
|  | Not analyzing threats and opportunities |
|  | Not assessing the impacts of disasters on critical activities |
|  | Not carrying out risk simulations and emergency plans |
|  | Not defining priority activities |
|  | Not determining the scope of application of the BCP |
|  | Not providing the necessary resources |
|  | Only one solution is considered for each disruption |
|  | Procedures are updated following changes |
|  | Procedures not updated following changes |
|  | Rate of implementation of business continuity too fast |
|  | Realistic emergency solutions |
|  | Regular reports on the status of BCPs are provided to management |
|  | Results of exercises and tests used to improve the BCMS |
|  | Risk communication is effective |
|  | Risk communication is ineffective or non-existent |
|  | Risk identification is not carried out by a multidisciplinary team |
|  | Risk simulations and contingency plans are carried out using quantitative methods |
|  | Sensitive and BCP-trained staff |
|  | Simple but effective BCP |
|  | Staff are trained in business continuity |
|  | Staff awareness not taken into account |
|  | Staff not aware and not trained to participate in the BCP |
|  | Staff training not taken into account |
|  | Take ownership of business continuity internally – don’t rely on external experts |
|  | The analysis of the impact assessment on the activity is not carried out by a multidisciplinary team |
|  | The assessment and treatment of critical risks are not communicated to stakeholders |
|  | The benefits of effective risk management are understood by all staff |
|  | The business continuity plan is strictly verified |
|  | The business continuity policy is understood by all staff |
|  | The exercise and test program is not respected |
|  | The exercise and testing program is respected |
|  | The head of the BCP is part of top management |
|  | The language to communicate about business continuity is simple and understandable |
|  | The list of risks is updated regularly |
|  | The risk assessment is not carried out by a multidisciplinary team |
|  | The risk assessment process is communicated to all staff |
|  | The risk assessment process is understood by all staff |
|  | The risk register is updated regularly |
|  | The vocabulary used is common, clear and understood by everyone |
|  | Thinking about being able to automate the BCP |
|  | Thinking you can cover all possible types of losses |
|  | Too rapid interpretation of the steps and principles of business continuity |
|  | Top management is not committed to the BCMS certification project |
|  | Top management's commitment to business continuity is widely communicated |
|  | Train some of the managers and not all staff in business continuity |
|  | Unformed crisis team |
|  | Unrealistic fallback solutions |