

BCM Framework Overview



This workflow illustrates how a Business Continuity Management (BCM) program operates as a continuous lifecycle, from governance and risk assessment through testing, crisis response, and ongoing improvement.

Stage	Description
Governance	Defines roles, policy, and program oversight
Risk & BIA	Identifies threats and critical services with RTO/RPO
Strategy	Designs recovery approaches
Plans	Documents procedures and playbooks; Coordinates response during disruptions
Testing	Validates recovery capabilities
Improvement	Drives continuous enhancement

Maturity Model

Level	Maturity Stage	What This Level Entails
Level 1	Ad Hoc / Initial	BCM capabilities are informal, reactive, and largely undocumented. There is limited awareness of business continuity risks, and responses to disruptions are improvised. Critical services, dependencies, and recovery expectations are not clearly defined, creating significant operational exposure.

Level 2	Basic / Developing	The organization has begun to establish foundational BCM elements, including basic plans and some identification of critical processes. However, the program remains inconsistent across business units, testing is limited or infrequent, and recovery strategies are not fully aligned with business priorities or risk appetite.
Level 3	Defined / Structured	A formal BCM framework is in place and aligned to standards such as ISO 22301. Critical services are identified, RTOs and RPOs are defined, and plans are documented and tested on a regular basis. Governance exists, but integration across departments (e.g., IT, third-party risk, cyber) is still maturing.
Level 4	Integrated / Enterprise Resilience	BCM is embedded across the organization and integrated with enterprise risk, IT disaster recovery, cyber resilience, and third-party risk management. Critical services are mapped end-to-end, including dependencies on systems and vendors. Scenario-based testing is performed across functions, and impact tolerances guide decision-making beyond simple recovery targets.
Level 5	Optimized / Proactive Resilience	Resilience is a strategic, data-driven capability that is continuously monitored and improved. The organization leverages real-time metrics, predictive analytics, and automated recovery mechanisms to anticipate and respond to disruptions. Testing is continuous, resilience is embedded in business design and change management, and disruption is managed with minimal impact to customers and operations.

Key KPIs

% of critical services with RTO/RPO

% of plans tested annually

Recovery success vs RTO

Third-party BCM coverage

Next Step

Contact Maxvia Associés for a tailored BCM assessment and roadmap aligned with ISO 22301.