

# 8th Annual Business Continuity Compensation Report



## India – May, 2009

Average Cost to Company by Region - FTE		
Region	Avg Comp 2007	Avg Comp 2008
<b>India</b>	INR 1,810,801	INR 2,056,173
<i>Bangalore</i>	INR 17,523,000	INR 19,050,000
<i>Chennai (Madras)</i>	INR 6,950,000	INR 7,550,000
Hyderabad	INR 2,608,000	INR 3,093,400
<i>Mumbai</i>	INR 16,560,665	INR 17,511,123
<i>New Delhi</i>	INR 5,800,000	INR 5,220,000

Figure 1

BC Management, Inc. is pleased to release the third annual Business Continuity Compensation Report exclusively for India. Over 50 professionals completed the survey, which gathered data on 2007 and 2008 compensations. The data throughout this report highlights full-time, permanent employees (FTE) in India. Please note, the compensations throughout this report are average total cost to company. Total cost to company, as referenced in this report, includes base, bonuses, commissions and employment incentives earned in 2007 and 2008. Other job related benefits, such as stock options and profit sharing are not included in this survey report. Figure 1 details average total cost to company by region. This table highlights the average cost to company for 2007 and 2008 compensations for all of India and by individual cities that received a significant response. Responses were also received from Gurgaon, Hosur, Kocji, Kolkata, Pune and Visakhapatnam, although these locations did not receive enough of a response to be included in this figure. The compensation in the tables throughout this report highlight full-time employees only. Compensations for independent contractors are not included.

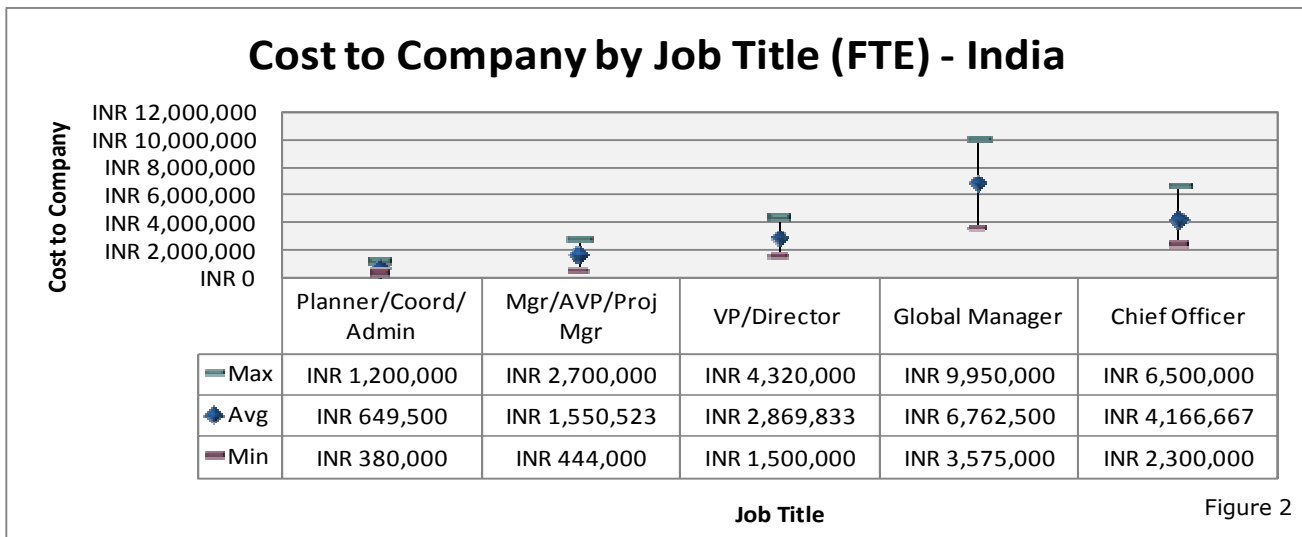


Figure 2

Figure 2 details cost to company based on the job title. The job title classifications referenced in this figure are detailed on page 2 within this report. Only those job title classifications that received a sufficient response have been included in this figure; therefore, the total percentage of respondents will not equal 100%. Responses were also received from the following job classifications: Entry-level/ Analyst, Full-time, Permanently employed Consultant/ Professional Services and Sales professionals. This figure highlights an increase in cost to company based on the job title with the exception of a drop in earning potential for those respondents who serve as Chief Officers.



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India – May, 2009

## Survey Job Descriptions

*The business continuity profession tends to have varied job titles from company to company. For the purpose of our annual compensation report, we have requested that each survey respondent select a job title from the list below that best suits their current role and responsibilities within their current company. These are general, abbreviated job descriptions for the sole purpose of assisting the survey respondents in selecting a job category and to ensure BC Management can properly assess and analyze compensations.*

**Entry-level/ Analyst** – Assists with the program only for the department, company or government sector (includes US and/or global). No program management responsibilities. No staff management.

**Planner/ Coordinator/ Administrator** – Partial program management for a department of a corporation or government sector (includes US and/or global). No staff management.

**Manager/ Assistant Vice President/ Project Manager** – Program management for an entire division, corporation or government sector (local country only). No staff management.

**Vice President/ Director** – Manages the entire program for a large division, entire company or government sector (local country only). Direct staff management.

**Global Manager** – Similar responsibilities as a Vice President/ Director. Manages and oversees the global program for the entire company. Direct staff management.

**Chief Officer** – Executive level within a corporation. Includes Chief Continuity Officer, Chief Risk Officer and Chief Security Officer.

**President** – President of a company (Not Professional Consulting) providing BC/ DR/ Risk Management/ Information Security/ Emergency or Crisis Management services.

**Sales/ Marketing/ Product Management (Non Management – no staff management)**

**Sales/ Marketing/ Product Management (Management – direct staff management)**

**Consultant/ Professional Services – Specify role within professional services below.**

**Consultant** – Assists client companies with a variety of BC/ DR engagements. Does not directly manage direct staff.

**Sr. Consultant** – May manage a client engagement through a full-life cycle and indirectly manage staff.

**Managing Consultant/ Project Manager** – Manages multiple client engagements, manages direct staff, and little to no business development responsibility.

**Sr. Manager/ Director** – Manages multiple client engagements, manages direct staff, and responsible for business development of new client engagements.

**Practice Leader/ Principle** – Manages a regional or national practice with managing client engagements, staff management and business development.

**Global Practice Leader** – Manages a global practice with managing client engagements, staff management and business development.

**Principal/ President** – Partial or full owner of a consulting practice.

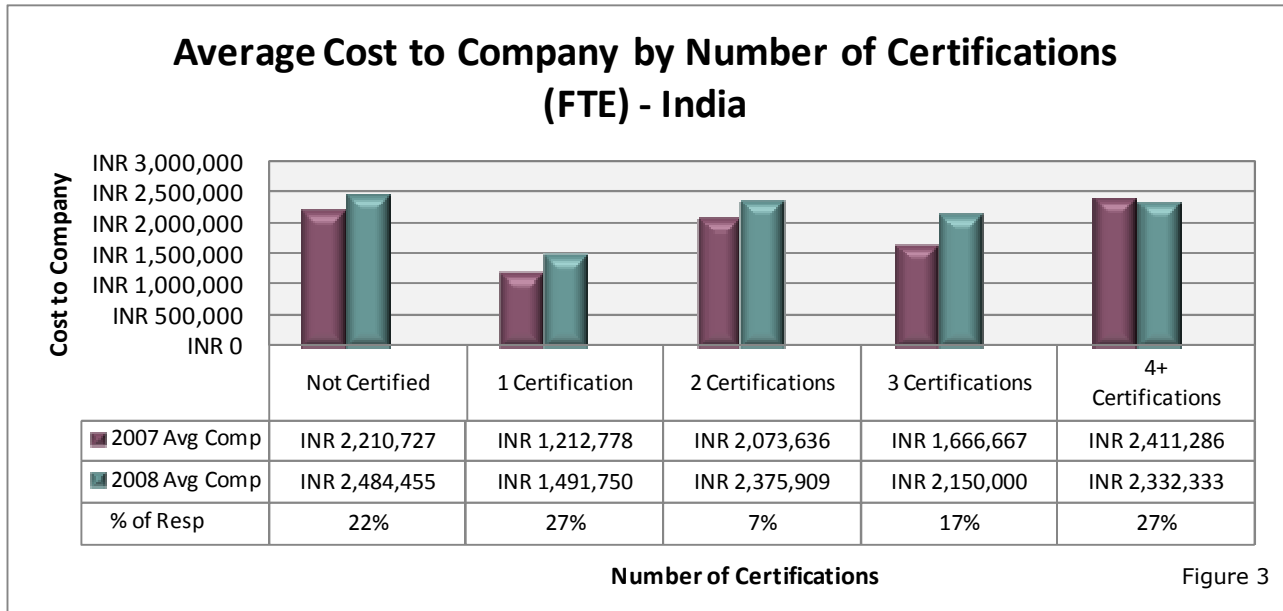


# 8th Annual Business Continuity Compensation Report

India – May, 2009

## Certification and Compensation for Business Continuity Professionals

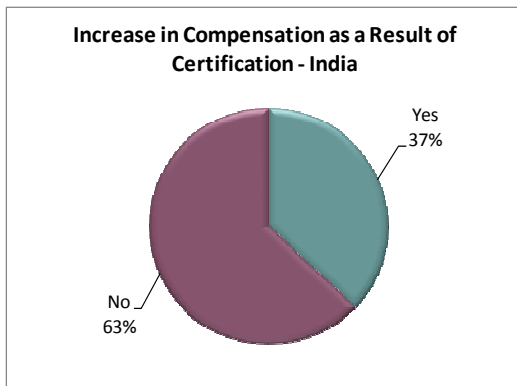
In India there is certainly a trend of more professionals becoming certified. In fact, the percentage of certified professionals has increased from 54% in 2005 to 78% in 2008. Based on the data collected in our study, India has the greatest percentage of certified professionals in comparison to other countries. Figure 3 does not indicate increased earnings by number of certifications, which is typically the trend for other countries. In reviewing those respondents with no certification we did discover that several of these respondents were either Chief Officers or Global Managers within business continuity. It appears that the job title lead to increased earnings more so than the number of certifications. India's leading certifications are highlighted in Figure 4 below. This figure only includes those certifications that received a sufficient response.



### Average Cost to Company by Certification (FTE) - India

Certification	Avg 2007	Avg 2008	% of Resp
MBCI (BCI)	INR 2,757,714	INR 3,499,000	14%
BCCP (BCM Institute)	INR 1,677,000	INR 2,300,000	12%
CBCP (DRI Int'l)	INR 3,705,800	INR 4,303,800	10%
CISA (ISACA)	INR 1,861,583	INR 1,798,250	24%
CISM (ISACA)	INR 2,066,667	INR 1,835,000	12%
ITIL (Foundation)	INR 1,855,455	INR 1,967,778	22%

Figure 4



According to our study 37% of the certified respondents attributed an increase in their compensation to earning a certification. This exceeds the international average of 25%. These respondents enjoyed an average compensation increase of INR 195,556. The maximum increase was INR 700,000 while the minimum was INR 10,000. More respondents attributed an increase in their compensation to the CISA certification. The average increase as a result of obtaining the CISA was INR 136,667 while the maximum was INR 300,000 and the minimum was INR 10,000. Other certifications that were attributed to compensation increases included the ABCP, MBCI, BCCS, BCCE, BCCP, and ITIL.



## 8th Annual Business Continuity Compensation Report

India – May, 2009

### Professional Certifications

**American College of Forensic Examiners International (ACFEI)** – <http://www.acfei.com>

*CHS Level I – V – Certified in Homeland Security*

**American Institute for Chartered Property Casualty Underwriter (CPCU)** – <http://www.aicpcu.org>

*ARM – Associate Risk Manager*

**American Society for Industrial Security (ASIS)** – <http://www.asisonline.org>

*CPP – Certified Protection Professional*

**American Society for Quality (ASQ)** – <http://www.asq.org/certification/>

*CMQ/OE – Certified Manager of Quality/ organizational Excellence*

*CQA – Certified Quality Assessor*

*SSBB – Certified Six Sigma Black Belt*

*SSGB – Certified Six Sigma Green Belt*

**The APM Group Limited (APMG)** – <http://www.apmgroup.co.uk>

*PRINCE2 – [www.prince2.org.uk](http://www.prince2.org.uk)*

*CPMQ – Competent Project Manager Qualification*

**BAI Bankers Training & Certification Center (BAI)** – <http://www.bai.org>

*CRP – Certified Risk Professional*

**British Computer Society (BCS)** – <http://www.bcs.org>

*Certificate in Information Security Management Principles*

*Practitioner Certificate in Information Risk Management*

**Business Continuity Institute (BCI)** – <http://www.thebci.org>

*Student*

*Affiliate*

*ABCI – Associate Member of BCI*

*SBCI – Specialist of BCI*

*MBCI – Member of BCI*

*FBCI – Fellow of BCI*

**Business Continuity Management Institute (BCM Institute)** – <http://www.bcm-institute.org>

*BCCP - BC Certified Planner*

*BCCS - BC Certified Specialist*

*BCCE – BC Certified Expert*

*DRCS - DR Certified Specialist*

*DRCE – DR Certified Expert*

**Business Resilience Certification Consortium International (BRCCI)** – <http://www.brcci.org>

*CBRS – Certified Business Resilience Specialist*

*CBRP – Certified Business Resilience Professional*

*CBRM – Certified Business Resilience Manager*

*CBRA – Certified Business Resilience Auditor*

**DRI International (DRII)** – <http://www.drii.org>

*ABCP – Associate Business Continuity Professional*

*CFCP – Certified Functional Continuity Professional*

*CBCP – Certified Business Continuity Professional*

*MBCP – Master Business Continuity Professional*



## 8th Annual Business Continuity Compensation Report

India – May, 2009

### Professional Certifications (continued)

**Emergency Management Institute (EMI) – <http://training.fema.gov/>**

*NIMS – National Incident Management System  
ICS – Incident Command System  
MEP – Master Exercise Practitioner  
PDS – Professional Development Series – Certificate of Completion*

**<http://training.fema.gov/EMIWEB/PDS/>**

**Information Systems Audit & Control Association (ISACA) – <http://www.isaca.org>**

*CISA – Certified Information Systems Auditor  
CISM – Certified Information Security Manager*

**Institute of Certified Records Managers (ICRM) – <http://www.icrm.org>**

*CRM – Certified Records Manager*

**Institute of Internal Auditors (IIA) – <http://www.theiia.org>**

*CIA – Certified Internal Auditor  
CCSA – Certificate in Control Self Assessment  
CGAP – Certified Government Auditing Professional*

**Institute of Management Consultants (IMC) – <http://www.imcusa.org>**

*CMC – Certified Management Consultant*

**International Association of Emergency Managers (IAEM) – <http://www.iaem.com>**

*AEM – Associate Emergency Manager  
CEM – Certified Emergency Manager*

**International Facility Management Association (IFMA) – <http://www.ifma.org>**

*CFM – Certified Facility Manager*

**International Information Systems Security Certification Consortium ((ISC) 2) –**

**<http://www.isc2.org>**

*CISSP – Certified Information Systems Security Professional  
ISSMP – Information Systems Security Management Professional  
SSCP – Systems Security Certified Practitioner*

**IT Infrastructure Library (ITIL) Certifications – <http://itsm.fwtk.org/Certification.htm>**

*The Foundation Certificate  
The Practitioner Certificate  
The Manager's Certificate*

**Project Management Institute (PMI) – <http://www.pmi.org>**

*PMP – Project Management Professional*

**SOX Institute – <http://www.soxinstitute.org>**

*CSOX – Certified in Sarbanes-Oxley  
CSOXP – Certified SOX Professional*

**United States Search and Rescue Task Force – <http://www.ussartf.org>**

*CERT – Community Emergency Response Team*

**University of Richmond – <http://www.richmond.edu>**

*CRP – Certified Recovery Planner (Program used to be owned by the Harris Recovery Group)*

**Further Information**

*This document highlights the well-known certifying bodies and their certifications relating to Business Continuity, Disaster Recovery, Crisis Management, or Emergency Management. This list may not be all encompassing as new certifications are created regularly.*



# 8th Annual Business Continuity Compensation Report

India – May, 2009

## Bonus Review

The survey results indicate that 79% of respondents received a bonus in 2007, and 75% in 2008. In fact, more respondents from India enjoyed a bonus payout compared to all study respondents, which was 28% for 2007 and 2008 internationally.

Figure 5 highlights the bonus percentage of base salary by job title, as a result the percentage figures do not add up to 100%. This figure reveals an increase in percentage of bonus payouts by job title with the exception of Chief Officer.

Bonus payouts by region are shown in Figure 6 below. This figure details only those regions that received a

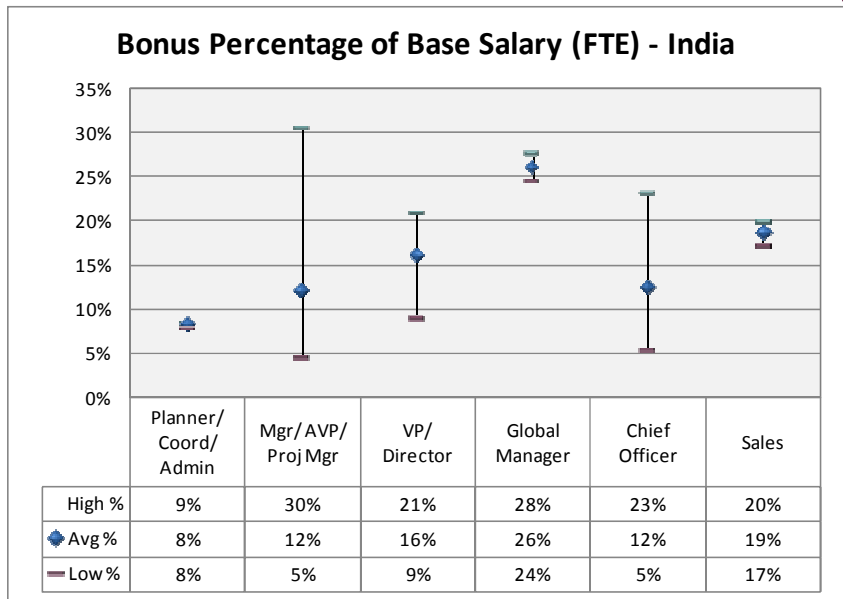


Figure 5

Bonus Compensation (FTE) - India			
2007	Minimum	Average	Maximum
<b>India</b>	INR 30,000	INR 325,752	INR 2,450,000
Bangalore	INR 30,000	INR 561,111	INR 2,450,000
Mumbai	INR 75,000	INR 267,180	INR 1,500,000
New Delhi	INR 120,000	INR 148,333	INR 200,000
2008	Minimum	Average	Maximum
<b>India</b>	INR 30,000	INR 349,862	INR 2,750,000
Bangalore	INR 60,000	INR 364,667	INR 800,000
Mumbai	INR 30,000	INR 345,989	INR 1,500,000
New Delhi	INR 80,000	INR 143,333	INR 250,000

Figure 6

Average Cost to Company by Field Experience (FTE) - India	
Field Exp	Avg 2008
1-3 Yrs	INR 1,433,702
4-6 Yrs	INR 2,529,292
7-10 Yrs	INR 3,261,075
11-15 Yrs	INR 2,926,364
16-20 Yrs	INR 2,676,300
21-25 Yrs	Insufficient Data
26+ Yrs	Insufficient Data

Figure 7

Figure 7 shows the average cost to company based on years of experience in the business continuity, disaster recovery, emergency management or Risk Management. The data did indicate that 79% of the respondents from India had six or less years of field experience. In fact, our study results have revealed this trend since 2005.

The average cost to company by degree is highlighted in Figure 8. Our data results indicated an insufficient number of respondents for those with only a high school education, or those earning a PhD. Since 2005 the study has continuously shown a large percentage of professionals from India with an advanced degree compared to international respondents.

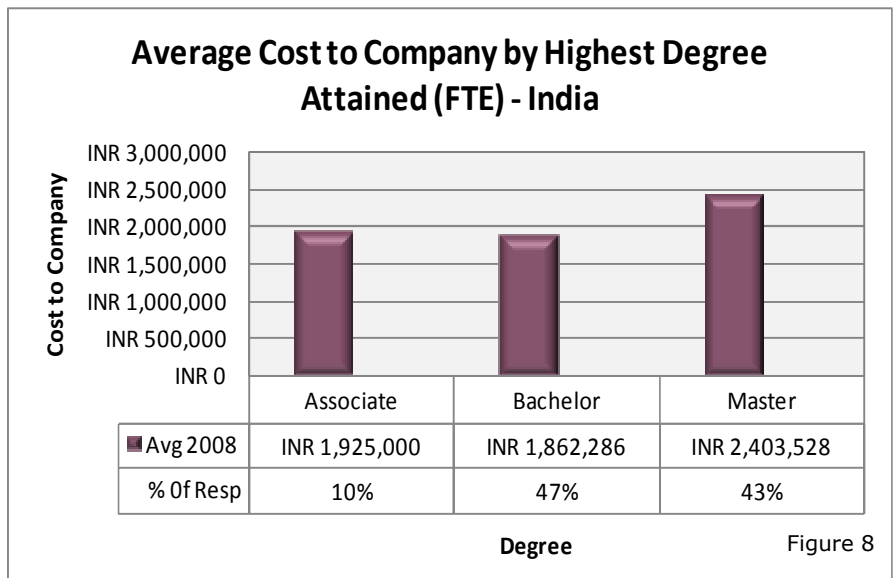


Figure 8



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India – May, 2009

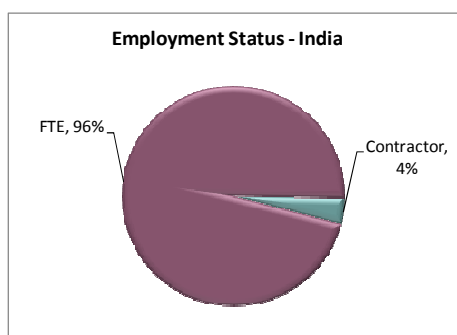
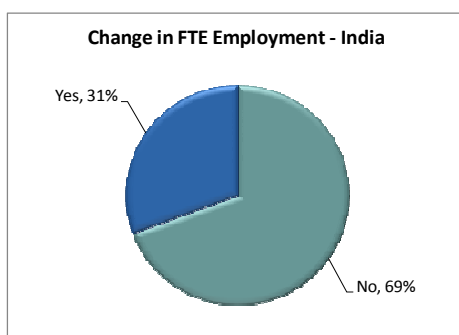
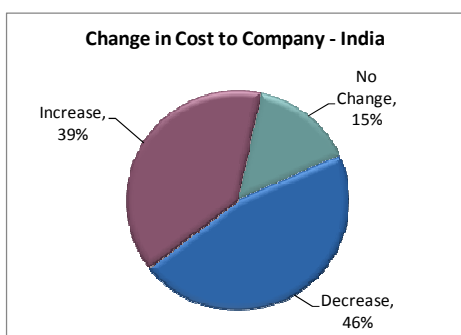
## Study Methodology & Statistics

BC Management's 8th Annual Business Continuity Compensation study received over 2,500 participants in over 50 countries. The study focused on the different factors that impact compensations. Duplicate responses, missing salary data and unintelligible data were eliminated.

The data used in these results was collected between February and May 15 of 2009 via an on-line survey by WorldAPP Key Survey, an independent survey company. The survey was dispersed internationally among multiple associations and organizations involved in the business continuity community. Respondents were given the option of keeping their identity confidential.

## Respondent Characteristics

This report concentrates on full-time, permanent employees based in India. The study received 52 respondents from India, which included 50 full-time, permanently employed professionals and 2 independent contractors.



Distribution of Respondents by Work Experience (FTE) - India	
Job Title	Percentage
1 - 5 Years	12.0%
6 - 10 Years	12.0%
11 - 15 Years	29.0%
16 - 20 Years	26.0%
21 - 25 Years	21.0%
26 - 30 Years	Insufficient Data
31 - 35 Years	Insufficient Data
36 - 40 Years	Insufficient Data
41+ Years	Insufficient Data

Distribution of Respondents by Job Title (FTE) - India	
Job Title	Percentage
Entry-Level/Analyst	1.9%
Planner/ Coord/ Admin	9.3%
Mgr/ AVP/ Proj Mgr	46.3%
VP/ Director	11.1%
Global Mgr	3.7%
Chief Officer	5.6%
FTE Consultant	3.7%
FTE Sr. Consultant	1.9%
FTE Mging Consultant	1.9%
Sales	3.7%
Other	11%

Distribution of Respondents by Field (FTE) - India	
Field	Percentage
Audit	8%
Business Continuity Process (Business Focus)	13%
Change Management	4%
Compliance	7%
Crisis Management	9%
Disaster Recovery Process (IT Focus)	8%
Emergency Management	6%
Facilities Management	2%
Health & Safety - Environmental	2%
Health & Safety - Occupational	2%
High Availability/ Operational Resilience	4%
Information Technology	5%
Project Management	6%
Records Management	2%
Risk Management - Enterprise	5%
Risk Management - Insurance	1%
Risk Management - Operational	4%
Security - Information	6%
Security - Physical	4%
Other	2%

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