

WHAT TO SAY WHEN RECOVERY INVESTMENT **MEETS RESISTANCE**

Four key objections you may face internally and how to address them

The reason a recovery investment gets rejected or delayed often comes down to unsatisfactory answers to these common objections. Here's what's behind each one, and what holds up against it.

"WE ALREADY HAVE BACKUPS"

What's behind it: An assumption that backup and recovery are the same capability.

What answers it: Backups confirm data exists. They do not confirm the business can be restored. The question worth putting back: when did we last restore the systems the business depends on, at once, under conditions resembling a real incident, and how long did it take? Without that, there's only backup coverage, not recovery capability.

"WE TEST RESTORES EVERY YEAR"

What's behind it: The belief that testing has been addressed.

What answers it: The question is what the test covered. Restoring one file or one machine proves the technology works. It does not establish recovery time across interdependent systems, or produce documentation an insurer or auditor would accept. Proving the tool functions is not proving the organisation can recover.

"THERE IS NO BUDGET FOR THIS"

What's behind it: This is a cost, not a risk.

What answers it: Budget arguments compare a known cost against an unquantified one. The exposure exists whether or not it is funded. Bringing a defensible downtime range into the conversation changes it from a spending question to a risk-weighting one, and those are decided differently.

"THIS FEELS LIKE OVERKILL FOR AN ORGANISATION OUR SIZE"

What's behind it: A sense that this level of resilience belongs to larger organisations.

What answers it: Headcount determines the scale of an environment, not what happens when it stops. Obligations under frameworks such as APRA CPS 234, SOCI and ISO 27001 attach to the nature of the operation, not its size. The question is how long you could operate without these systems.

BEFORE THE CONVERSATION

Two things make each of these easier to answer. Knowing what your last recovery test actually covered, and having a defensible range for what downtime would cost. Both are worth establishing before the question is asked rather than during it.

GET AN INDICATIVE COST FOR PROVEN RECOVERY

