



A JANUS ASSOCIATES CASE STUDY

HIDDEN DEPENDENCIES, CLEARER RECOVERY:

How a Business Impact Analysis Strengthened Continuity Planning

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Client

A mid-sized organization engaged JANUS Associates to help strengthen its business continuity planning. The client had already established a basic disaster recovery and incident response approach and believed it had a reasonable understanding of its most important operations.

Leadership's objective was straightforward: build a continuity plan to help the organization maintain operations during disruptions and recover critical services efficiently.

Challenge

Early discussions revealed a common but significant gap. While the organization had identified several high-profile systems and business functions, it had never completed a formal, enterprise-wide **Business Impact Analysis (BIA)**.

As a result, its view of “critical processes” was largely based on institutional knowledge and assumptions rather than on structured analysis. That created a material risk for continuity planning: recovery strategies could be built around visible systems while overlooking the operational dependencies, supporting workflows, manual workarounds, and vendor relationships that would the business during disruption.

Absent a formal BIA, the organization risked building a continuity plan that appeared complete on paper but left key recovery priorities undefined.

JANUS Approach

Rather than moving directly into plan development, JANUS subject matter experts recommended beginning with a structured Business Impact Analysis. This approach aligned with the firm's broader methodology in **cybersecurity consulting, IT risk assessment, incident response planning, and cyber risk strategy**: establish a clear understanding of operational risk before designing controls, recovery plans, and governance improvements. The BIA was designed to help the client:

- Validate or challenge assumptions about critical business processes.
- Identify dependencies across systems, teams, facilities, and third-party vendors.
- Establish recovery priorities based on operational impact rather than perception.
- Define Recovery Time Objectives (RTOs) and Recovery Point Objectives (RPOs) that reflect how the organization operates.

This was not an added layer of process for its own sake. It was the foundation required to produce a business continuity strategy that leadership could trust and teams could successfully execute.

Solution and Implementation

JANUS facilitated a formal BIA through structured interviews and working sessions with business unit stakeholders. The engagement focused on identifying core business functions, supporting processes, operational dependencies, and the downstream effects of disruption across departments.

The analysis examined more than headline systems and visible services. It also surfaced:

- Supporting workflows that enabled core operations.
- Manual processes required when systems were unavailable.
- Dependencies on specific personnel and third-party vendors.
- Internal processes that could create cascading impacts across multiple departments if interrupted.

This disciplined process gave the client a more complete picture of its operating environment and created a fact-based foundation for continuity planning, governance alignment, and future resilience investments.

Results and Impact

The engagement materially improved the organization's understanding of its operational risk and recovery requirements. Most importantly, the BIA uncovered critical processes that had not previously been identified, expanding the client's view beyond obvious systems and high-visibility functions. That insight led to several meaningful outcomes:

More Complete Continuity Planning.

Previously overlooked mission critical processes were incorporated into the continuity and recovery planning.

Better Dependency Management.

Supporting dependencies across people, vendors, and internal workflows were documented and addressed.

Stronger Recovery Prioritization.

RTOs and RPOs were aligned more closely with actual business impact.

Improved Leadership Confidence.

Decision-making shifted from assumption-based planning to planning grounded in structured analysis.

Greater Organizational Alignment.

Teams developed a shared understanding of what mattered most during a disruption and why.

The result was not simply a better document. It was a more resilient and actionable business continuity strategy, supported by clearer governance and a stronger basis for ongoing risk management.

Client Comments | Continuity Program Stakeholder:



“What stood out was not just the analysis itself, but the practicality of the outcome.”

“The findings were directly relevant to day-to-day operations and gave the organization a more realistic path to preparedness.”



Why JANUS Associates

JANUS Associates helps organizations strengthen resilience through practical, risk-based advisory services spanning business continuity, IT risk assessment, cybersecurity consulting, compliance support, incident response planning, and managed security services.

In this engagement, JANUS did more than support a planning exercise. Our team of experts helped the client replace assumptions with fact-based analysis, improve governance visibility, and create a stronger foundation for continuity planning, a more robust business resilience stance, and a stronger long-term cyber risk strategy.

Contact JANUS Associates to schedule a cybersecurity risk assessment or comprehensive BIA review.

Take the first step toward a more resilient security posture with a clear, strategic roadmap tailored to your organization.