

International Business Continuity Program Management Benchmarking Report An Executive Summary



*Prepared by BC Management
July 16, 2009*



Benchmarking. Plan Ahead. Be Ahead.

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This executive summary highlights just a few of the charts and tables that can be found in our International Business Continuity Program Management Benchmarking Report – An Exclusive Board Review.

The Exclusive Board Review provides an in-depth assessment focusing on program maturity.

- Correlating business continuity program management initiatives with program maturity.
- A unique assessment provided by BC Management's International Benchmarking Advisory Board (20 international business continuity thought leaders). What does the report say about the state of the business continuity industry?

The Exclusive Board Review is complimentary only to those professionals who contribute to the study.



View an excerpt of the Exclusive Board Review –

<http://www.bcmanagement.com/downloads/ExclusiveBoardReviewExcerpt.pdf>

Participate in study to receive your complimentary report –

<http://www.bcmanagement.com/research/index.php>

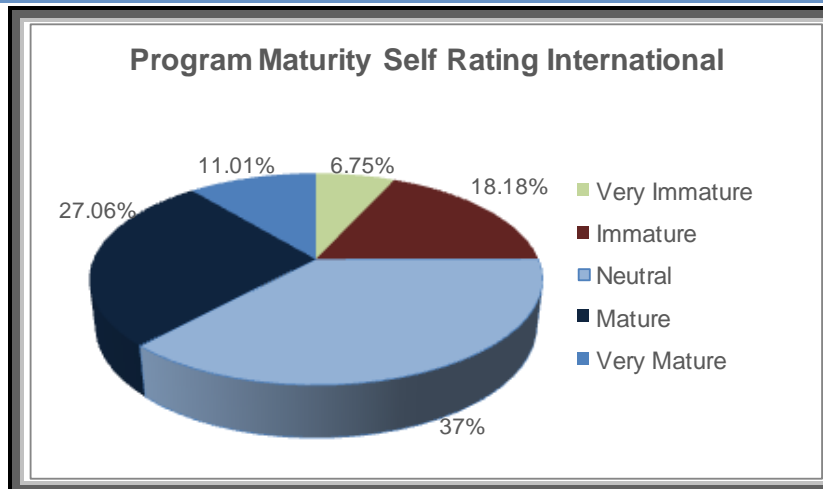
For further information, please contact a BC Management representative at info@bcmanagement.com.

An assessment of the average business continuity management budget (approximate or estimated expenses spent), average number of dedicated full-time and part-time personnel, average number of disciplines managed in a program and the average program maturity rating by country. (International Respondents)

Country	% of Resp	Avg Budget	Avg FTE	Avg PTE	Avg Number of Disciplines Managed in Program	Avg Program Maturity Rating
Australia	1.4%	2,120,875 AUD (\$1,654,283 USD)	14	182	6.1	3.25
Brazil	1.1%	3,500,000 BRL (\$1,737,750 USD)	17	28	5.5	2.67
Canada	8.5%	3,491,604 CAD (\$2,999,288 USD)	22	35	4.4	3.17
China	0.9%	4,400,000 HKD (\$567,600 USD)	7	10	6.7	3.30
India	3.0%	8,358,416 INR (\$170,512 USD)	27	85	4.8	3.64
Japan	1.6%	237,571,429 JPY (\$2,565,771 USD)	18	5	4.6	2.95
Malaysia	1.8%	2,533,333 MYR (\$709,333 USD)	20	40	4	3.63
Singapore	1.7%	2,974,961 SGD (\$2,418,811 USD)	21	14	5.7	3.10
United Kingdom	2.3%	1,227,059 GBP (\$1,995,198 USD)	63	6	5	3.67
USA	71.4%	\$3,905,269 USD	15	45	4	3.14
Other	6.3%	\$5,145,646 USD	38	78	4.6	3.20
Average Total	100.0%	\$3,581,100 USD	29	58	4.2	3.17

The comprehensive international benchmarking report goes into detail on specific budget line items included within the budget as well as 2009 changes to each budget line item. The comprehensive report also assesses personnel by the number of dedicated professionals to each discipline within the program as well as anticipated hiring and reduction in force.

In your opinion, how would you rate the maturity of your program? Please rate on a scale of 1 to 5 with 1 meaning VERY IMMATURE and 5 meaning VERY MATURE. (International Respondents)



Within the comprehensive international benchmarking report a correlation assessment is provided between the maturity of the program and the following awareness topics: Integration of program within other organizational disciplines, Current state of business continuity management program, Organizational reporting structure (the department the program reports to and the program sponsor), conducting a business impact assessment, exercising the plans, and auditing the program.

Please choose all that apply to describe your organization's current continuity program status under your direction and management. Please check all that apply. (International Respondents) "% of Resp" column will exceed 100% due to multiple selections.

Status of Business Continuity Management Program

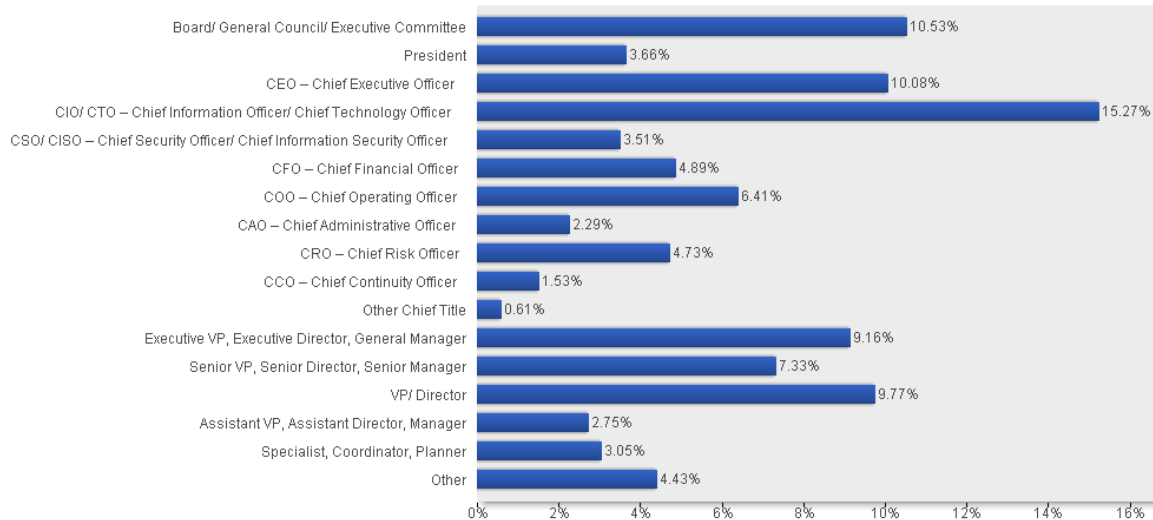
~ Multiple Selections Allowed

	% of Resp
There are no business continuity and/or IT disaster recovery plans in place.	1.97%
Off-site data recovery only.	8.81%
There are contingency plans in place for IT DR functions only.	20.35%
Some departments/divisions have business continuity plans.	41.44%
Currently obtaining or have management support and formulating the BCM program framework to include contingency strategies, resiliency needs, recovery objectives, operational and enterprise risk management and crisis management plans.	37.29%
Currently conducting BIA or risk assessments.	46.33%
Currently developing and implementing BC and/or IT DR plans that meet the needs of the organization.	49.72%
Currently assessing an Emergency Operations Center.	14.07%
Currently implementing an Emergency Operations Center.	16.16%
A full functioning Emergency Operations Center is in place.	50.98%
Policies and procedures are in place to interact and coordinate with external agencies in times of a disaster.	64.59%
A Crisis Management process and plan is in place.	79.06%
A Crisis Communications program is in place.	73.54%
Considering conducting an enterprise risk assessment for the board and/ or senior management.	12.19%
Currently conducting an enterprise risk assessment for the board and/ or senior management.	21.25%
Incorporated a full enterprise risk management program with controls in place to avoid or mitigate potential risks.	37.47%
Implemented a full functioning, corporate wide BCM program that meets the organization's contingency, resiliency, risk management, emergency management and crisis management needs.	48.85%
Implemented an awareness and training program to promote and educate the entire organization on the BCM program.	60.95%
Maintain an assessment and audit schedule of the BCM program to ensure the program is up to date and complete.	55.75%
Maintain an exercise schedule in order to identify new potential vulnerabilities or weaknesses in the current BCM program. Analyze findings to elevate the program.	71.47%

In the comprehensive international benchmarking report this table includes an additional assessment by the program maturity level.

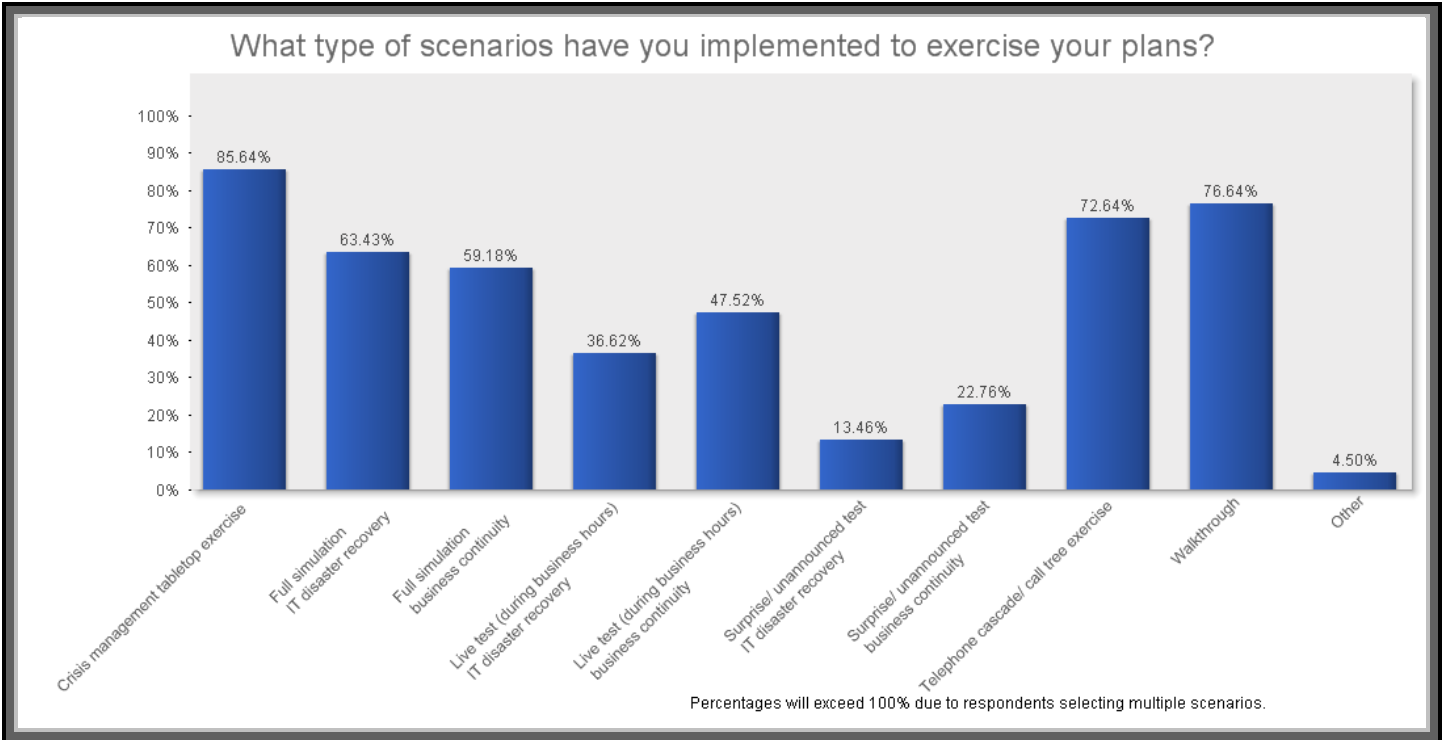
Please specify by job title who is totally engaged and sponsoring the continuity program functions. Please select the best response. (International Respondents)

Who is totally engaged and sponsoring the program?



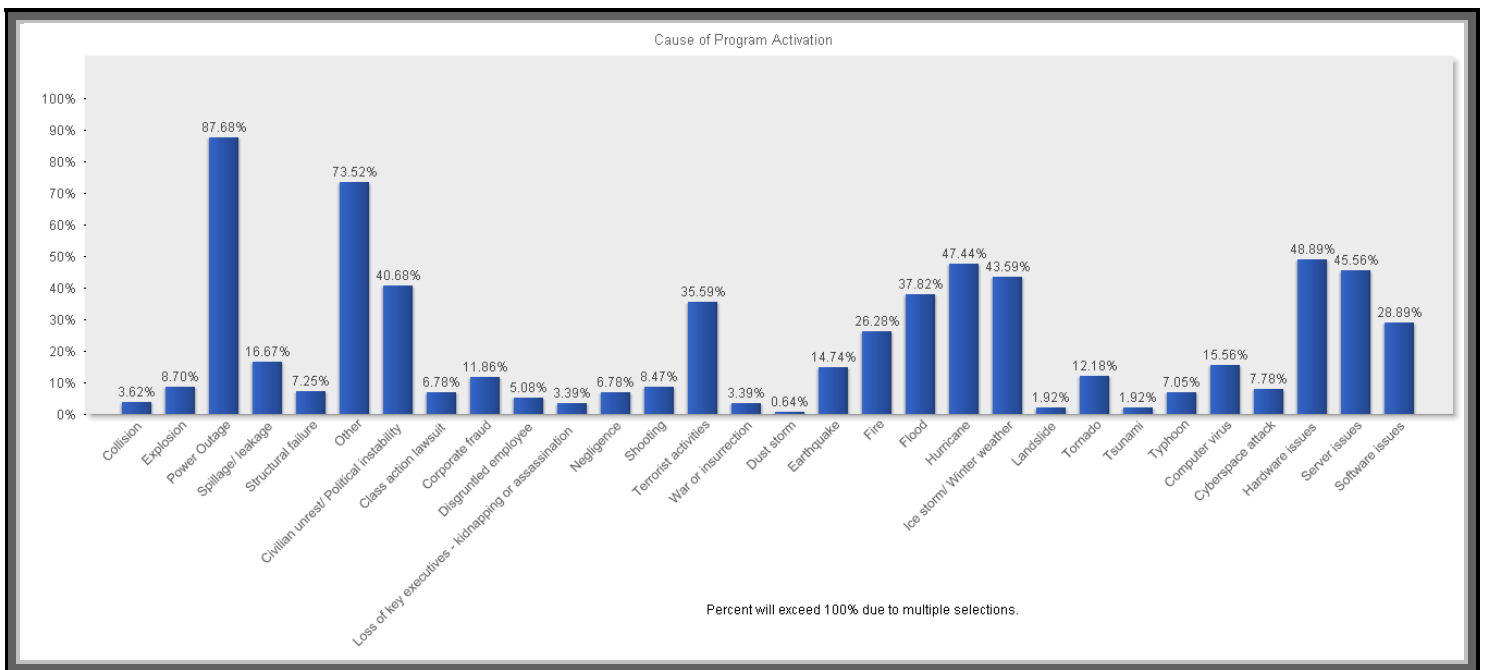
A detailed assessment on the involvement of the program sponsor and positioning of program for maximum visibility is included within the comprehensive international benchmarking report.

What type of scenarios have you implemented to exercise your plans? Select all that apply. (International Respondents) Total percent will exceed 100% due to multiple selections.



The comprehensive international benchmarking report details how often programs are assessed, exercised and audited along with assessing the maturity of the program.

Please indicate the event in which you activated your Business Continuity Management Program. (International Respondents) (2008) Total percent will exceed 100% due to multiple selections.

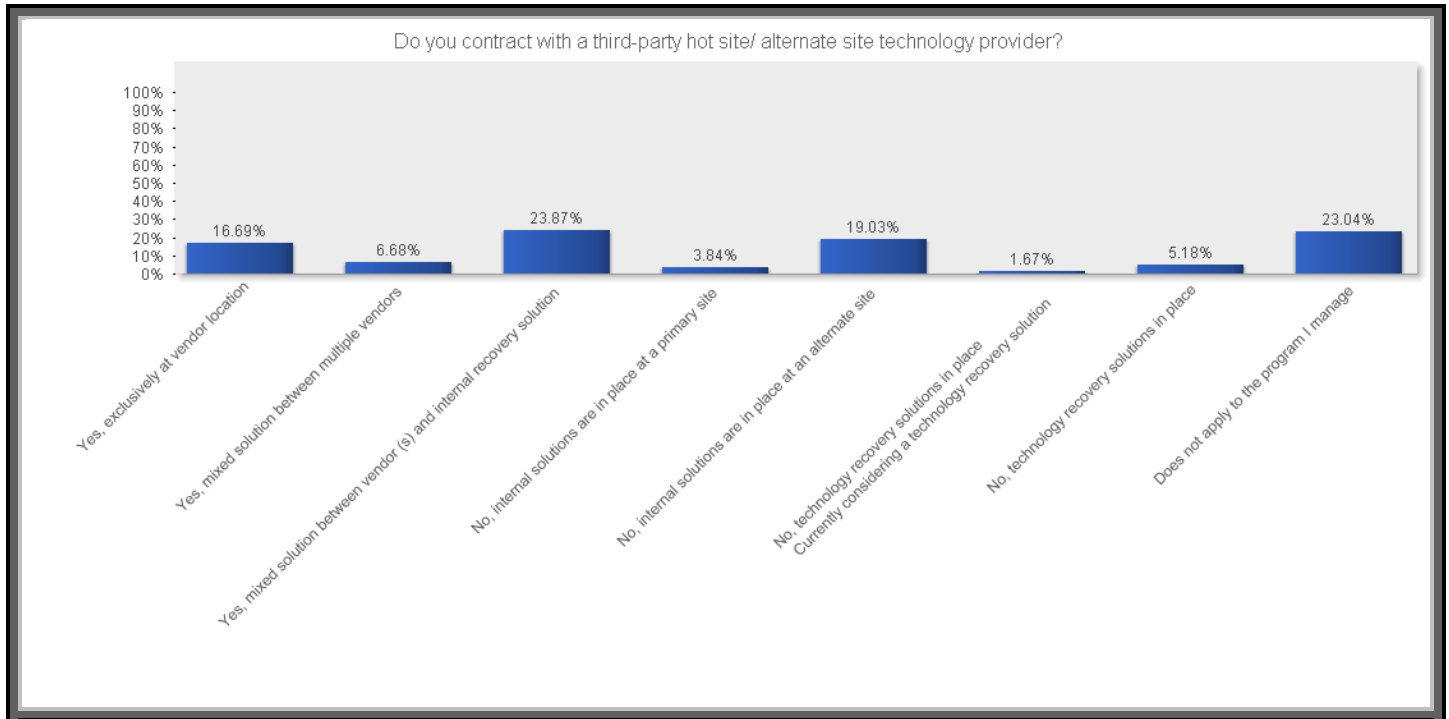


Other Causes for Program Activation (as provided by respondents from an open text format):

Plane crash nearby, water main break, Gas leak, plumbing leak, exercise, Transport Strike, Natl Security Event, Virus, Flu, bomb alarm, Elevator Fire, Telecommunication Outage, Communications Failure, mechanical maintenance error, Water Leak, Water Failure, Server room problems, Suspicious Powder Incidents, suicide, Strikes, Powdered substance received in mail, political conventions, Pandemic, Mass gatherings, large protests, Indoor air quality, Financial market, Bomb threat, auto collision into building, Drought, h1n1 and possible pandemic, High Wind storm damage, major thunder/windstorm causing power outages and facility damage, water main break outside (no water for facility), Wildfire, contagious disease, Wind shear, Card Compromise, Communications outage, Connectivity loss to corporate offices, Electrical short circuit causing fire at main stores, Generator failure, Internet access to our primary facility was down, internet cable cuts, Link Failure at one site, multiple recovery exercises, Network outage, Tech refresh of the primary site, telephone disruption impacting calls and networks, test of the system, Vendor Outage, Voice network outage, WAN outage.

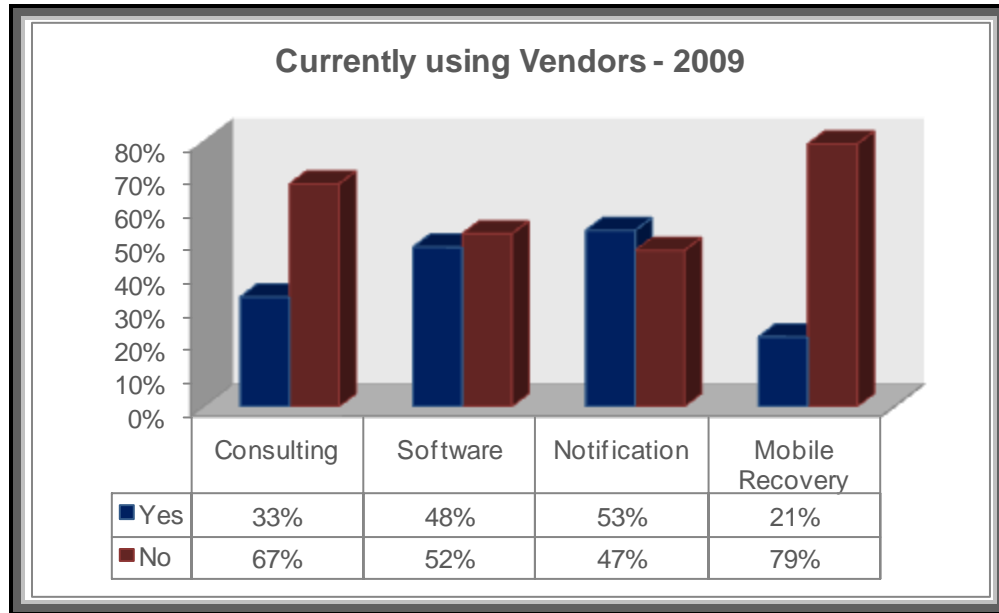
Within the comprehensive international benchmarking report program activation is reviewed by the frequency of events, the level of response, what was activated within the program, impact to employees, scale of impact, impact to the business functions, business resumption period, estimated financial loss and a thorough review of the program activation for the top ten most impactful events by estimated financial loss.

Do you contract with a third-party hot site/ alternate site technology recovery vendor under your direction and management? (International Respondents)



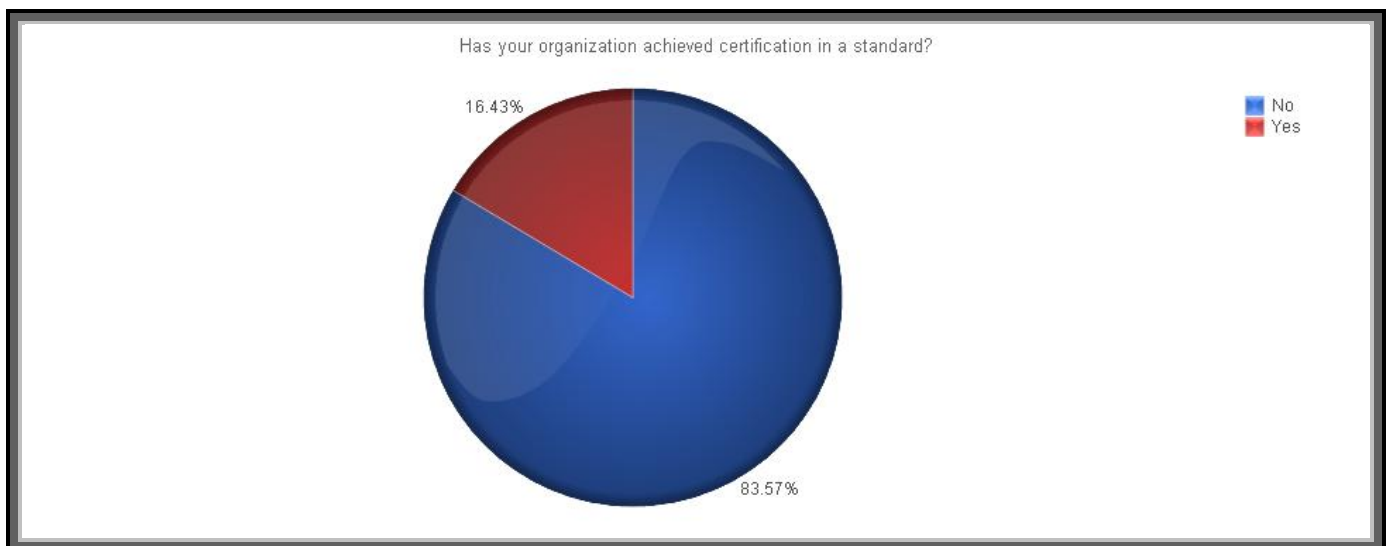
The comprehensive international benchmarking report assesses this topic further in listing the service providers, inquiring on changes to the technology recovery solution as well as indicating budgets being considered for each technology solution.

Are you currently using consulting, software, automatic notification tools, and/ or mobile recovery services under your direction and management? (International Respondents)



The comprehensive international benchmarking report assesses this topic further in listing the service providers for software, notification systems, and mobile recovery. An estimated budget assessment is included for those respondents not currently using these services, but considering or planning for 2009. With consulting services further detail is included with listing the engagement initiatives for 2009.

Has your organization achieved certification in a standard? (International Respondents)



The comprehensive international benchmarking report provides further detail on which standard(s) organizations have achieved a certification in.



International Participant Data & Respondent Characteristics

2,987 study participants from 73 countries as of July 15, 2009. Incomplete/partial study responses were included as appropriate within the report. Study was divided into 2 sections.

- Business Continuity Compensation – 1,764 study participants completed the compensation section from 56 countries
- Business Continuity Program Management - 847 study participants completed the program management section from 39 countries.
 - Complete responses were received from the following countries: Australia, Bahrain, Bermuda, Brazil, Canada, Cayman Islands, China, Costa-Rica, Egypt, Finland, France, Germany, Greece, India, Indonesia, Ireland, Israel, Italy, Japan, Jordan, Kenya, Kuwait, Luxembourg, Malaysia, Mauritius, Mexico, Netherlands, New Zealand, Nigeria, Pakistan, Philippines, Poland, Russia, Saudi Arabia, Singapore, Switzerland, United Arab Emirates, United Kingdom, and United State of America.
 - The charts and tables within this report included all international respondents unless otherwise noted for specific countries.

International Respondent Characteristics

- Company Revenues span from non-profit/ government to over \$400 Billion USD.
- Study respondents span over 45 industries.
- Average Number of Company Locations (Corporate/ Operational) = 16-25
Company Locations span from 0-5 Locations to more than 10,000.
- Average Number of Company Locations (Retail/ Customer Interfacing) = 26-50
Company Locations span from 0-5 Locations to more than 10,000.
- Average Number of Employees = 5,000 – 10,000
Company Employees span from 0-5 to more than 400,000.
- Majority of respondents (53%) managed 5+ disciplines within their program.



Customize a Benchmarking Report for Your Organization

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 customized to your specific filters used to drill down to the data points that compare to your organization or program. As a part of our benchmarking service, BC Management is also offering a business intelligence dashboard technology in which you will receive all the data points (based on your filter specifications) for further independent assessment. This technology will allow your organization to further assess the data within a flexible, intelligent, user friendly format. All study contact information is removed from viewing within all reports. Respondent/Company information is NEVER shared outside of BC Management.

Benefits of Our Customized 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 program recommendations.

Filters Available to Customize Your 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!**

Customized Compensation Benchmark Reporting

BC Management also offers a customized compensation benchmark reporting service. Clients may tailor a report based on employment status, location and job title. The report focuses on ten factors that impact compensations in continuity and related professions.

Inquiries on our Program Management and Compensation Benchmarking Services

For more information or to order a report please email us at info@bcmanagement.com or call us at (714) 843-5470 or toll free within the United States (888) 250-7001



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. Below is a timeline detailing BC Management’s eight years of business continuity reporting expertise.

2001 - First BC Management Study Launched

- BC Management's first annual business continuity management study was launched. The study focused exclusively on the factors that impact compensations within business continuity and related disciplines.

2005 - Program Management Section Added

- The study expanded to also include issues of importance in managing a business continuity program.
- BC Management published the first Business Continuity Management Benchmarking report.

2006 - Study Gained International Recognition

- BC Management launched an international distribution campaign to increase respondents worldwide.
- For the first time BC Management published customized business continuity compensation reports for Canada, the United Kingdom, India, and Asia Pacific.
- BC Management began offering customized program management benchmarking reports tailored to a companies specifications including, but not limited to industry, revenue, number of company employees and/or number of company locations.

2009 - Study Elevated with Benchmarking Advisory Board and Advancement in Reporting

- The BC Management International Benchmarking Advisory Board* was formed to review the study and reporting to ensure it reflects topics of importance.
- WorldAPP Key Survey, a leader in survey technology, was selected to host the on-line study and assess the data. The reporting technology built into the study has significantly enhanced our ability to assess the data and thus has given BC Management the ability to offer a true business intelligence dashboard assessment tool tailored for business continuity.
- The study was distributed in 5 languages, including: English, Spanish, French, Japanese and Chinese.

* The advisory board is composed of 20 international thought leaders coming from the United States of America, Canada, Latin America, the United Kingdom, Singapore, Australia, China, Japan, and India. Our board is comprised of professionals in not only business continuity, but also risk management, emergency management, high availability and environmental health and safety.



Study Methodology

The on-line study was developed by the BC Management team in conjunction with the BC Management International Benchmarking Advisory Board. WorldAPP Key Survey, an independent company from BC Management, maintains the study and assesses the data collected. The study was launched in February of 2009 and the study remains open for the duration of 2009. Participants were notified of the study primarily through e-newsletters and notifications from BC Management and from many other industry organizations. A full list of participating organizations is included in the comprehensive international benchmarking report. The study has been translated in 5 languages and it accommodates professionals who are permanently employed on a full-time or part-time basis, self-employed as an independent contractor or unemployed. Respondents receive a unique path of branching questions, which is dependent upon their experience and employment status. The study is coded with extensive logic to ensure a correct question branching path and to eliminate unintelligible data. It is comprised of two sections spanning over 100 questions. The first section focuses on the factors that impact compensations within the business continuity and related professions. The second section focuses on business continuity program management initiatives, which includes budgets, dedicated personnel, organizational reporting structure, maturity of the program, exercises, auditing, vendor utilization, program activation during an event and much more. Respondents to the study have the option to complete one or both sections. Only those respondents who manage a program within business continuity or a related discipline qualify to complete the program management portion of the study. 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 that completed that study. If the respondent did not include their contact information, than their response to the study may be removed. With our eight years of expertise in collecting and assessing such data points, BC Management has an exceptional understanding of what is considered questionable or unintelligible data. To date BC Management has contacted over 200 professionals to confirm their study response. We then have the ability to log into the respondent's study and update their answers on their behalf to ensure valid data points.

WorldAPP Key Survey built a customized reporting tool for BC Management, which enables us to quickly assess data and prepare reports. We have the ability to prepare reports with no data filtering or analyze the data in applying any combination of filters from any of the study questions.



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.

BC Management's International Benchmarking Advisory Board

Clyde Berger, CBCP (USA Focus) - Director, Worldwide Business Continuity Management Pfizer. Global Business Continuity Program Director at Avaya Inc. Business Continuity and IT Disaster Recovery Consultant. Americas. Regional Director of BCP at Credit Suisse First Boston and Deutsche Bank. Global Vice President of BCP & IT DR at Salomon Smith Barney / Citigroup. BCP Lead Program Manager at Chemical Bank (prior to JP Morgan Chase mergers). Certified as a Business Continuity Professional in 1993 with the Disaster Recovery Institute International (DRII). Currently active member in DRII, Contingency Planning Exchange of NYC, Association of Contingency Planners NYC Chapter, member Worldwide Benchmark Study Group – BC Management. Frequent business continuity conference speaker: Continuity Insights, Strohl User Group, Disaster Recovery Journal, Association of Contingency Planners.

Philip Bigge (USA Focus) – Philip Bigge is the Vice President for Business Continuity at OneWest Bank, FS. Philip joined OneWest Bank in May 2009, continuing his thirteen consecutive years as a leader of international business continuity programs. In his current role, Philip is responsible for leading business continuity, crisis management, technology recovery, and safety at OneWest Bank. He has spoken at numerous industry conferences demonstrating how companies can improve their business continuity practices while decreasing cost to accomplish their goals. Philip holds a Bachelor's degree from West Chester University of Pennsylvania and is a Certified Business Continuity Planner (CBCP) from the Disaster Recovery Institute, International.

Angela Devlen (USA Focus) - Wakefield Brunswick, Inc. Angela is Managing Partner at Wakefield Brunswick, Inc (www.wakefieldbrunswick.com), a Healthcare Management Consulting firm. She has 18 years experience in healthcare, operations, and disaster management. She has served as an international healthcare disaster preparedness expert for the Prevention Consortium, currently serves the Board of Directors for EMPOWER, and she is one of the founding board members of the Business Continuity Planning Workgroup for Healthcare Organizations (BCPWHO). She is also the co-founder and current President of [Mahila Partnership](#), a grassroots women's organization committed to issues related to education, community and disaster management and the NGO partner of the Center for Rebuilding Sustainable Communities after Disasters at UMASS Boston.

Linda Cerni Klug, MBCP (USA Focus) - Linda Cerni Klug, MBCP, has been in the disaster planning, response and recovery industry for 20 years. Her former employers include the American Red Cross, FEMA, and the United Nations, as well as EMC, Symantec, VERITAS, and Comdisco. She has developed, implemented, and validated Disaster Recovery and Business Continuity programs for IT environments, enterprises, and governments. Linda has supported several Fortune 500 clients including United Airlines, Nike, Microsoft, Northwest Airlines, Charles Schwab, Wells Fargo, and Fidelity Investments.

Jeff Dato, MBCP (USA Focus) - Jeffrey M. Dato has been Vice President - Risk Management and Information Technology for Pinnacle Airlines Corp. since November 2006. In this role, he is responsible for the airline's technical infrastructure, enterprise risk and continuity of business operations. Mr. Dato has worked with domestic and international companies and governments to assess and manage operational and technology risks since 1989. Prior to joining our company, Jeff lead regional advisory practices for several "Big 4" accounting firms with a specific focus on operational resiliency and technology availability as they relate to enterprise risk. Mr. Dato holds a Bachelors of Business Administration degree in Accounting and Finance from the College of William and Mary and is one of less than 100 professionals globally to have obtained a Master Business Continuity Professional (MBCP) certification from the Disaster Recovery Institute.

Greig Fennell, FBCI (USA Focus) – President, Weakest Link. Internationally recognized leader in the development of enterprise-wide operational risk management and business continuation programs within Fortune 100 companies, including disaster recovery, incident management and crisis management. Strategic thinker with solid experience creating management decision making frameworks to identify, assess and prioritize company risks, supply chain vulnerabilities and in developing cost effective risk reduction solutions designed to proactively minimize adverse impacts to business operations and services. Experienced in working with all levels of management including executive management and board of directors.

Nathaniel Forbes, MBCI (Asia Pacific Focus – Based in Singapore) - Director, Forbes Calamity Prevention Pte Ltd www.calamityprevention.com. Nathaniel is the author of *BCP Confidential* <http://www.zdnetasia.com/blog/bcp/>, a blog that is consistently the most interesting online source of fact and opinion about emergency management and business continuity in Asia. He is also a very engaging, thoughtful speaker and presenter. He is President of the Asia Council of the International Association of Emergency Managers (IAEM) www.iaem.com.sg, which administers the worldwide Certified Emergency Manager[®] (CEM[®]) program. Nathaniel is certified as a Member of the Business Continuity Institute (MBCI) www.thebci.org, and he passed the Certified Business Continuity Planner (CBCP) examination in 1998. He was President of the Singapore Computer Society's Business Continuity Group from 1999 to 2001. Nathaniel manages Forbes Calamity Prevention (FCP) Pte Ltd, which has provided business continuity, crisis and emergency management planning for multinational companies in Asia for 14 years. He has lived and worked in Singapore since 1996.

Denis Goulet, CBCP, MBCI, BCCE (Canadian & European Focus – Based in Canada) - Denis Goulet is the President and Founder of ContinuityLink. He is a recognised expert in the Business Continuity Management field with over 20 years of experience. Since 1999, Denis has provided BCM consulting, training and coaching services to a variety of customers, from all industries, in North America, the Middle-East and Europe. Denis has the CBCP certification from DRI International since 1992. Denis also has the MBCI certification from the Business Continuity Institute and the BCCE certification from the Business Continuity Management Institute. Denis has created BCMIX, a virtual international Business Continuity Management community with over 3,000 members.

Yuvika Gupta (India Focus – Based in India) - Yuvika is the Director, Business Resilience & Talent Services at RISK RESOURCES India, a consultancy firm specializing in a wide array of service offerings including business continuity, risk management, information security, crisis management, compliance and fraud investigations. Yuvika has consulted to several large global firms. Her experience encompasses business resilience solutions, talent management and retention and organizational awareness.

Alberto Jimenez, CBCP, PMP (Latin America Focus – Based in USA) - Alberto Jimenez is a director and founder of MiaTomi, LLC; a risk management consulting organization helping clients in the U.S. and Latin America. He is a former associate director with Protiviti, and manager at Accenture. Alberto has led a variety of business risk management, business continuity and IT strategy efforts at global organizations, including the delivery of Business Continuity, Crisis Management, disaster recovery, pandemic preparedness, project risk management, and audit solutions. His industry experience includes Banking, Brokerage, Insurance, Healthcare, Biotech, Energy, Manufacturing, Transportation, Telecommunications, and Media and Entertainment. Additionally, Alberto is certified project manager (PMP), and business continuity professional (CBCP).

Takashi Kase (Japan Focus – Based in Japan) – Takashi is an expert in business continuity and security solutions and he is an active professional in growing the business continuity field throughout Japan. Prior to entering the business continuity profession, Takashi served as a Senior Engineer for Japan Manned Space Systems and a Liaison, Flight Control Team Lead Trainee with NASA. He received his MBA from the Thunderbird School of Global Management and his BS degree in Electrical Engineering from Shibaura Institute of Technology.

Roger King, MBCI (Asia Pacific Focus – Based in Australia) - Roger V King is currently a Solution Architect in Global Sales Support with EDS Australia (now HP), has a Bachelor of Information Technology degree and has been a Member of the Business Continuity Institute since 2003. Roger is also certified to ITIL Foundations level and a certified Quality Auditor. Since 2005 he has been working closely with the EDS sales team responding to new and add-on business opportunities in the IT disaster recovery and business continuity disciplines. From 1997 to 2005 Roger was a Senior Consultant in business continuity management with EDS Australia. Prior to 1997 Roger was a Program Manager in Commonwealth Bank of Australia with responsibility for Operational Risk management and Smartcard implementation.

Ann Pickren (USA Focus) - Ann Pickren currently serves as Executive Vice President with Firestorm Solutions, LLC. In this role, she serves as a Senior Business Continuity and Preparedness advisor in the Business Continuity industry for all Firestorm clients. As the EVP, Solutions for Firestorm, Ann is responsible for the development of standards and methodology, the oversight of all delivery and the creation of custom solutions for Firestorm's clients. Prior to Firestorm, Ann was employed by SunGard Availability Services for 17 years. Ann joined SunGard, through their acquisition of Comdisco in 2001. She remained at SunGard through 2008. Her responsibilities included the management, development and support of software products for business continuity as well as the management of SunGard's business availability consulting practice.

Wang Qi, CBCP (Asia Pacific Focus – Based in China) - Jason Wang (Wang Qi), Vice president and Principle Consultant of Global Data Solutions Limited. first Certified Business Continuity Professional in China, author of several national and industrial BC/DR standards and guidelines in China, years of experience in providing Crisis Management, Disaster Recovery and Business Continuity Management for banks, insurance companies, securities firms, aviation, manufactory, multi-national enterprises and government agencies in Asia.

Kenny Seow, CBCP (Asia Pacific Focus – Based in Australia) - Kenny Seow is a business continuity consultant with RiskCover, Government of Western Australia. He is responsible for providing advice, training and assisting state government agencies in the development and implementation of their business continuity management programs. Kenny has over 17 years of international experience in crisis management, disaster recovery and business continuity. Prior to joining RiskCover, he was the Director and Regional Head of BCM at Deutsche Bank, with responsibility for 16 countries in the Asia Pacific region.

David Spinks (European Focus – Based in United Kingdom) – EMEA, Operational Risk Sales Support Executive. Responsibility for Operational Risk (Security and Business Continuity) capabilities in the sales process including specification, design and implementation of Security and Business Continuity Management in large scale complex global IT and BP Outsourcing deals. My clients include Energy, Telecommunications, Transportation and Financial Services organisations. Our services in this area includes provision of work area recovery sites across 40 countries, 200 data centres and another 400 service sites including business operations from call centres to operation of emergency services and support for UK MoD and US DoD. Worldwide we have over 2,000 experienced and qualified security staff many of whom are also BCI or DRI certified.



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

A special thanks to our sponsoring organizations that assisted in translating our study. Without these organizations the study may not have been available in Chinese and Japanese.



GDS
GLOBAL DATA SOLUTIONS LTD

Global Data Solutions LTD
Sponsored the Chinese translation



BCI Japan/IT Professional Group
Sponsored the Japanese translation

Distributing Organizations

BC Management also greatly appreciates the efforts of those organizations that assisted in this global effort. The contribution of each individual organization does not indicate an endorsement of the study findings or the activities of BC Management, Inc. This is NOT a complete list of distributing organizations.

Associations



– www.acp-international.com



– www.arm.gr.jp/



An Affiliate of DRIE BCMIE Australia Inc. – www.bcmie-australia.org



– www.bcpwho.org



– www.cpoohio.org



– www.cpeworld.org



– www.drie.org



– www.nedrix.com

Certifying Organizations



– www.thebci.org



BCI Asia



BCI Brazil



BCI Canada



BCI India



BCI Japan



BCI Spain



– www.drii.org



– www.dri-australia.org



– www.dri.ca



– www.dri-malaysia.org



– www.dri-singapore.org



– www.iaem.com



– www.theicor.org

Business Continuity/Disaster Recovery Service Providers



– www.allhands.us

www.avalution.com



– www.bcpasia.com



– www.continuityleadership.com



– www.continuitylink.com



– www.dell.com/modularservices



– www.ehdf.com



– www.firestorm.com



– www.calamity.com.sg



– www.fusionriskmgmt.com



– www.ketchconsulting.com

MARSH



MARSH MERCER KROLL
GUY CARPENTER OLIVER WYMAN

– www.marsh.com



all resources to mitigate your risks

– www.riskresourcesindia.com

e-Groups

B2-ORM Yahoo e-group – Operational Risk Managers in Financial Services – <http://groups.yahoo.com/group/B2-ORM/summary>



– Virtual e-group – <http://bcmix.groupsite.com/>



BCPDRPIndia – Yahoo e-group – <http://finance.groups.yahoo.com/group/BCPDRPIndia/>

UK-BCP Yahoo e-group – <http://finance.groups.yahoo.com/group/uk-bcp/>



– www.contingencyplanning.com



– www.continuityinsights.com



– www.dri.com

DISASTER RESOURCE GUIDE

PREVENTION • MITIGATION • RESPONSE • RECOVERY

– www.disaster-resource.com



– www.norwich.edu



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.

[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.

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