

Business Continuity Program Management Benchmarking Report



*Assessment of all
Industries by Revenues
(USD)*

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2017

Prepared by BC Management, Inc.



Benchmarking. Plan Ahead. Be Ahead.

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Reporting History

Since 2001 BC Management, Inc. has been gathering data on business continuity management programs and compensations to provide professionals with the information they need to elevate their programs. Each year our organization strives to improve upon the study questions, distribution of the study and the reporting of the data collected.



Study Methodology

The on-line study was developed by the BC Management team in conjunction with Aon and the BC Management International Benchmarking Advisory Board. WorldAPP Key Survey, an independent company from BC Management, maintains the study and assesses the data collected. Participants were notified of the study primarily through e-newsletters and notifications from BC Management and from many other industry organizations. Respondents receive a unique path of branching questions, which is dependent upon their experience and current business continuity management initiatives. The advanced study is coded with extensive JAVA script to ensure a correct question branching path and to eliminate unintelligible data. The focus is on business continuity program management initiatives, which includes budgets, dedicated personnel, organizational reporting structure, maturity of the program, exercises, auditing and much more. Only those respondents who manage a program within business continuity or a related discipline qualify to complete the program management related questions. All participants are given the option of keeping their identity confidential.



Assessment of Data & Reporting

BC Management is continuously reviewing and verifying the data points received in the study. Data points in question are confirmed by contacting the respondent who completed that study. If the respondent did not include their contact information, then their response to the study may be removed. With our fifteen years of expertise in collecting and assessing such data points, BC Management has an exceptional understanding of what is considered questionable or unintelligible data.

WorldAPP Key Survey built a customized reporting tool for BC Management, which enables us to prepare customized benchmarking reports based on a client's request. The result is a report that provides a unique understanding on how your program compares to competitors or other similar organizations. Before creating the customized report, we verify the filters selected by the client and confirm the number of respondents that will be included in their customized report. Study respondent contact information remains confidential and is never revealed. The charts and graphs will reflect what respondents answered in the study. If a selection within a question is not selected it will NOT be included in the results.



Participant Data & Respondent Characteristics

324 study professionals from 37 countries participated in the study assessment between November 3, 2016 – January 23, 2017. Incomplete/ partial study responses were included as appropriate within the report.

Complete responses were received from the following countries: Argentina, Australia, Bahrain, Canada, Chile, China, Colombia, Costa-Rica, Croatia, Germany, Greece, Guatemala, India, Indonesia, Ireland, Italy, Jamaica, Japan, Kuwait, Malaysia, Mexico, Netherlands, New Zealand, Pakistan, Panama, Peru, Philippines, Portugal, Qatar, Saudi Arabia, Singapore, Spain, Sweden, Uganda, United Arab Emirates, United Kingdom and United States of America.

Aggregate Report Focusing on the Following 5 Peer Groups

Organizations with Less than \$50M in Gross Revenues (USD)

- **Highlight of company names include** = Allianz Global Investors, Apriva, Atlantic Central, Banco Supervielle, BCBSNC, Bupa, Caliber Home Loans, Ciesse S.r.l., ComBanc S.A, Community Health Systems, Corredores Davivienda, DRII, Durham Collee, Dynamis, Inc., Economical Insurance, Educational Employees Credit Union, First Citizens Bank, Horizon, Housing Finance Commission, IBCT, Kual, LA Union Station, Mary Kay Inc., MB Financial, Mercantil Commercebank, MGIC, MTN, Pacific Western Bank, PCC, PMEX, Qualcomm, Rona, Santander Bank, N.A., SGSB, Stewart, UNIFY Financial Credit Union, Willis Towers Watson and Xoserve Ltd.

Organizations with \$50M - \$500M in Gross Revenues (USD)

- **Highlight of company names include** = ATC, Austin Community College District, blackboard Inc, Bon Secours IT, Central Pacific Bank, Check into Cash, City National Bank, City of Brampton Emergency Management, Concur, Corptech, Empyrean, Fiserv, Genting Plantations Berhad, Government of Alberta, GreatAmerica Financial Services, HealthPartners, HSBC, Ibermatica, J Wray and Nephew Limited, Maersk, Moss Adams, MS Amlin, National Marrow Donor Program, National University, NTT Data, Inc., OrgR, PepsiCo, Pru Life UK, Sopra Steria Ltd., SPECTRUM, TasNetworks, Tune Insurance Malaysia Berhad and VW Credit, Inc.

Organizations with \$500M - \$1B in Gross Revenues (USD)

- **Highlight of company names include** = BBVA Compass, Black Knight Financial Services, Bank of Ireland, Cincinnati Insurance Companies, Community Bank NA, Compassion International, Construction Resources Management, CSG International, DLL, Donegal Insurance, eircom, FairPoint Communications, Frontier Communications, Fulton Financial, GuideWell Source, Highwoods Properties, IBERIABANK, Independence Blue Cross, Liberty Mutual Insurance, MoneyGram Int'l., Northeastern University, Pegasystems, Peterson Caterpillar, Providence Health Plan, SACL, Schroder Investment Management Limited, Southwest Airlines, University of Minnesota Physicians, Verifone, VIVA Bahrain, Wessex Water and Zions Bancorporation.

Organizations with \$1B - 10B in Gross Revenues (USD)

- **Highlight of company names include** = AARP, AJG, Alaska Airlines, Alpha Bank, American Family Insurance, Arab National Bank, Astellas Pharma, Auto Club of SC, Baxter Healthcare, BBVA Compass, Berkley Technology Services, Best Buy, Blue Cross Blue Shield of Minnesota, Bluegreen, Brink's Inc., Cardtronics Inc., Cincinnati Children's Hospital Medical Center, CIT Group Inc., City of Dallas, Commonwealth Bank of Australia, Crowley Maritime, Deutsche Bank AG, Direct Energy, E*Trade Financial, Edward Jones, EPCOR Utilities, Inc., Ergon Energy, First Horizon, Fletcher Building, Freddie Mac, GARTNER, GE Capital, Group Health Cooperative, GWW, Harley-Davidson, Inc., HD Supply, Health Partners Plans, Heartland Payment Systems, Hudson's Bay Company, Level 3 Communications, Magellan Health, Mallinckrodt Pharmaceuticals, Manulife/John Hancock, Marathon Petroleum Company LP, MultiCare Health System, National Life Group, NBAD, Neiman Marcus Group, NetApp, NEXCOM, Nordea, Northwell Health, Office Depot, PenFed Credit Union, Petco, PREMIER OIL INDONESIA, Presbyterian Healthcare Services, Raytheon Integrated Defense Systems, REI, Rockwell Collins, Inc., Rogers Communications Inc., Salesforce, Scottrade, Securian Financial Group, Security Benefit, Sidley Austin LLP, Smuckers, Societe Generale, State Street Corporation, Surgical Care Affiliates, Symantec, T Rowe Price, The Hanover, The OCC, TIAA Global Asset Management, TMNAS, TransUnion, TSYS, TXU Energy, University of Central Florida Emergency Management, W&SFG, Walt Disney World, Walter Investment Management Corp. and Wolverine World Wide, Inc.

Organizations with \$10B+ in Gross Revenues (USD)

- **Highlight of company names include** = Abbott, Aegon Global Technology, American Apparel, AmerisourceBergen, APG Asset Management, Applied Materials, AT&T, Barclays, BB&T, BMO Harris Bank, Cardinal Health, CBRE, Ceridian, CHRobinson, Chubb, Cisco Systems, Citibank, Coopealianza R.L., Copa Airlines, CRH, CVS Health, Davita Rx, Dell, Dollar General Corporation, Duke Energy, EIAN Management Consulting, Fannie Mae, Fiat Chrysler, Freddie Mac, Gilead Sciences, Goodyear, Honeywell, IBM, IHS Markit, Johnson & Johnson, Kaiser Permanente, Kohl's Department Stores, Lincoln Financial Group, Lowe's, Macy's, Inc., Mayo Clinic, Microsoft, Ministry of Finance, MM, MMC, Mylan Pharmaceuticals, NBS, New York Life Insurance Company, Newell Brands, Pfizer, Quintiles, Rogers Communications, Sanofi, Southern Company, Sprint, Staples Inc, State Street Corp, SunTrust Bank, Synchrony Financial, Thrivent, TIAA, U.S. Bancorp, Unum, Verizon, Washington Federal, Wells Fargo Bank, N.A., Western Digital and Westpac.



Thank you to BC Management's International Benchmarking Advisory Board

BC Management's International Benchmarking Advisory Board was instrumental in reviewing the study to ensure it focused on the topics that are of the greatest interest to continuity professionals today. The goal was to develop a credible reporting tool that would add value to the business continuity profession.



Thank you to our sponsors and organizations that assisted with this global effort

BC Management also greatly appreciates the efforts of those organizations that assisted in this global effort. A full list of participating organizations was included in the complimentary report. The contribution of each individual organization does not indicate an endorsement of the study findings or the activities of BC Management, Inc.



About BC Management, Inc.

BC Management, Inc., founded in 2000, is an executive staffing and research firm solely dedicated to the business continuity, disaster recovery, risk management, emergency management, crisis management and information security professions. With decades of industry expertise, our staff has a unique understanding of the challenges professionals face with hiring, benchmarking and analyzing best practices within these niche fields.

BC Management's Complimentary Research - BC Management has been collecting data on the factors that impact compensations and business continuity programs since 2001. To download our current complimentary reports please visit www.bcmanagement.com.

We Value Your Comments - Thank you for participating in our annual study. Your contribution adds value to our comprehensive reporting and allows us the opportunity to assess industry trends. Please share any comments or suggestions on how we can improve at info@bcmanagement.com.



Customize Your Compensation and/or Program Management Benchmarking Report

As a result of our advancement in reporting technology with World APP Key Survey, BC Management is able to offer a true benchmarking service exclusively for the business continuity management profession. Our benchmarking service includes a report (like this report) customized to your specific filters used to drill down to the data points that compare to your compensations or program planning initiatives.

COMPENSATION RESEARCH DATA:

Benefits of Our Customized Compensation Benchmarking Service

- Saves time and money in assessing compensations for current and future personnel.
- Provides a fair comparison on compensation bands based on expertise, degree, certification and geography.
- Assists in retaining current personnel based on compensations in the same geography and job title.

Filters Available to Customize Your Compensation Report

- **Employment Status** – may choose from full-time permanent, part-time permanent, independent contractor and unemployed.
- **Geography** – may choose country, state/providence, or city.
- **Job Title/ Position** – may choose from a selection of job titles.
- **Discipline** – may choose multiple disciplines that are managed with the program (17 to choose from).
- **Years of Experience** – may choose from an experience band of your choice.

PROGRAM MANAGEMENT RESEARCH DATA:

Benefits of Our Customized Program Management Benchmarking Service

- Allows you to assess the maturity of your business continuity program focusing on industry best practices, dedicated staff, budget breakouts, reporting structure, vendor utilization, program activation and much more.
- Provides assistance in presenting business case objectives to your executives to substantiate and expand your program.
- Prioritizes key initiatives in elevating the maturity of your programs.
- Assists in building a road map to advance your program and meet your goals.
- Makes you more efficient by eliminating the need to do research on your own.

- Provides an unbiased source on how your company compares to the industry; specifically, other “like” organizations, which can be used to support your recommendations.

Filters Available to Customize Your Program Management Report

- **Industry** – may choose more than one industry.
- **Company Revenue** – may choose a revenue band of your choice.
- **Number of Employees** – may choose a selection from number of company employees.
- **Number of Locations** – may choose a selection from number of company locations in either operational and/or retail interfacing.
- **Geographic Distribution** – may choose multiple countries as well as how the company locations are dispersed (global, multi-country, one country, regionally within one country, statewide or citywide).
- **Disciplines within program** – may choose multiple disciplines that are managed with the program (17 to choose from).
- **Scope of program** – may choose a combination of the following: global, multi-country, one country or regionally within one country.
- **Maturity Rating of Program** – may choose on a scale of 1 to 5 with 1 being Very Immature and 5 being Very Mature (please note this is a self-rating by the study participant).
- **Names of Organization** – may choose a list of company names that have participated in our study and completed the program management portion of the study. Please keep in mind that not all respondents indicated their company name. Many respondents kept their organizational name private. Also, not all study respondents qualified for the program management portion of the study. Only those respondents who managed a program were encouraged to participate in the second section of the study. **ALL RESPONDENT CONTACT INFORMATION IS KEPT CONFIDENTIAL AND IS NEVER REVEALED!**

Inquiries

For more information or to order a report please email us at info@bcmmanagement.com or call us at (714) 969-8006 or toll free within the United States (888) 250-7001.