

Business Continuity Program Management Benchmarking Report



*All Organizations
\$1 - \$10B in Revenues
TABLE OF CONTENTS ONLY
2017*

Prepared by BC Management, Inc.



Benchmarking. Plan Ahead. Be Ahead.

Table of Contents

Reporting History		4
Study Methodology		4
Assessment of Data & Reporting		4
Participant Data & Respondent Characteristics ~ An overview of respondent characteristics.		4-10
Business Continuity Program Management Awareness Study Topics		11-48
Program Maturity	• Program maturity ratings	11
	• How long has your program existed	11
	• Last time your program was thoroughly updated	12
	• Status of current program	13
Integration of Program	• Program centralized with budgeting and staffing	14
	• Centralization of program and program success	14
	• Discipline oversight by number of disciplines managed in program	15
	• Integration of program with other organizational disciplines	16
Managing Dispersed Offices	• Accountability of offices/ facilities outside current location under existing program	17
	• Assessment of managing the business continuity program for dispersed offices/ facilities	17
Organizational Reporting Structure	• Assessment of program owner	18
	• Positioning of program for maximum visibility within organization	19
	• Considering a different department owner	20
Program Sponsorship	• Assessment by job title on who is totally engaged and sponsoring the program	21
	• Sponsor's level of engagement if a chief officer level or above	22
	• Sponsor's level of separation from the executive committee	22
	• Positioning of program for maximum visibility within organization	23
	• Considering a different level of separation from the executive committee	23-24
Program Assessment, Audit and Exercising Plans	• Who is responsible for reviewing and approving the BIA results	24
	• Reviewing and updating the business impact assessment (BIA)	25
	• Leverage the outcome of the BIA and/ or risk assessments to elevate the program	25
	• Auditing the program	26
	• Exercising the plans	26
	• Exercise the plans for mission critical IT assets, mission critical business functions, mission critical third-parties, less critical IT assets, and less critical business functions	27
	• Scenarios implemented to exercise the plans	27
Budgeting	• How is program expenditures managed	28
	• Approximate annual program budget for contingency related expenses	28
	• Approximate annual program budget for contingency related expenses by company revenue	29
	• Approximate annual program budget for contingency related expenses by management of program expenditures	29
	• Items included in budget	30
	• Average percent for each budget line item	30
	• Percent of respondents indicating each budget line item by management of budget	31
	• Average percent for each budget line item by management of budget	32
	• Percent of respondents indicating each budget line item by approximate annual program budget	33
	• Average percent for each budget line item by approximate annual program budget	33
	• Budget change in the next year	34
	• Average percent change for each budget line item	34

Table of Contents Continued

Personnel	• Percent of respondents managing program personnel	35
	• Percent of respondents by number of program personnel	35
	• Minimum, average, maximum number of personnel involved in business continuity planning	36
	• Average number of program personnel by number of program disciplines	36
	• Number of current program personnel by number of company employees	37
	• Number of current program personnel by company revenues	37
	• Number of current personnel DEDICATED to program planning efforts across ENTIRE organization by each discipline focus	38
	• Number of current personnel DEDICATED to program planning efforts under YOUR direction and management by each discipline focus	39
	• Number of current personnel across ENTIRE organization INVOLVED, but not dedicated to program planning efforts by each discipline focus	40
	• Hiring initiatives	41
	• Credentials leading to the best hire	41
	• Reduction of full-time, permanently employed personnel in next year	42
	• Primary reason behind a reduction in force in the next year	42
	Consulting Initiatives	• Utilization of contractors
• Longest engagement time for a contractor		43
• Consulting work anticipated in the next year		43-45
Financial Loss by Hour	• Estimated financial loss per hour by downtime	46
	• Who verifies estimated financial loss per time frame	47
	• Estimated financial loss traced to insurance policies and coverages	47
	• Estimated financial loss assist in placement of various insurance policies	47
	• Policies reviewed for estimated financial loss	47
Reasons for Planning	• Primary reasons for developing and maintaining a program	48
Thank you to BC Management's International Benchmarking Advisory Board		49
About BC Management, Inc.		49



Thank you to BC Management's International Benchmarking Advisory Board

Our International Benchmarking Advisory Board was instrumental in reviewing the study to ensure it focused on the most relevant topics to continuity professionals today. The goal was to develop a credible reporting tool that would add value to the business continuity profession.



About BC Management, Inc.

BC Management, Inc. was founded in 2000. We are an executive search 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.

We Value Your Comments

Please share any comments or suggestions on how we can elevate our study or reporting at info@bcmanagement.com.

Confidential Report

This is a confidential report intended only for the organization that requested and purchased the research data. Please contact BC Management if you would like to share or site this information.