

White Paper

The DEKRA business continuity solution: Business Resilience Impact Assessment



Events such as the devastating forest fires in Australia, the tsunami and reactor disasters in Japan, or the recent explosion in Beirut have significantly affected companies around the world. But it is the outbreak of the COVID-19 pandemic that has caused unprecedented damage to businesses and supply chains on a global scale, proving no business model immune to sudden cataclysmal disruptions. Offering in-depth, and easily implemented self-monitoring, the interdisciplinary DEKRA Business Resilience Impact Assessment (BRIA) helps businesses of all sizes evaluate operational risks and adapt strategies to sustain the company when navigating difficult waters.

After the corona shock: Rethinking operational crisis and response management

With the increasing complexity of globalized labor and technical networking, damaging events or political issues such as trade conflicts will inevitably increase.

Rather than avoidable coincidences, modern risk researchers consider these latest misfortunes to be the new normal to which every company must adapt. Even unanticipated circumstances must be controllable.

- Continuous balancing of the most pressing and current risks has become a central management task. DEKRA has developed the BRIA solution to determine the resilience of companies. BRIA stands for Business Resilience Impact Assessment.
- BRIA is based on controls from ISO 22301 (Business Continuity Management), ISO 3100 (Risk Management, Finance, Supply Chain), ISO 27001 (Information Security) and ISO 45001 (Occupational Health and Safety), among others.
- The BRIA self-assessment provides a quick entry into robust risk and continuity management. Based on current standards, the questionnaire offers a compact selection of security topics that are central to the continuity of operations in a crisis.
- The initial BRIA self-assessment is free of charge. Users may then place an order for their results to be evaluated by accredited DEKRA auditors in the second stage.
- DEKRA remote evaluation is possible at any time, without travel time and travel costs.
- With the proof of active risk management according to BRIA, companies further distinguish themselves as reliable partners in the supply chain.

Background

Until now, supply networks have been primarily focused on cost and production efficiency rather than transparency and resilience. As a result, many companies are not prepared for critical risk situations. The core problem is that the long supply chains and individual ramifications can no longer be seen in their entirety. As a result, uncertainty and vulnerability increase.

The financial, environmental and health risks as well as the manifold IT risks and trade conflicts of the recent past clearly show one thing: when viewed individually, events that initially appear trivial can quickly develop into circumstances that threaten the existence of strongly coupled systems. For example, the far-reaching, cross-sector consequences of the corona pandemic show that companies cannot begin early enough to become aware of the effects of a crisis situation and make their operational processes more resilient.

Statistics from the McKinsey Global Institute (08/2020) predict that every company will be confronted with its own supply chain failing or being massively impaired for four weeks or more at a rate of every 3.7 years on average. According to the study authors, the financial consequences of such a failure in the supply chain will amount to 40 to 100 percent of an annual profit.

The central management task in the company is to rebalance resistance to the new risk potential.

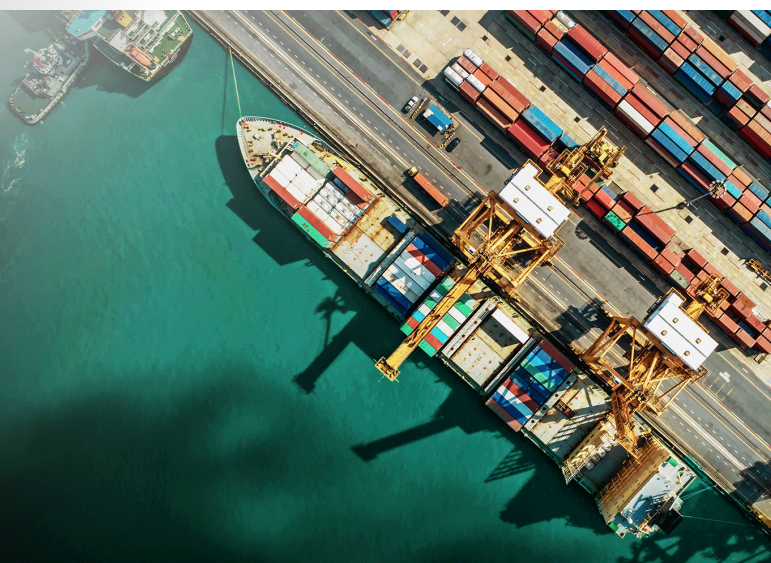
“Is my company still resilient in light of the worldwide increase in drastic loss events?” “In what constellation is there a threat of a longer interruption of operations?”

Companies need a flexible tool to reliably and continuously assess their risk. For this purpose, a team of DEKRA experts have developed the interdisciplinary **Business Resilience Impact Assessment (BRIA)** questionnaire. The easy-to-use format covers the main controls, from the standards on risk management, occupational health and safety, and quality management to IT security and corporate governance. The BRIA self-assessment is suitable for quickly determining one's own resistance to virulent risk situations.

Who is affected?

BRIA is suitable for every manufacturer, supplier and service provider not only those with global production and supply relationships. Companies operating within a regional value chain may have even greater risk because regionally established supplier networks cannot be immediately converted.

Due to the global division of labor, sectors such as information technology, textiles, mechanical engineering or automotive engineering are exposed to even more



comprehensive risks making them more susceptible to disruptions than a regional food producer, for example. Because risk management no longer provides generalized answers, every company must consider its own particular susceptibility to crisis.

BRIA is more than a checklist

The basis of the BRIA assessment is a list of questions addressing an intersection of central risk aspects from relevant standards, such as ISO 22301 (Business Continuity Management), ISO 3100 (Risk Management, Finance, Supply Chain), ISO 27001 (Information Security) and ISO 45001 (Occupational Health and Safety). In addition, aspects from quality management to corporate management are also evaluated. Due to the complexity of global risk situations, self-assessment is not limited to one risk class, but helps to comprehensively assess the dangers of a business interruption in the broader corporate context.

Practice shows that many companies recognize the need to implement and certify a Business Continuity Management System according to [ISO 22301](#). However, many companies are still running parallel initiatives for IT security or occupational health and safety, for example, to implement the new pandemic-related home office regulations. In view of this rapidly increasing variety of processes, companies are constantly running the risk of „not seeing the wood for the trees“ at the expense of effective risk management. The DEKRA BRIA model was developed with this in mind.

With its compact list of questions, the assessment provides a quick path to reliably understanding unexpected loss events and initiating first processes. BRIA can be used across all industries, eliminating the need for additional company-specific questionnaires.

BRIA offers two solutions

1. The first stage of the assessment starts with a catalog of 40 expert questions to identify which processes should be implemented to deal with disruptions and damage. The goal is to quickly determine the different levels of maturity of the respective processes within the company. Risk topics are divided into Governance, Human Resources, Information Technology, Operations & Sales, Supply Chain and Financial Compliance to provide a 360-degree perspective. The BRIA questionnaire is free of charge and only available from DEKRA.
2. In the second stage, DEKRA experts evaluate the answers from the self-assessment with regard to the resilience of the processes and the existing levels of maturity. In addition, optimization potentials and best practices that can be quickly implemented in the respective company are identified. For the customer, costs are only incurred at this second stage. Evaluation is carried out remotely, enabling companies to immediately optimize their resilience across different locations.

The expert assessment

The assessment comprises six chapters: Governance, Operations/Sales, Human Resources, IT, Finance, and Supply Chain. Guiding questions are formulated for each topic in the form of an Excel spreadsheet that establishes which process is to be evaluated at the currently prevailing level of maturity (levels 0 to 5).

Governance

Information Technology

Operations/Sales

Financial Compliance

Human Resources

Supply Chain

The quick start with the chapters „Finance“, „Supply Chain“, „HR“

DEKRA auditors recommend starting self-assessment with the chapters „Finance“ and „Supply Chain“ and „Human Resources“. The catalog contains nine to eleven key questions in each section to help the company obtain a compact overview of the status of its own risk position.



Examples of risk areas that should be mastered as quickly as possible to achieve a high level of implementation or maturity in the company (levels 3-5):

- **Finance (ISO 31000/Best Practices):**
Credit and credit ratings have a massive influence on the liquidity of a company. A continuous monitoring of the ratings is mandatory. For an established process (maturity level >3, see p. 4), credit ratings of external and equity investors are required.
- **Supply Chain (ISO 31000/Best Practices):**
Is there a monitoring system for the stock levels, which oversees stock movements and delivery times? Do the inventories match the supplier risk - do buffers have to be installed and should the company deviate from the previous „just-in-time“ production?

- **Human Resources (ISO 45001):**

Communication is essential during any business interruption. Is there a clearly defined process for informing specific employees and stakeholders when and where in a crisis?

Which level is reached?

With the BRIA expert assessment, companies can evaluate their current implementation of the respective requirements with different levels of maturity. They range from Level 0 (no risk information available) to Level 5 (risk potential is continuously and proactively determined).

An established company process and appropriate business risk strategy is only recognized at Level 3 and above.

- **Level 0:** The company is not able to implement the necessary process.
- **Level 1:** The company has initiated the process, but there are delays in internal communication that hinder an actively managed process. The process exists, but it is not fully documented. Therefore, it cannot be guaranteed that it will always work.
- **Level 2:** The process to achieve the goal is controlled. It is documented and evidence (e.g. process documentation, process plan, achievement of objectives) is available.
- **Level 3:** The process is now established. The organization has learned which resources to include and which indicators to keep in mind. Processes are laid down in guidelines and standards. A review regarding the stability of the process has not yet taken place.
- **Level 4:** Requirements from Level 3. In addition, the results are measurable, so that the process can be flexibly adapted to the respective risk situation.
- **Level 5:** Requirements from level 4 and data analyses are carried out for continuous process improvement. The company is not only able to react appropriately to current risk situations, but also proactively identifies new expected damage events and countermeasures to avoid an operational lockdown.

Business Resilience Impact Assessment

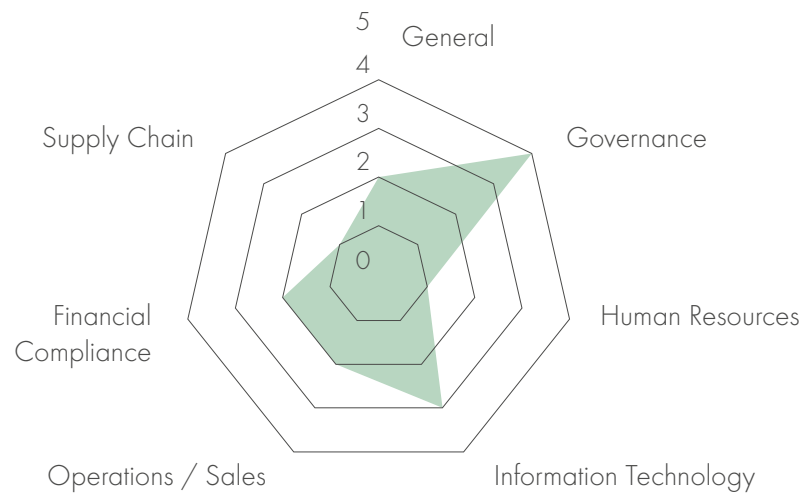


Figure 1: Example of an evaluation based on a fictional customer

BRIA leads to increased risk awareness and strengthens operational resilience in the event of unexpected events. After completing the second stage of the assessment, the company has a holistic level of information about how resilient its most important processes are in the event of a crisis. The neutral DEKRA stage-2 evaluation also validates company strengths and weaknesses as well as the potential for areas of improvement.

The efficient assessment question catalog enables companies to quickly initiate an active response management. At the same time, BRIA generates a valuable information and document base with which companies can implement additional standards.

Are you interested in a Business Resilience and Impact Assessment of your company? Contact our experts right away!

Other services of benefit to you

We can certify other quality, environmental and safety management systems for you, such as **ISO 9001**, **ISO 27001** and **ISO 14001** and their combinations. Our portfolio includes more than 40 accreditations! In addition, the DEKRA Group offers comprehensive services related to quality:

- Evaluations for compliance with internal rules, e.g. supplier requirements
- Training and education, e.g. quality management representatives
- Personal certifications, e.g. of your quality manager
- Product testing and certification, e.g. machines, food contact materials and articles



The DEKRA seal of excellence

Setting the pace for superior quality and reliability - across industries and internationally.

The **DEKRA seal** stands for excellence as an image enhancer and marketing instrument, enabling you to stand out from the competition. Show your customers and business partners that performance is worth the investment. We are happy to provide support.

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