



BUSINESS CONTINUITY MANAGEMENT FOR ORGANIZATIONAL SUCCESS: DEFINITIONS, TRIGGERS, AND KEY PROCESSES

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Abstracts: This paper discusses the need for business continuity management and its relevance to the successful management, protection, and sustainability of businesses. Considering the dynamic nature of global events and how it affects businesses at the speed of light. The rapid growth in technological innovations has made the world a global village, where business processes are done within the shortest time possible. This has made inter-organizational linkage and dependence very easy. But there is a need for protection against any form of disruptions for business continuity. Taking into consideration the scarce resources that lead to violence and terrorism from one place to another for power and resources. The paper looks into business continuity, business continuity management, the impact of not having business continuity management, the triggers of business continuity management and the procedure for effective business continuity management.

Keywords: Business Continuity, Management, Organizational Success, Triggers, Key Process.

INTRODUCTION

The paper is an overview of the research conducted on the subject of business continuity management. It dealt with the definitions of business continuity management, the triggers of business continuity management with relevant examples. It also looked into how to develop an effective business continuity capabilities. The review of related literature was selected in different sources from peer review journals, which were published from 2009 to 2023. All the sources used were published within the last fourteen years. This is to make sure that the paper is relevant and recent. Searches made from google search and google scholar include search phrases such as. Peer review journals on business continuity management from 2009 to 2023 pdf. Over thirty-two thousand 32000 results were generated in 0.54 seconds on a google search while google scholar generated more than twenty-one thousand 21000 results in 0.14 seconds. Similar searches that suit the remaining contents were also made. In all fifteen relevant articles that reflect the requirements of the papers were selected after scrutiny.

BUSINESS CONTINUITY

Emergencies are not completely avoidable be it natural or artificial but it can be minimized and sometimes controlled when proper provisions were made in case they occur. Such emergencies or disasters may course serious damage that may be very difficult or completely impossible to manage or control if there are no adequate provisions made to overcome the consequences. Though the nature of the incidents may have different characteristics that may have some pattern that are similar which enable organizations to prepare solutions for them (Niemimaa, 2015). The disruptions disaster may course can be seriously damaging to society or the community's activities. It impacts cut across both human and material resources (Vilas & Aute, 2016). The recent occurrence and outbreak of COVID-19, however, are well above what was anticipated, and as a result, the organizations' current business continuity strategies require revision. The firms were forced to permit workers to continue working from home because of this pandemic (Begum et al., 2021). The relevance of both human and material resources cannot be overemphasized in whatever type of activity. Activities that involve the use of information technology (IT) if affected by disaster may completely affect the system depending on how severe the effect is. Organizations, in this case, need to set up an alternative backup for in case something may happen. In order to achieve effective continuity of the business activities, organizations rely on the backups provided. When there is an alternative switch to business activities as a result of disaster then the issue of an organization having a complete shutdown due to disaster will not arise.

Business continuity is a procedure to maintain continuous business operations before, during and after a disaster by creating and validating a plan (Al-shammari & Alwan, 2018). A comprehensive management program for detecting risks that could affect

ongoing operations and offering a framework for constructing capabilities for efficient mitigation and reaction to disruptions is another way to define business continuity (Moyo et al., 2023). Business continuity is to ensure that the business activities will continue during the time of disasters or emergencies which can be categorized into natural or artificial. A good example of a disaster that affects business is the 9/11 attacks but with good and well-structured business continuity and disaster recovery plan, organizations will be able to overcome the effects of those unexpected events. The major operations of the business will be recovered due to the alternative back up operations.

BUSINESS CONTINUITY MANAGEMENT

Business continuity management (BCM) helps organizations have assurance, it also enables them to withstand business interruptions and discontinuity (Marisa & Oigo, 2018). The management technique known as "business continuity management" (BCM) looks at all aspects of a company's activities to find potential threats and effects. BCM aims to give businesses a structured method for enhancing business continuity in the case of a crisis or tragedy. It is a comprehensive management process that identifies potential risks to an organization and the potential effects of these risks on business operations, thereby providing a framework for fostering organizational resilience and defending the interests of its major stakeholders, reputation, brand, and value producing activities (Suresh et al., 2020)

It also offers a plan for strengthening organizational toughness, giving organizations the ability to take swift action to protect their interests, reputations, and brands (Moyo et al., 2023). With effective BCM, organizations will be able to make provisions against interruptions, guaranteeing the continuity of the business operation. BCM involves management processes meant to avert severe interruptions in the critical business operations against the impact of disasters or disruptions (Alenezi, 2017). Without adequate provision for BCM organizations stand the risk of total collapse as a result of threat or attack. BCM is important in achieving organizational ability in responding to a disaster or disruptive events (Andy, 2009).

BCM addresses both disaster/disruption prevention and minimizing the effects on company in the event of a disaster/disruption. As a result, it combines corrective, repressive, and preventative measures (Iyer et al., 2023). Business disruptions can surface in various faces and need critical analysis and understanding to be able to overcome the effects. Overcoming the effect needs proper planning and intensive overviews of the potential threat and the possible solutions. Without effective planning it means organizations business activities have to stop until the problems are identified, understood and solutions proffer before continuing with business activities. With effective business continuity management, it is possible to plan for incidence even before they occur.

THE IMPACT OF NOT HAVING BCM

The risk associated with not having BCM plan includes business failure, disaster can lead to serious injury or death of employees, clients and other visitors of a company, loss of productivity and reputational damage. Salman (2018) indicates that "in 2004 alone, the emergencies that took place resulted in more than 300,000 deaths with financial losses which were worth more than USD 123 billion". The importance of business continuity is to mitigate or to avoid the risk that is associated with disruptions of business operations or activities. This measure can be assured by taking necessary steps before, during and after the incidence. This proactive measures in response to an attack especially after the event are very paramount. The organization's recovery from an unexpected event will guarantee business continuity. Though, so many plans oath to have taken place before the actual recovery, which is term as BCM plan. Planning for business continuity has to do with the following of some necessary steps by companies, to provide the needed protection of assets and the overall business interest in order to proceed with the company's business functions following an unexpected business activity interruption (Salman, 2018). The primary flaws include the lack of executive backing and inadequate justification for the need for BCM, the high costs of implementing BCM, and the need for qualified teams who are knowledgeable about the company and the internal and external forces influencing its operations (Radjenovic & Zivkovic, 2022). Ostadi et al. (2023) demonstrated the impact of business continuity management and the distinction between operating it and not, as illustrated below:

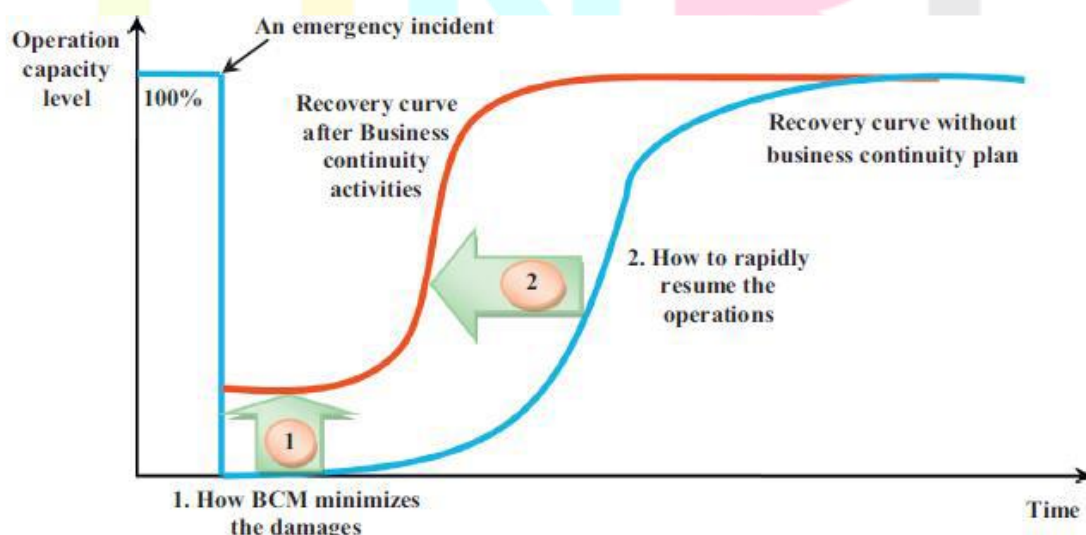


Figure 1. The Difference Between Running BCM and Not Running It

In actuality, "preventing damage" and "resuming the metrics activities of the business immediately" are two ways that the management of business continuity in the event of a disaster aids the business in thriving (Ostadi et al., 2023).

To avoid the failure or seize of business activities after an unexpected interruption there is a need for an achievable BCM.

THE TRIGGERS OF BCM

The number of interruptions is increasing, terrorist attacks and communicable diseases from different angles do not only result in affecting human life but also businesses. In another vain businesses relies on each other due to the globalization effects, such as the internet which has brought many businesses together, the purchase and supply links are now based on technologies. Therefore, any interruption to a business process will course a serious impact on many other businesses. However, the recent occurrence and outbreak of COVID-19 are much beyond what was anticipated, necessitating revisions to the enterprises' current business continuity strategies. The firms were forced by this pandemic to permit staff to work from home as usual (Begum et al., 2021). The case of automobile production companies that badly felt the impact of the temporary closure of the border between the US and Canada after September 11 attacks when inventories were exhausted and supplies cut off (Salman, 2018). This trend is likely to continue as the rate of global terrorism continue to surface and equally, globalization continues to be strengthened due to technological advancement. The case of Boko Haram in Northern Nigeria where business were destroyed, people killed, and some abducted has led to a serious shortage of raw materials to some businesses in the other parts of the country. The New York stock exchange has introduced a rule that has to do with business continuity and contingency plan. That requires all businesses that are members of the stock exchange should have in place a business continuity plan to enable businesses meet their obligations to customers and brokers. Businesses should also update their business continuity plan every year to accommodate new changes in the business, location, operation or structure of the organization (Salman, 2018). The reason behind it is to measures the effects and also the cost on the loss of the resources so that reliable data will be provided in order to base decisions relating to mitigating, business recovery and business continuity (Tjoa et al., 2016). The dynamic nature of the world, instability is a most and it's lead to the adoption of new situations. Disaster and emergencies lead to the nonlinearity of human activities which needs merging to stability, stable fluctuations and order require dynamic and smooth managerial strategies and practices (Dushie, 2014). Vulnerability concepts are so prevalent in the concept of disaster, they tend to pose an avenue for a potential threat couple with natural forces. Businesses activities are prompt to instability which when happen will affect the continuity of the business process especially those that involve information technology.

THE PROCEDURE TO DEVELOP AN EFFECTIVE BCM

Peterson (2009) argued that among the reasons why effective implementation of BCM fail is lack of sponsor from the executives of an organization. To undertake an effective BCM definitely it needs financial backing to be able to implement the strategies designed. Bakar, Yaacob and Udin, (2015) are of the view that the preparation of BCM resources and infrastructure involves consulting, planning, setting up the operation center as well as the acquisition of software and hardware. Though it is important to have a reasonable backing to proposals in order to attract the attention and endorsement of the top management. Others to be involved are the business continuity steering committee, the business continuity manager, key suppliers and retail partners (external requirement) and the department recovery team leads. The task involved include the overall assessment of organization situation and setting of objectives, critical process identification, business impact analysis, continuity response approaches, and continues monitoring and improvement. According to the Frameworks and the BCP design process, Figure 1 illustrates the key elements of the BCM (Russo et al., 2023). Getting administrative support for the BCM Program and setting up BC Teams should be the first steps in starting organization understanding efforts. The interaction of the BCM components and their order of operation are depicted in *Figure 1*. The methodological technique for designing and maintaining a BCP represents the phasing in time using distinctive patterns and colors.

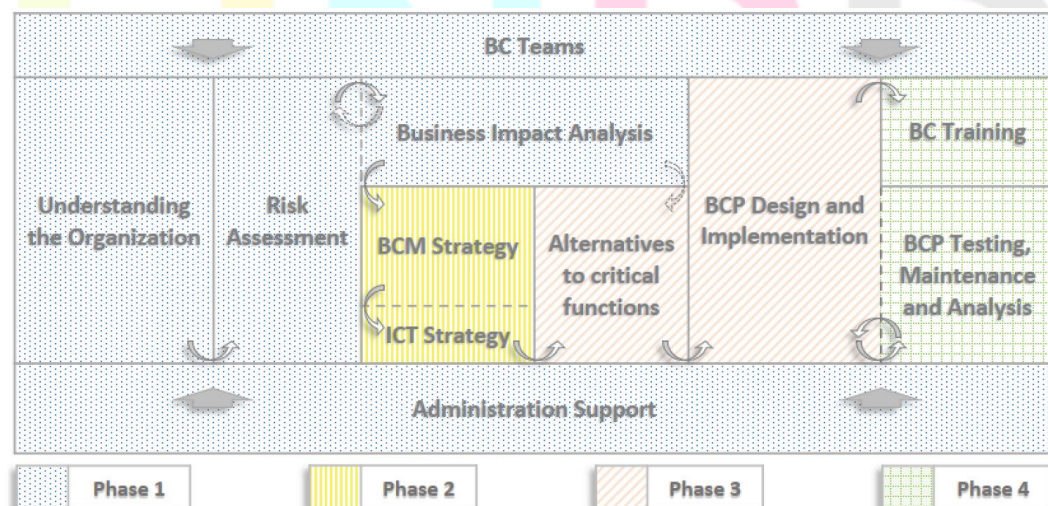


Figure 2. BCM components. Source: adapted from (Russo et al., 2023).

ASSESSMENT OF ORGANIZATIONAL SITUATION AND SETTING OF OBJECTIVES

This evolves the overall assessment and understanding of business activities and infrastructure of the organization to give a comprehensive idea on the preparedness and nature of activities in order to have a feasible and attainable objective. Baba, Watanabe,

Nagaishi and Matsumoto (2014) are of the opinion that analyzing to understand and organize stakeholders, understand the area and its functions, analyze regional hazards, vulnerability, and risk, evaluate the resilience of infrastructure and others business resources.

CRITICAL PROCESS IDENTIFICATION

The critical process identification is something that requires a better understanding of the organization or the business. To effectively deal with hazard mitigation and response to emergency there should be an understanding of the complex ways in which social, economic and political organization of the society (Mansouri & Mohammadfam, 2016). This is one of the most important steps in the procedures because whatever necessary measures that are taking must consider the necessary vulnerabilities from those that are to be protected. All the important tools and resources that are needed to be in place for effects such as software, information, equipment, skills, and people (Salman, 2018). It is also necessary to provide the necessary requirement that has to do with those mention by Salman, without which the process will be incomplete. The requirement is necessary for meeting the requirement for another step.

BUSINESS IMPACT ANALYSIS

Business impact analysis evolves the overall assessment and understanding of business activities and infrastructure of the organization. To give a comprehensive idea on the preparedness and nature of activities in other to have a feasible and attainable objective. Analyzing to understand and organize stakeholders, understand the area and its functions, analyze regional hazards, vulnerability, and risk, evaluate the resilience of infrastructure and other business resources (Baba et al., 2014).

Business impact analysis can seriously help organizations have a better view of situations for an effective BCM. Determines how much funding is required to safeguard or recover, as well as how quickly it can resume its essential operations (Moyo et al., 2023). Understanding and assessing of Baba's opinion can help in building a dependable result for the business impact analysis because it is all-encompassing. Preparing disaster risk scenario, problems/bottlenecks for the business continuity. For business impact analysis existing disaster management area, business continuity planning strategy should be analyzed. Planning area BCP by critical infrastructure protection, coordinated disaster preparedness and response, quick recovery supply chain cooperation among others.

CONTINUITY RESPONSE APPROACHES

Proactive steps should be designed by the team to restrict the effect of crises in both preparation, and management. The team needs to have a good and effective succession plan to avoid having the failure of communications related to business continuity due to the failure of human resource to plan for such. Responsibilities should be shared and fulfilled in case of crises. Back up facilities should be put in place in case there are disruptions bearing in mind the required response time and the scope of what the backup facility should cover. Especially assets that have to do with information technology. The planning process ensures a positive structure for efforts and consequences, each step of the phase lead to another in a cycle form. In real life, many of the steps or phases can be conducted concurrently. The steps are essential in assessing the time frame for execution and are also use as a reference (Heng, 2015). The continuity response approaches activate the area BCM, measures to reduce risk preparedness and effective response, simulation training by utilizing area BCP, Alternative coordination measures. Advice, evaluation and feedback should be considered to improve the area business continuity management system. It's important for organizations to tailor their continuity response approaches to their specific risks, operational needs, and resources. Business continuity is an ongoing process that requires continuous improvement and adaptation to new challenges.

CONTINUES MONITORING AND IMPROVEMENT

For organizations to determine the effectiveness of BCM plans. It has to test monitor, and improve on the existing plan. In case organizations may react to situations like mergers and acquisitions it is very important and to monitor the usefulness of the BCM plans for the effectiveness of the organization (Salman, 2018). Through testing, organizations will be able to know how strong the plan is and what may be the weaknesses of the plan.

CONCLUSION

There are quite a numbers of deliverables BCM hope to achieve during its routing activities. Organizations that embark on BCM will have the assurance of gaining normal operating procedures and functions. Experience in the use and application of BCM can also be added to the organization's credits and benefits. Organizations tend to gain a competitive advantage due to the rapid response to disruptions and the ability to maintain and preserved critical information in the organization. The usage of the existing standard gives the possibility of enjoying related benefits and quality. If organizations comply with rules and globally acceptable standards, their quality is assured (Sawalha, 2013). Organizations can enjoy having their independent BCM system with related specification and as well for each sector (Venclova et al., 2013). This shows that the deliverables can affect time, finance, space, structure, functions and procedures. If existing standards are protected organizations can enjoy a lot of advantages from it. To avoid facing the rough consequences of the interruptions there is need to form strategies that are capable of handling the danger (Marisa & Oigo, 2018). The formation of strategies will help in identifying, analyzing and mitigating potential threats. Thereby giving the organization room to activate and restore its services whenever there is an interruption. Modern technologies like the Internet of Things (IoT), artificial intelligence (AI), machine learning (ML), virtual reality, robotics, cloud computing, and 3D printing can improve an organization's agility to simulate crisis situations and be ready for the worst-case scenarios (Iyer et al., 2023).

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