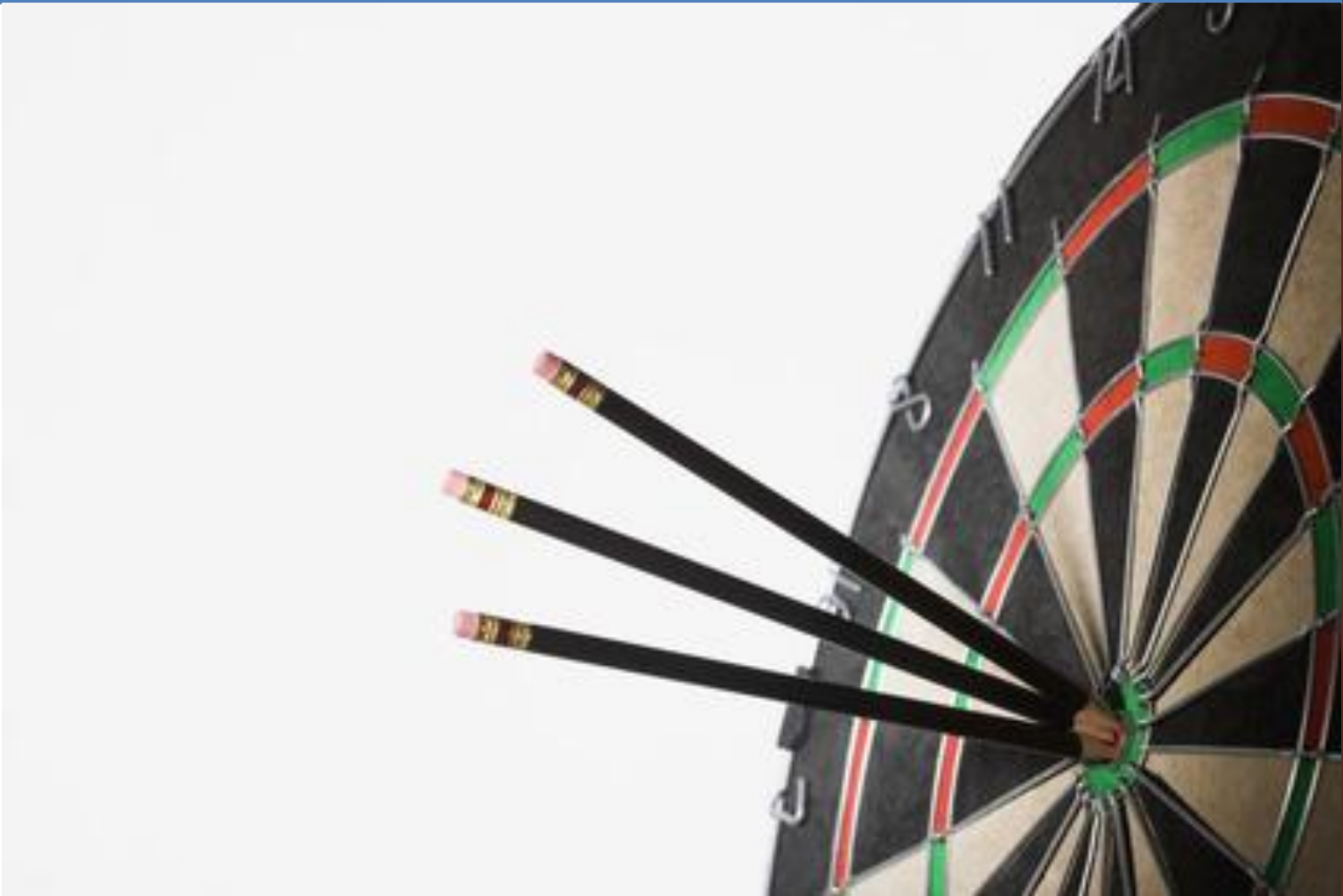


# Best in Class

## Business Continuity Program Benchmark Report - SAMPLE -



*Customized & Prepared  
Exclusively for  
ABC Company  
- Not Actual Data -*



*Benchmarking. Plan Ahead. Be Ahead.*

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## Business Continuity Program Management Awareness Study Points

<b>Program Maturity</b>	<ul style="list-style-type: none"> <li>Do IT/ Disaster Recovery and Business Continuity strategies support the needs of the organization?</li> </ul>	9– 10
	<ul style="list-style-type: none"> <li>Does the program foster relationships with other organizations and/ or external agencies?</li> </ul>	10
	<ul style="list-style-type: none"> <li>How well integrated are other organizational disciplines within the business continuity management program? Our business intelligence dashboard interface offers further assessment.</li> </ul>	11
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	<ul style="list-style-type: none"> <li>How often are the plans exercised for mission critical IT assets, mission critical business functions, less critical IT assets, and less critical business functions?</li> </ul>	20
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## - This is a SAMPLE BEST in CLASS Report -

Our Best in Class report focuses on the current state of the program, budgeting, personnel, program visibility, assessment, exercising and auditing of the program for the most mature programs customized to your industry. This document serves as a sample to demonstrate the depth of data that we have available. Data findings are collected via BC Management's 8<sup>th</sup> Annual BCM Study (active from February to December 2009).



***Benchmarking. Plan Ahead. Be Ahead.***

For more information, please contact a BC Management representative at [info@bcmanagement.com](mailto:info@bcmanagement.com).



## 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 within this 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, then 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.

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. The charts and tables are instantaneously created once the client agrees to the framework of the report. The client receives a PDF document, which details the study data (within their filter specifications) covering 15 business continuity program management awareness topics. Additionally, BC Management offers a business intelligence dashboard format that may be used for further assessment. The business intelligence dashboard allows the client to further assess the data points within their customized report in a dynamic, user friendly interface. Study respondent contact/company information remains confidential and is never revealed. The charts and graphs will reflect what respondents answered in the study. If an option within a question is not selected by any respondents, than that option will not appear on the charts and tables that have been automatically created. Within the study there were several questions that allowed a respondent to select multiple options within a question, which resulted in the total percent of respondent calculations to exceed 100%. A notation has been included for each of these questions. The total percent may also approximately equal 100% due to rounding up the data points. Incomplete/partial study responses were included as appropriate within the report.



## Participant Data & Respondent Characteristics

3,223 study participants from 73 countries as of December 16, 2009. Incomplete/ partial study responses were included as appropriate within the report. Study was divided into 2 sections.

- Business Continuity Compensation – 2,907 study participants completed the compensation section from 57 countries.
- Business Continuity Program Management – 912 study participants completed the program management section from 39 countries. Incomplete study responses were included within this report along with the completed responses.
  - 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.

### USA Respondent Characteristics = 1,788 Study Respondents

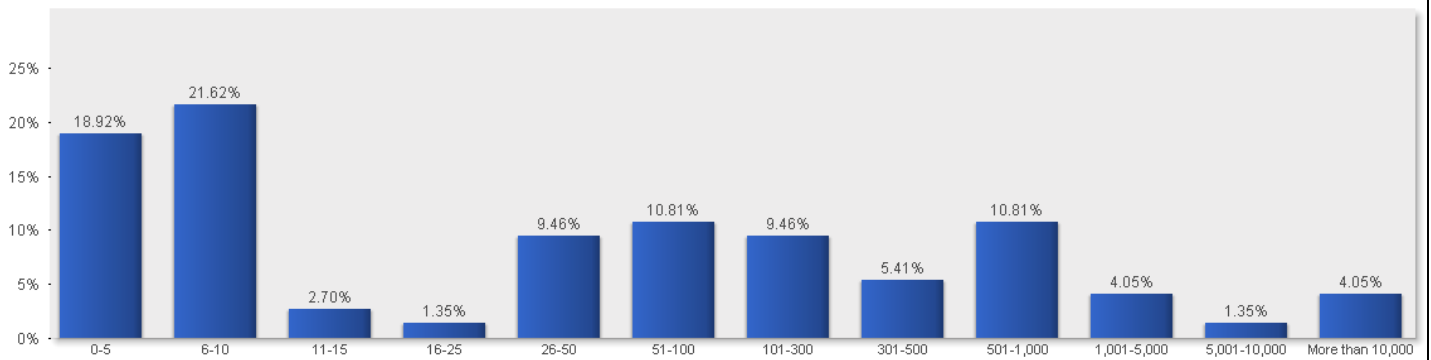
- Company Revenues span from non-profit/ government to over \$400 Billion USD.
- Study respondents span over 45 industries.
- Average Number of Company Locations (Corporate/ Operational) = 16-25  
Company Locations span from 0-5 Locations to more than 10,000.
- Average Number of Company Locations (Retail/ 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 (43%) managed 5+ disciplines within their program.

**THIS IS A SAMPLE REPORT ONLY FOR THE PURPOSE OF HIGHLIGHTING THE DEPTH OF BC MANAGEMENT'S CUSTOMIZED BENCHMARKING SERVICE OFFERING. THIS REPORT CONSISTS OF 48 RANDOMLY SELECTED STUDY RESPONSES.**

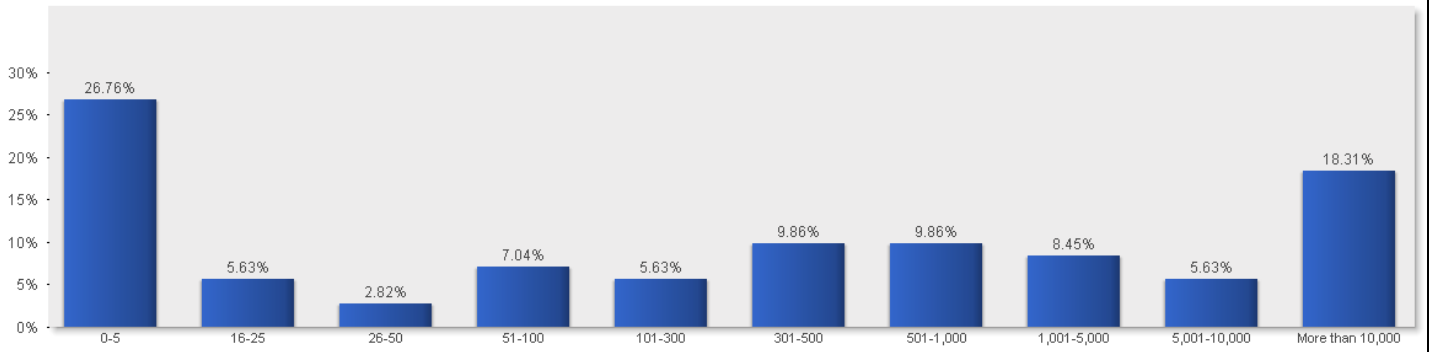


## Participant Data & Respondent Characteristics Continued

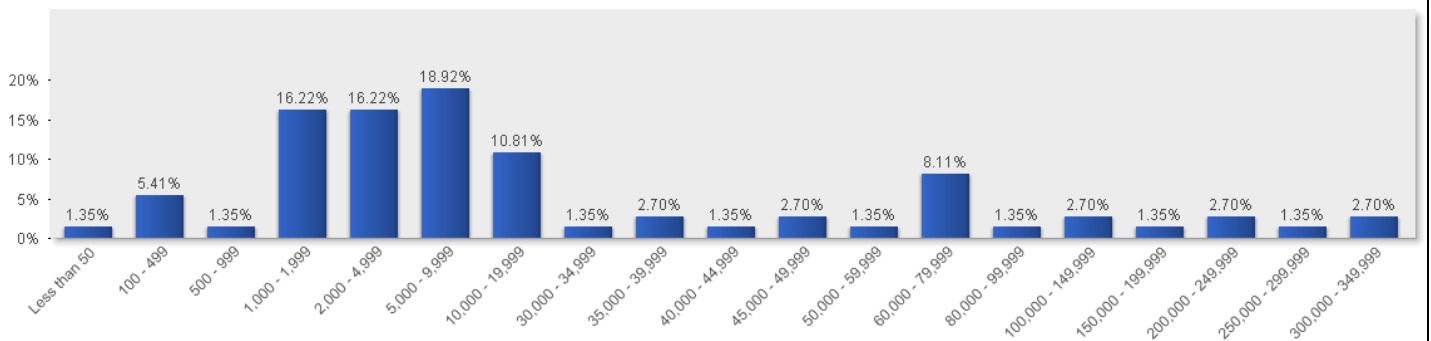
### Number of Company Locations - Corporate/ Operational Functions



### Number of Company Locations - Retail/ Customer Interfacing

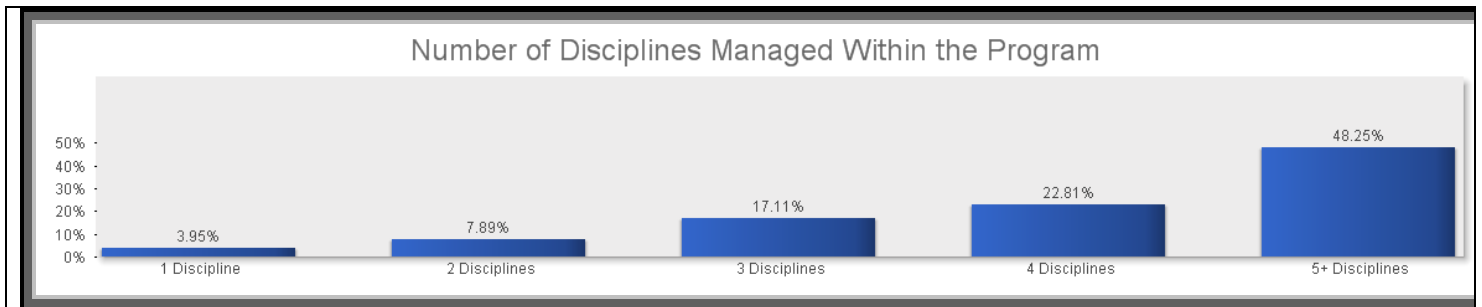
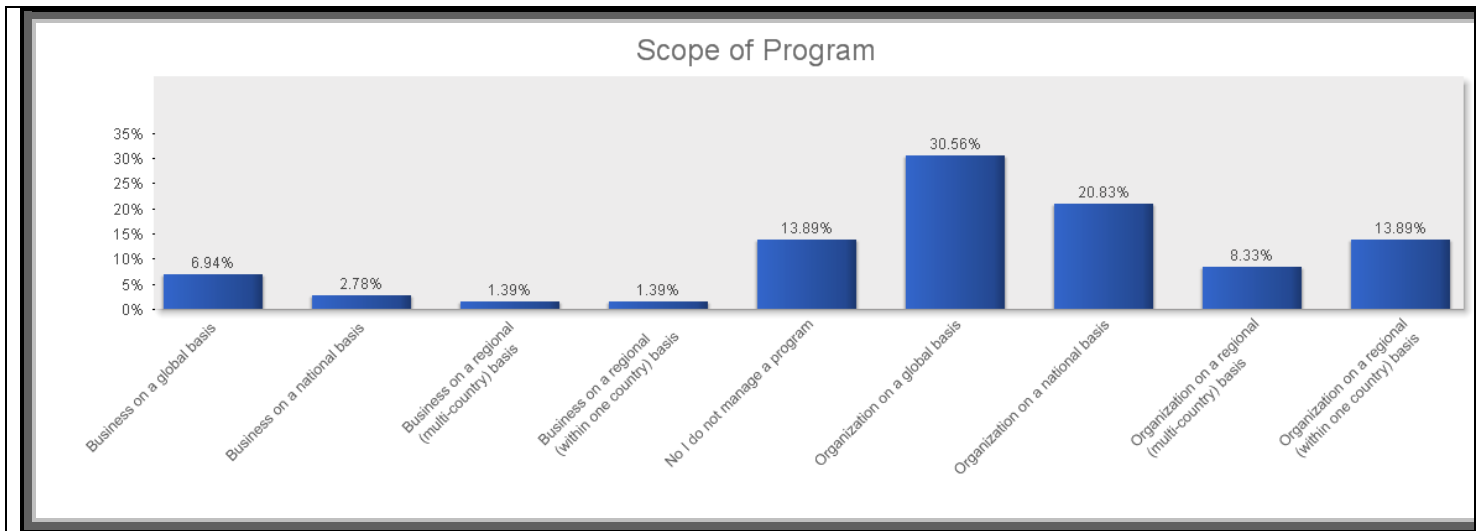
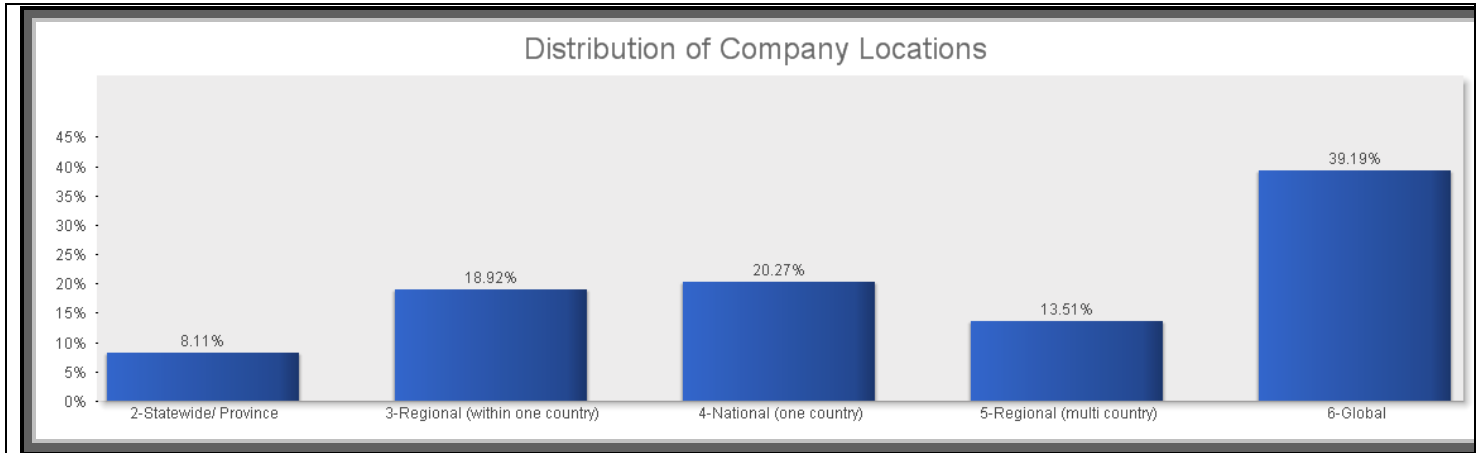


### Number of Company Employees



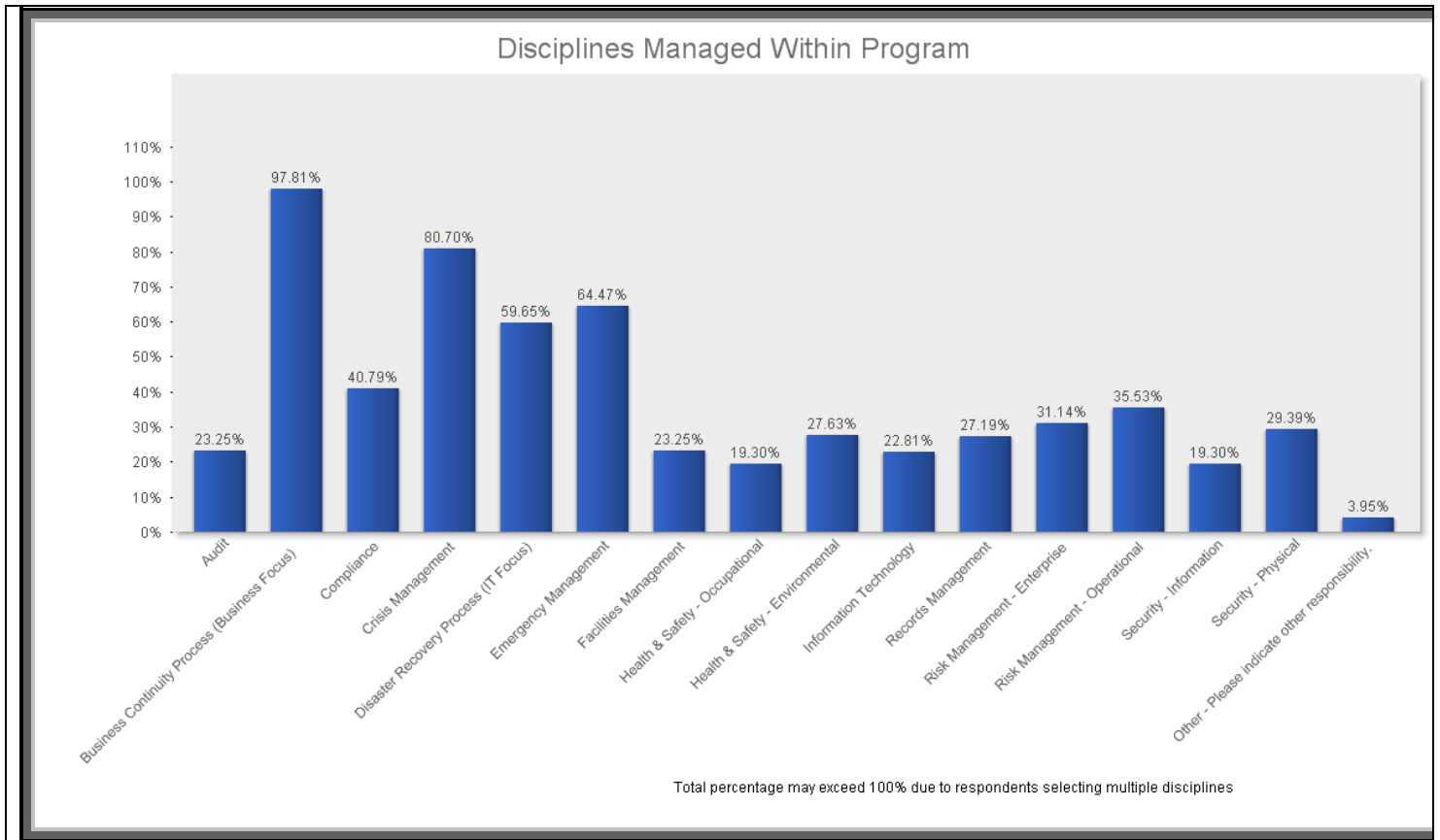


## Participant Data & Respondent Characteristics Continued





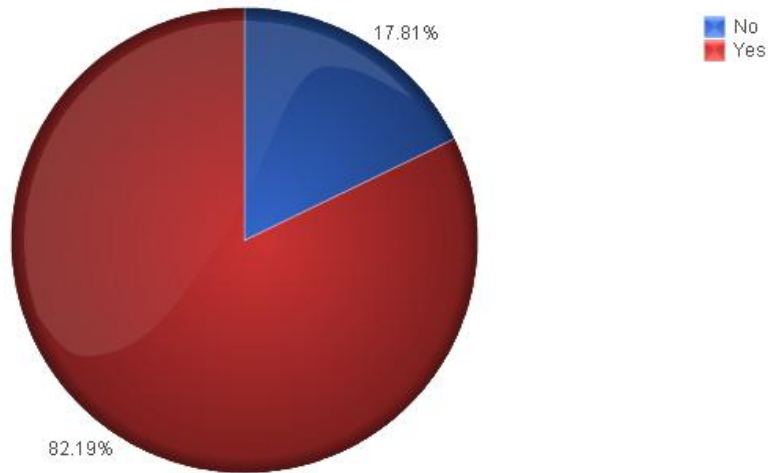
## Participant Data & Respondent Characteristics Continued



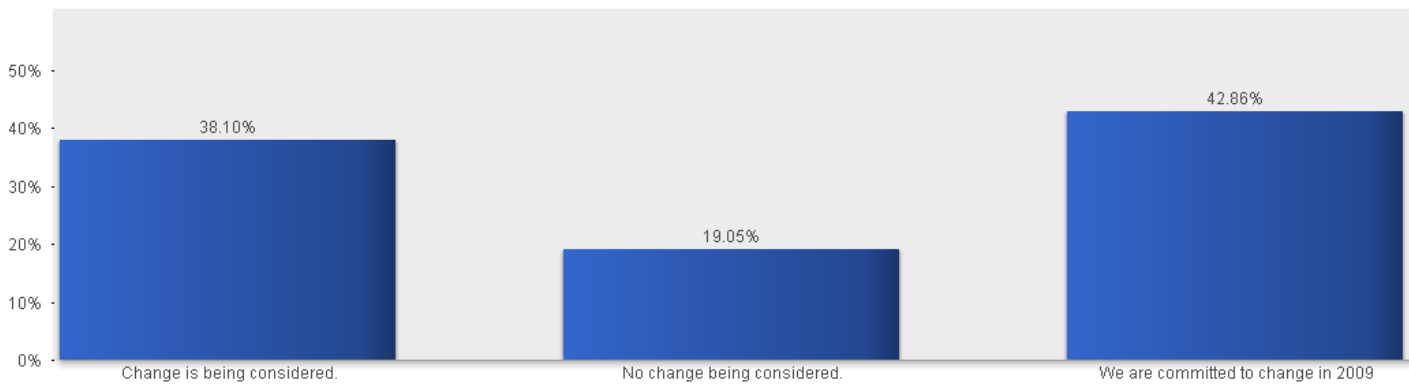
# Program Maturity

*To your knowledge, do you feel your current IT/Disaster Recovery strategies adequately support the needs of your organization?*

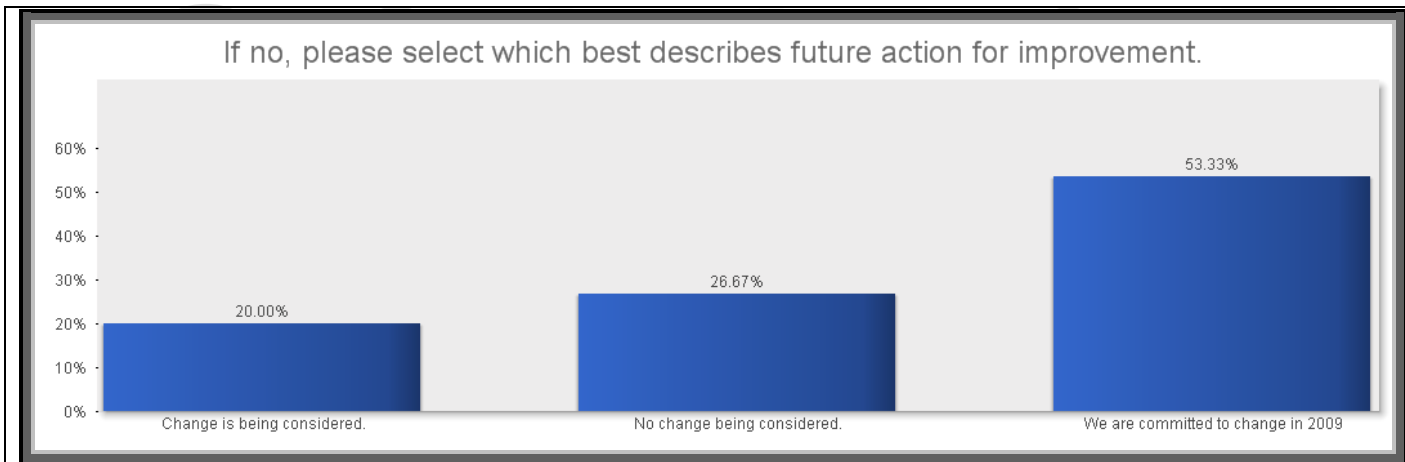
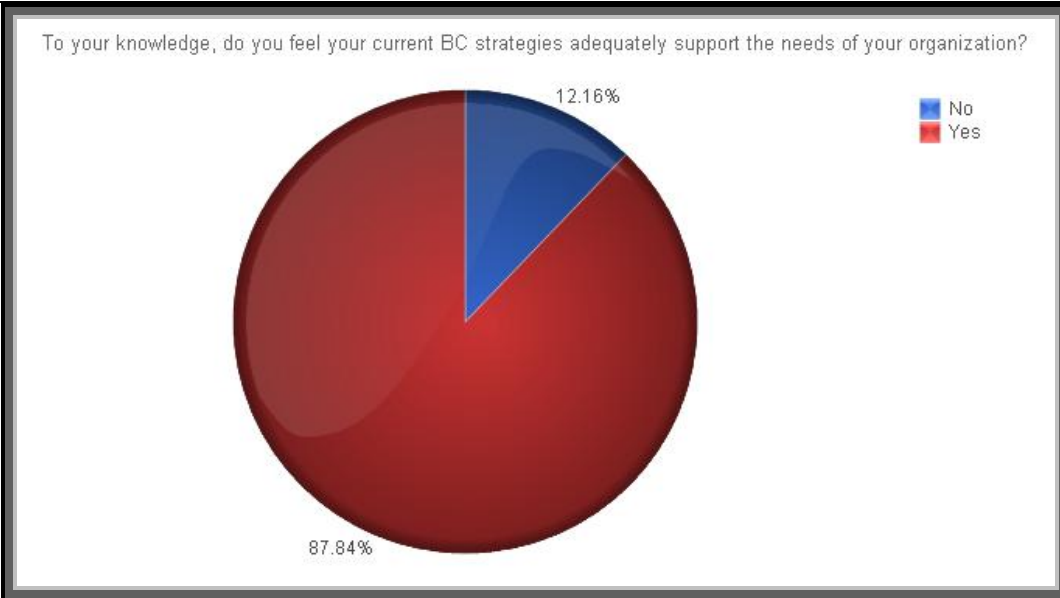
To your knowledge, do you feel your current IT/DR strategies adequately support the needs of your organization?



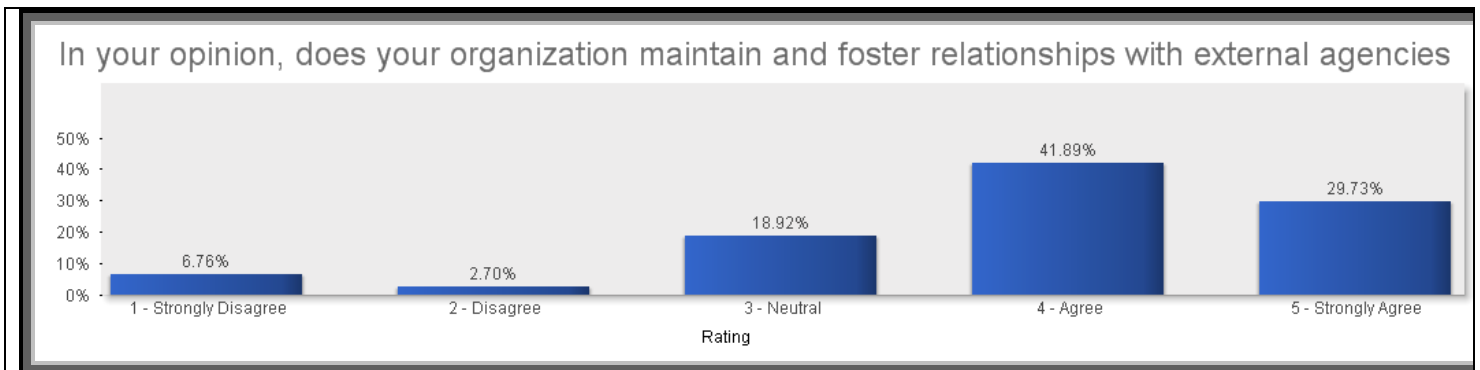
If no, please select which best describes future action for improvement.



To your knowledge, do you feel your current Business Continuity strategies adequately support the needs of your organization?



In your opinion, does your organization strive to maintain and foster relationships with external agencies to ensure the recovery of your organization during a disaster? If your organization is an external agency, do you strive to maintain and foster relationships with other external agencies and outside organizations? Please rate on a scale of 1 to 5 with 1 meaning strong disagree and 5 meaning strongly agree.



How well integrated are the following within your organizational Business Continuity Management program? Please rate on a scale of 1 to 5 with 1 meaning NO INTEGRATION and 5 meaning COMPLETELY INTEGRATED.

- The business dashboard assessment will allow further assessment of this chart in correlating the integration of other organizational disciplines with the selfrating of the program maturity level.

Program Integration	1-No Integration	2	3	4	5- Completely Integrated
Audit	13.16%	3.95%	27.63%	15.79%	39.47%
Business Continuity Process (Business Focus)	5.80%	8.53%	19.80%	31.40%	34.46%
Compliance	9.91%	11.79%	27.83%	17.92%	32.55%
Crisis Management	6.69%	10.18%	21.73%	30.40%	31.00%
Disaster Recovery Process (IT Focus)	4.79%	9.38%	22.71%	30.00%	33.13%
Emergency Management	7.93%	8.74%	19.72%	26.22%	37.40%
Facilities Management	0.00%	2.11%	24.21%	21.05%	52.63%
Health & Safety - Occupational	0.00%	1.75%	31.58%	19.30%	47.37%
Health & Safety - Environmental	2.65%	1.77%	29.20%	25.66%	40.71%
Information Technology	0.00%	1.33%	25.33%	28.00%	45.33%
Records Management	0.75%	5.26%	22.56%	26.32%	45.11%
Risk Management - Enterprise	6.73%	6.25%	22.12%	26.92%	37.98%
Risk Management - Operational	1.75%	8.77%	28.07%	23.39%	38.01%
Security - Information	0.00%	1.75%	31.58%	19.30%	47.37%
Security - Physical	3.05%	6.87%	21.37%	25.95%	42.75%
Other - Please indicate other responsibility.	14.29%	0.00%	9.52%	61.90%	14.29%

Table shows a correlation between three different questions. First Question - What is your company's approximate or estimated annual budget for continuity related program expenses? Second Question - How many full-time employees (FTE) and/ or part-time employees (PTE) do you have dedicated to your continuity program? Third Question - 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.

Scale of Program Maturity	Avg Budget	Avg FTE	Avg PTE	% of Resp
4 - Mature	\$4,099,778	5.53	2.56	64.86%
5 - Very Mature	\$4,862,167	10.71	34.69	35.14%

Table shows a correlation between two different questions. First Question – 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. Second Question – Please choose all that apply to describe your organization’s current continuity program status under your direction and management. Please check all that apply.

- “% of Resp” column may exceed 100% due to multiple selections.

Current State of the Business Continuity Management Program	% of Resp	State of Program by Program Maturity Rating				
		Very Immature	Immature	Average	Mature	Very Mature
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.	29.55%	0.00%	0.00%	0.00%	71.43%	28.57%
Currently conducting BIA or risk assessments.	57.14%	0.00%	0.00%	0.00%	68.97%	31.03%
Currently developing and implementing BC and/or IT DR plans that meet the needs of the organization.	32.29%	0.00%	0.00%	0.00%	86.67%	13.33%
Currently assessing an Emergency Operations Center.	7.44%	0.00%	0.00%	0.00%	66.67%	33.33%
Currently implementing an Emergency Operations Center.	8.81%	0.00%	0.00%	0.00%	100.00%	0.00%
A full functioning Emergency Operations Center is in place.	64.97%	0.00%	0.00%	0.00%	62.86%	37.14%
Policies and procedures are in place to interact and coordinate with external agencies in times of a disaster.	78.86%	0.00%	0.00%	0.00%	72.73%	27.27%
A Crisis Management process and plan is in place.	91.39%	0.00%	0.00%	0.00%	70.59%	29.41%
A Crisis Communications program is in place.	91.19%	0.00%	0.00%	0.00%	72.55%	27.45%
Considering conducting an enterprise risk assessment for the board and/ or senior management.	10.76%	0.00%	0.00%	0.00%	50.00%	50.00%
Currently conducting an enterprise risk assessment for the board and/ or senior management.	23.29%	0.00%	0.00%	0.00%	70.00%	30.00%
Incorporated a full enterprise risk management program with controls in place to avoid or mitigate potential risks.	58.51%	0.00%	0.00%	0.00%	70.97%	29.03%
Implemented a full functioning, corporate wide BCM program that meets the organization’s contingency, resiliency, risk management, emergency management and crisis management needs.	83.76%	0.00%	0.00%	0.00%	68.75%	31.25%
Implemented an awareness and training program to promote and educate the entire organization on the BCM program.	77.89%	0.00%	0.00%	0.00%	66.67%	33.33%
Maintain an assessment and audit schedule of the BCM program to ensure the program is up to date and complete.	89.24%	0.00%	0.00%	0.00%	73.08%	26.92%
Maintain an exercise schedule in order to identify new potential vulnerabilities or weaknesses in the current BCM program. Analyze findings to elevate the program.	96.67%	0.00%	0.00%	0.00%	71.93%	28.07%

# Budgeting

Table shows a correlation between two different questions. First Question - Describe how continuity program expenses are budgeted under your direction and management? Second Question - What is your company's approximate annual budget for contingency related program expenses?

Budgeting of Program Expenses	Avg Budget	% of Resp
Program expenses are allocated independently from other functions within the organization.	\$3,746,796	54.90%
Program expenses are allocated to other department(s).	\$6,193,056	35.29%
Program expenses do NOT have a defined budget.	\$1,577,200	9.80%
<b>Total</b>	<b>\$4,410,490</b>	<b>100.00%</b>

Table shows a correlation between three different questions. First Question - Please specify what is accounted for in your annual budget. Please check box if the line item is currently included in your program budget. Second Question - Please indicate the percent of the overall program budget for each line item. Third Question - What is your company's approximate annual budget for contingency related program expenses?

- "% of Resp Include Budget Item in Total Budget" column may exceed 100% due to multiple selections.

Budget Line Item	% of Resp Include Budget Item in Total Budget	% of Total Budget	Average Budget Amount
Full Time Internal Staff	63.51%	15.70%	\$1,945,215.56
Consultants/ Contractors (Business focus)	12.16%	2.39%	\$299,857.14
Consultants/ Contractors (IT focus)	10.81%	2.39%	\$237,857.14
Emergency Operations Center (EOC)	18.92%	4.10%	\$395,041.67
Hot-site/ Outsourced Alternate Site	29.73%	7.51%	\$1,071,156.36
Internal Recovery Site	35.14%	8.19%	\$958,821.25
Software	35.14%	8.19%	\$221,600.87
Notification/ Alerts	36.49%	7.85%	\$134,045.45
Mobile Recovery	5.41%	1.02%	\$318,053.33
DR Technology	31.08%	6.48%	\$1,259,528.95
Exercises	52.70%	12.97%	\$224,404.32
Training /Awareness	52.70%	11.95%	\$80,261.18
Travel	45.95%	11.26%	\$119,553.94
Other	1.35%	0.00%	-
<b>Average Total</b>	<b>N/A</b>	<b>100.00%</b>	<b>\$4,410,490</b>

\*The average total budget in the table above may not equal the average total budget in the table at the top of the page because not all respondents who answered the approximate annual budget for business continuity related program expenses indicated the percent of total budget for individual budget line items.

# Personnel

Table shows a correlation between two different questions. First Question – Please specify all the disciplines that you personally manage. Select all that apply. Second Question - If you personally manage more than one discipline within your program, please indicate how many full-time employees (FTE) and/or part-time employees (PTE) you have dedicated to your continuity program? Please confirm that the number below is the total FTE and PTE headcount for all locations under your direction and management. (Auto-sum function built into study.)

- "% of Resp" column may exceed 100% due to multiple selections.

<b>Disciplines – Current Personnel</b>			
<b>Multiple Disciplines Managed in Program</b>	<b>Avg FTE</b>	<b>Avg PTE</b>	<b>% of Resp</b>
<b>Multi-Discipline</b>	14	129	89.91%
<b>Audit</b>	2	30	7.89%
<b>Business Continuity Process (Business Focus)</b>	19	221	37.28%
<b>Compliance</b>	8	14	14.91%
<b>Crisis Management</b>	26	347	26.32%
<b>Disaster Recovery Process (IT Focus)</b>	30	274	22.81%
<b>Emergency Management</b>	41	515	15.35%
<b>Facilities Management</b>	2	30	6.58%
<b>Health &amp; Safety – Occupational</b>	2	30	6.58%
<b>Health &amp; Safety - Environmental</b>	2	30	6.58%
<b>Information Technology</b>	8	30	7.46%
<b>Records Management</b>	6	20	12.72%
<b>Risk Management – Enterprise</b>	8	17	11.84%
<b>Risk Management – Operational</b>	6	20	10.09%
<b>Security – Information</b>	2	30	6.58%
<b>Security – Physical</b>	2	30	6.58%
<b>Average Total</b>	15	129	N/A

**Average Number of Disciplines Managed per Respondent: 4.4**

Table shows a correlation between two different questions. First Question – Please specify all the disciplines that you personally manage. Select all that apply. Second Question - If you personally manage one discipline within your program, please indicate how many full-time employees (FTE) and/ or part-time employees (PTE) you have dedicated to your continuity program?

<b>Disciplines – Current Personnel</b>			
<b>One Discipline Managed in Program</b>	<b>Avg FTE</b>	<b>Avg PTE</b>	<b>% of Resp</b>
<b>Audit</b>	-	-	2.19%
<b>Business Continuity Process (Business Focus)</b>	2.00	-	24.12%
<b>Compliance</b>	-	-	6.14%
<b>Crisis Management</b>	-	-	16.67%
<b>Disaster Recovery Process (IT Focus)</b>	7.67	2.00	12.72%
<b>Emergency Management</b>	-	-	11.40%
<b>Facilities Management</b>	-	-	2.19%
<b>Health &amp; Safety - Environmental</b>	-	-	3.07%
<b>Information Technology</b>	-	-	2.19%
<b>Other</b>	-	-	16.23%
<b>Records Management</b>	-	-	3.07%
<b>Average Total</b>	4.43	2.00	100.00%

This table has limited information because the majority of respondents personally manage more than one discipline within their continuity program (3.95% of the respondents in this report manage one discipline within their continuity program.)

# Organizational Reporting Structure

Table shows a correlation between three different questions. First Question - Which department best describes the reporting structure of your program under your direction and management? Please select the best response from the following departments. Second Question - Under the current department ownership, do you agree that the continuity program is best situated within your organization for maximum visibility? Selection choices include strongly disagree, disagree, neutral, agree and strongly agree. Third Question - Is your organization considering a different department owner for the continuity program to maximize visibility?

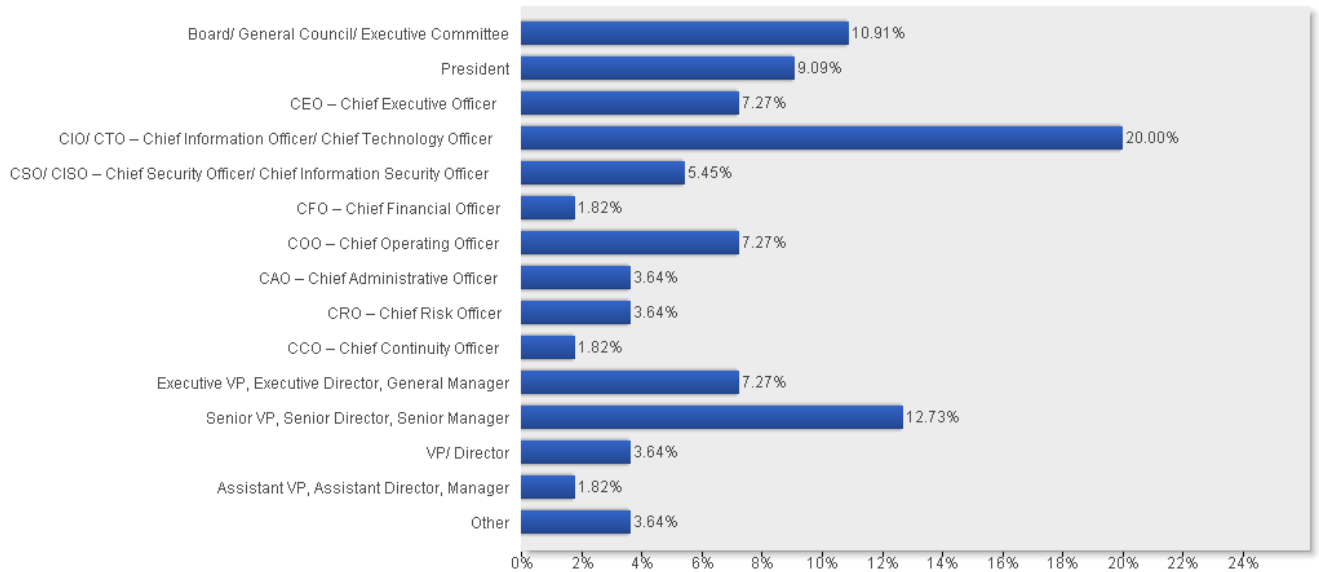
- The business dashboard assessment will allow further assessment of this chart in correlating the department owner with the self rating of the program maturity level.

Department Owner	% of Resp	Program Best Situated for Maximum Visibility					Considering a Different Department Owner?	
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Yes	No
Assurance/ Compliance	1.82%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Business Continuity Office	14.55%	0.00%	12.50%	37.50%	37.50%	12.50%	0.00%	100.00%
Corporate Offices	3.64%	0.00%	0.00%	0.00%	50.00%	50.00%	0.00%	100.00%
Facilities Management	5.45%	0.00%	0.00%	0.00%	66.67%	33.33%	0.00%	100.00%
Finance	5.45%	0.00%	0.00%	33.33%	33.33%	33.33%	0.00%	100.00%
Information Technology	27.27%	13.33%	13.33%	13.33%	40.00%	20.00%	20.00%	80.00%
Operations	12.73%	14.29%	28.57%	0.00%	28.57%	28.57%	28.57%	71.43%
Program Management Office	1.82%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Risk Management	14.55%	0.00%	0.00%	12.50%	25.00%	62.50%	12.50%	87.50%
Security – Information	3.64%	50.00%	0.00%	0.00%	0.00%	50.00%	0.00%	100.00%
Strategic Planning	1.82%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
Individual business units	1.82%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Other	5.45%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%

# Program Sponsorship

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

Who is totally engaged and sponsoring the program?



If the program is being sponsored by a Chief Officer or above, is this person really engaged in your opinion? Rate on a scale of 1 to 5 with 1 meaning Very Little Involvement and 5 meaning Very Involved.

- The business dashboard assessment will allow further assessment of this chart in correlating the job title of the program sponsor with the self rating of the program maturity level.

How is Engaged is this Individual?

## Sponsoring Job Title

Sponsoring Job Title	1 – Very Little Involvement	2	3	4	5 – Very Involved
Board/ General Council/ Executive Committee	0.00%	0.00%	50.00%	16.67%	33.33%
President	20.00%	20.00%	0.00%	20.00%	40.00%
CEO – Chief Executive Officer	0.00%	25.00%	25.00%	25.00%	25.00%
CIO/ CTO – Chief Information Officer/ Chief Technology Officer	9.09%	36.36%	18.18%	27.27%	9.09%
CSO/ CISO – Chief Security Officer/ Chief Information Security Officer	0.00%	0.00%	33.33%	33.33%	33.33%
CFO – Chief Financial Officer	0.00%	0.00%	0.00%	0.00%	100.00%
COO – Chief Operating Officer	25.00%	0.00%	25.00%	25.00%	25.00%
CAO – Chief Administrative Officer	0.00%	0.00%	100.00%	0.00%	0.00%
CRO – Chief Risk Officer	0.00%	0.00%	50.00%	0.00%	50.00%
CCO – Chief Continuity Officer	0.00%	0.00%	0.00%	0.00%	100.00%

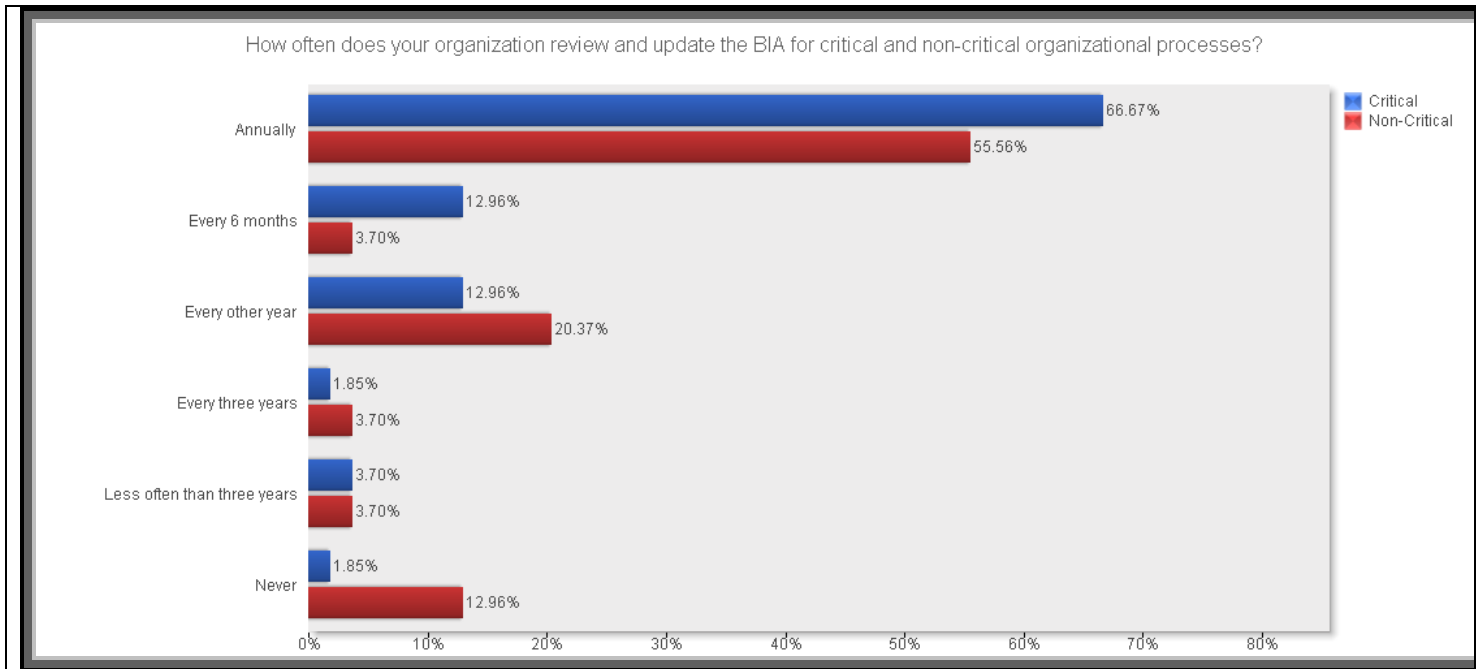
Table shows a correlation between three different questions. First Question – What is the level of separation from the Executive Committee for this individual? Selection choices include 0 to 6+. Second Question – Based on the current level of separation from the Executive Committee, do you agree that the continuity program is best situated within your organization for maximum visibility? Selection choices include strongly disagree, disagree, neutral, agree and strongly agree. Third Question - Is your organization considering a different level of sponsorship for the continuity program to maximize visibility?

- The business dashboard assessment will allow further assessment of this chart in correlating the level of separation for the program sponsor from the executive committee with the self rating of the program maturity level.

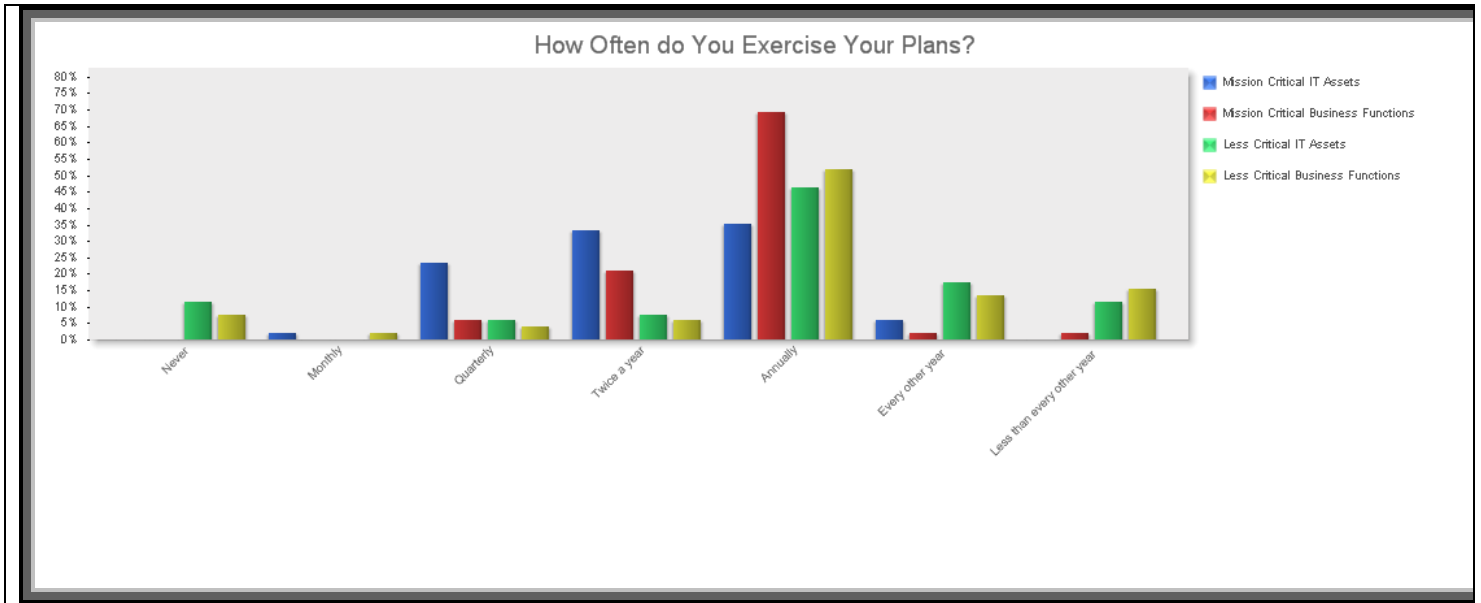
Level of Separation from Executive Committee	% of Resp	Program Best Situated for Maximum Visibility					Considering a Different Level of Sponsorship?	
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Yes	No
0	38.18%	0.00%	14.29%	9.52%	38.10%	38.10%	4.76%	95.24%
1	23.64%	7.69%	7.69%	7.69%	30.77%	46.15%	7.69%	92.31%
2	23.64%	0.00%	23.08%	7.69%	38.46%	30.77%	0.00%	100.00%
3	9.09%	20.00%	40.00%	0.00%	40.00%	0.00%	20.00%	80.00%
4	1.82%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
5	1.82%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
6+	1.82%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%

# Program Assessment & Exercising Plans

*How often does your company review and update the BIA for organizational processes deemed critical and non-critical?*

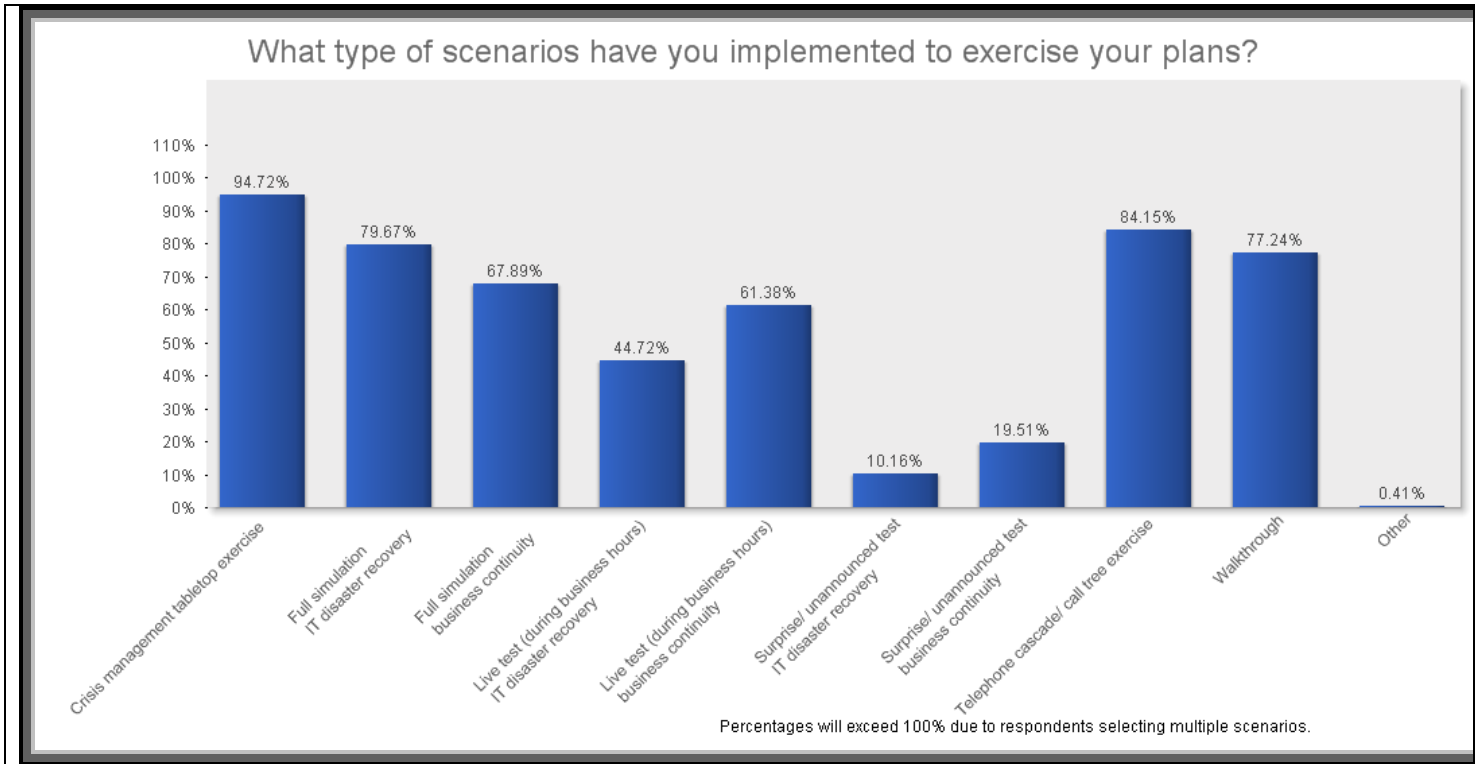


How often do you exercise plans for Mission Critical IT Assets, Mission Critical Business Functions, Less Critical IT Assets and Less Critical Business Functions?

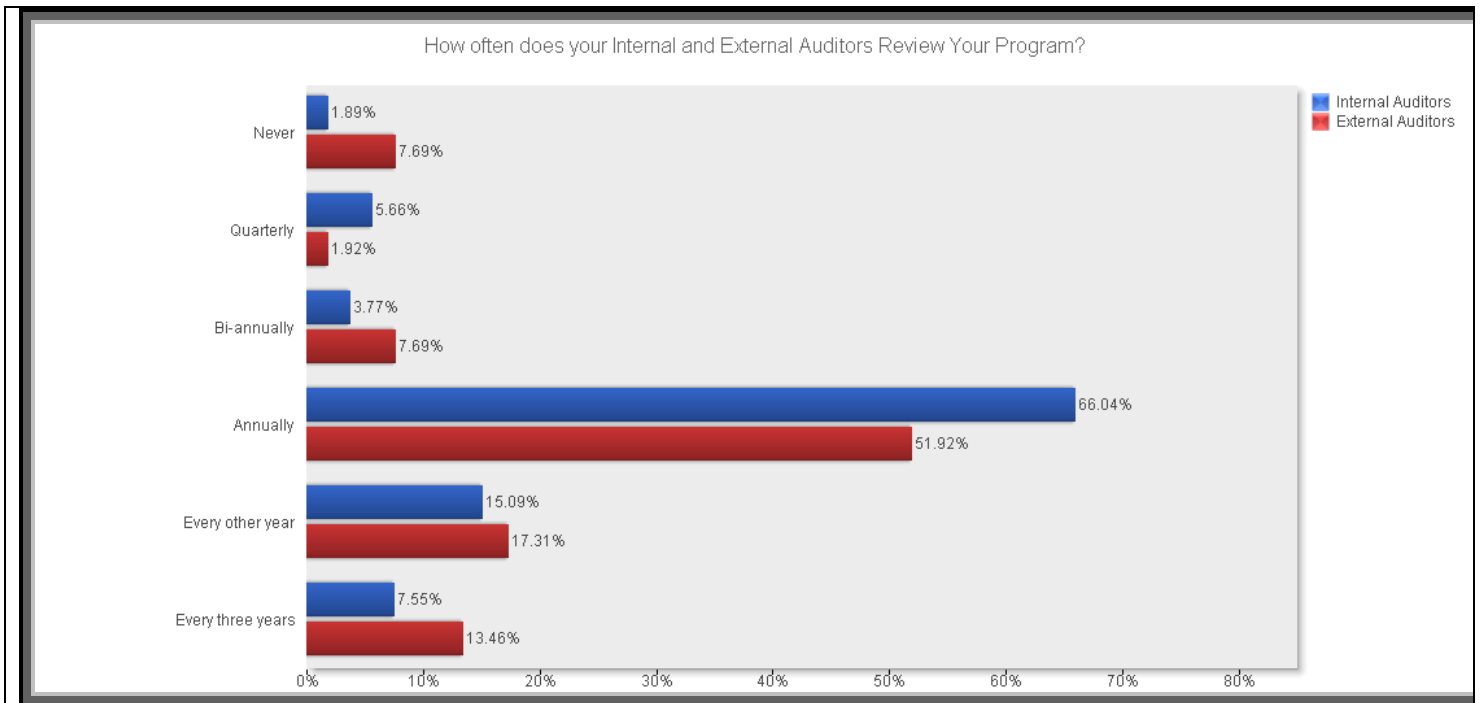


	Never	Monthly	Quarterly	Twice a year	Annually	Every other year	Less than every other year
Mission Critical IT Assets	0.00%	1.96%	23.53%	33.33%	35.29%	5.88%	0.00%
Mission Critical Business Functions	0.00%	0.00%	5.77%	21.15%	69.23%	1.92%	1.92%
Less Critical IT Assets	11.54%	0.00%	5.77%	7.69%	46.15%	17.31%	11.54%
Less Critical Business Functions	7.69%	1.92%	3.85%	5.77%	51.92%	13.46%	15.38%

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

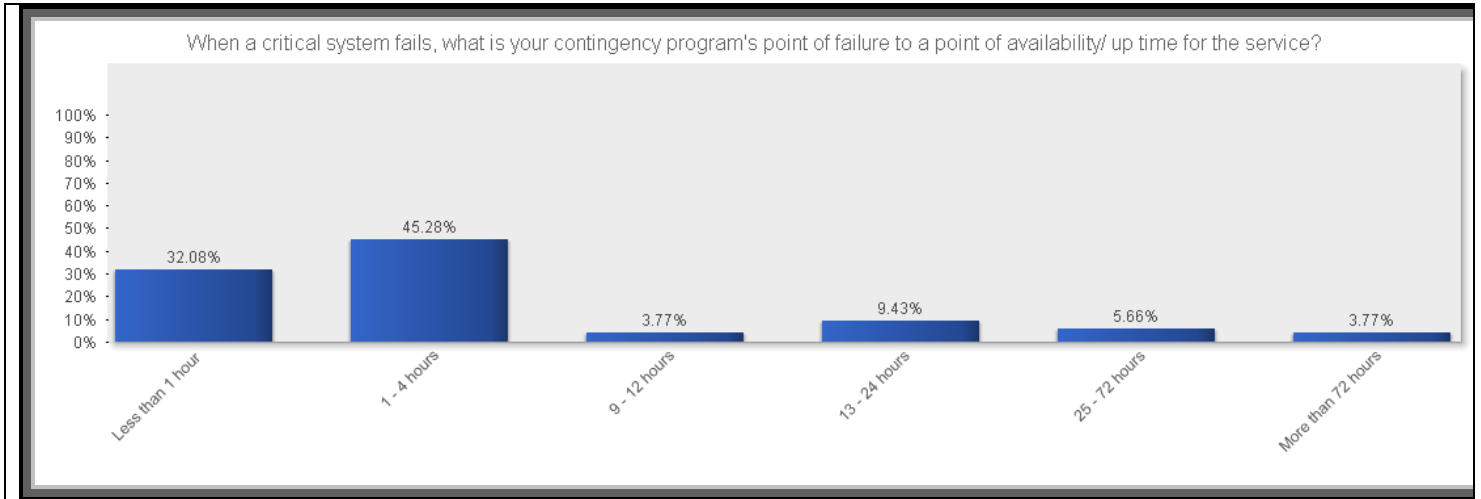


How often do your internal audit department and external auditor review your program?

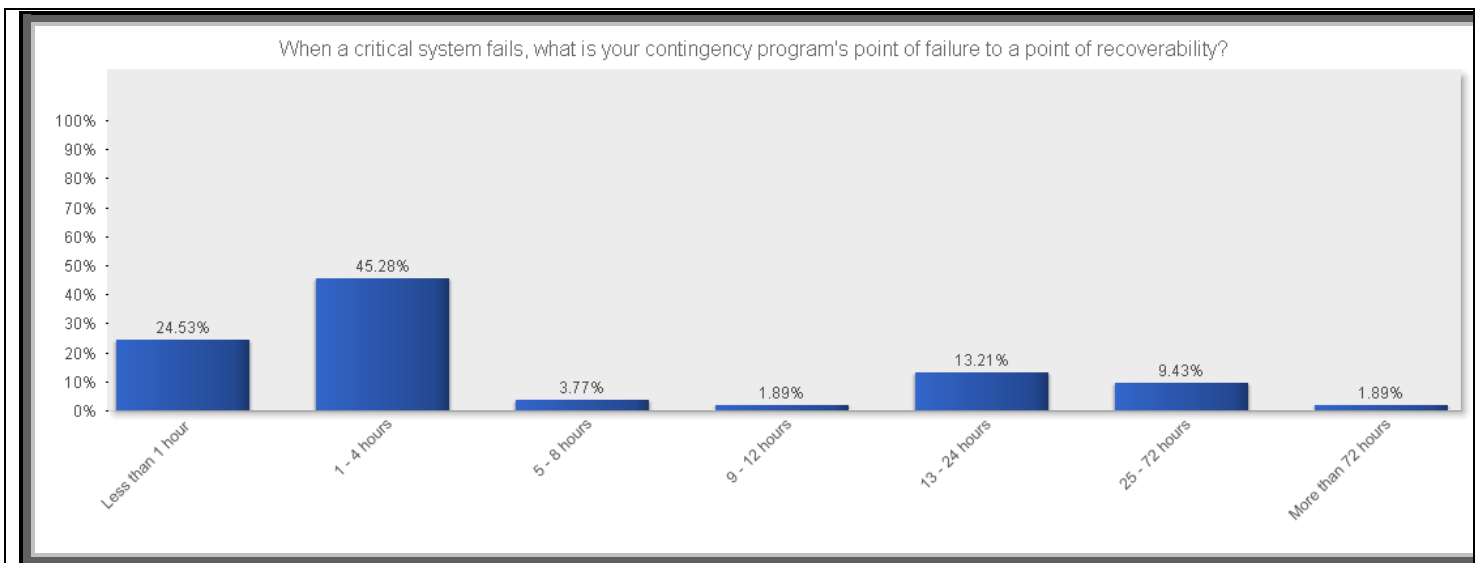


# Recovery Time

*When a critical system fails, what is your contingency program's point of failure to point of availability/ up time for the service?*

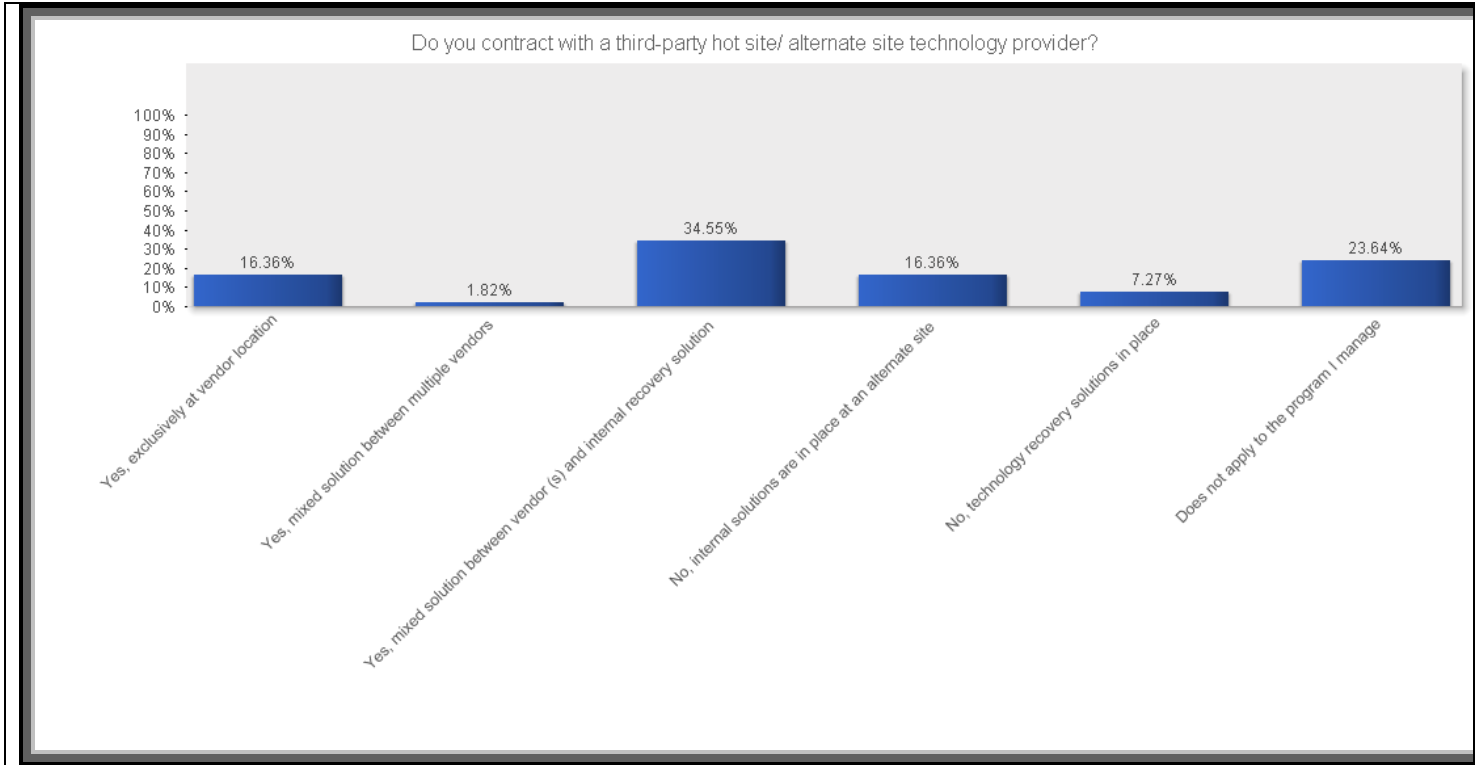


*When a critical system fails, what is your contingency program's point of failure to point of recoverability? (How quickly should an application be restored to its original operational level after it fails?)*



# Technology Recovery Solutions

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



*If yes, who is your third party hot-site/ alternate site technology recovery vendor? Select all that apply.*

*- Total percent may exceed 100% due to multiple selections.*

Third Party Hot-Site/ Alternate Site Providers	% of Resp
COL Ltd.	4.44%
Dell	6.67%
DRS	6.67%
EDS	6.67%
Hewlett-Packard	6.67%
IBM	55.56%
Rentsys	6.67%
SunGard	82.22%
Other	17.78%

Other Responses for Hot-Site/ Alternate Site Providers (as provided by respondents):

EOS, Chatham, IL; IBM; SunGard; VzB; Wanbishi; numerous other vendors;

# Consulting Initiatives

*Will you be engaging in consulting work in 2009 for your program under your direction and management?*

Consulting Work - 2009	Percentage
No	81.82%
Yes	18.18%

*What consulting initiatives are you planning in 2009 in regards to ASSESSMENT, COMPLIANCE/ STANDARD, BC PROGRAM, DR PROGRAM AND GENERAL MANAGEMENT OF PROGRAM?*

*- Total percent may exceed 100% due to multiple selections.*

Consulting Work in 2009		% of Respondents
Assessment	BIA	40.00%
	Facility Evaluation	10.00%
	Gap analysis	30.00%
	None/does not apply	10.00%
	Other	20.00%
	Risk Assessment	40.00%
	Technical	30.00%
	BASEL II	10.00%
	BS25777	10.00%
	BS25999 Part 2 Business Continuity Management Systems	10.00%
Compliance/ Standard	COBIT	20.00%
	DRI International Professional Practices	10.00%
	FFIEC	50.00%
	Good Practice Guidelines 2008 (BCI)	20.00%
	Gramm Leach Bliley Act (GLBA)	40.00%
	HIPAA	10.00%
	ISO 20000 IT Service Management	10.00%
	Local Banking Superintendency Requirement	10.00%
	NFPA 1600	20.00%
	None/does not apply	30.00%
	NYSE 446/NASD 3500	10.00%
	OSHA Compliance	10.00%
	Patriot Act	20.00%
	Sarbanes Oxley	20.00%
	SEC Regulations	20.00%
	Title IX	20.00%
	Awareness	30.00%
BC Program (Business Processes)	Crisis Mgt (Emergency Operations Center)	20.00%
	Development	10.00%
	Documentation	50.00%
	Emergency Management	10.00%
	Exercise	30.00%
	Implementation	10.00%
	None/does not apply	30.00%
Pandemic Planning	30.00%	

<b>DR Program (IT Processes)</b>	Back-up/Resiliency	30.00%
	Development	10.00%
	Documentation	50.00%
	Exercise	20.00%
	High availability/ Operational Resilience	30.00%
	Implementation	10.00%
	None/does not apply	30.00%
	BCM Policy	10.00%
	Customer Training	10.00%
	Electronic Risk	10.00%
<b>General Continuity Consulting</b>	Executive Buy-in	10.00%
	Media/ Event Planning	10.00%
	None/does not apply	50.00%
	Operational Risk	20.00%
	Project Management	20.00%
	Recommendations	10.00%
	Software Implementation	20.00%
	Strategic Planning	20.00%

Other Consulting Initiatives for 2009 (as provided by respondents):

**Assessment Work –**

Business Process Flow Analysis

Pandemic Planning

**Compliance/ Standard Work –**

**BC Program (Business Processes) Work –**

**DR Program (IT Processes) Work –**

**Other General Continuity Consulting Work –**

# Vendor Utilization

*Do you utilize software planning tools to assist with your Business Continuity Management program initiatives under your direction and management?*

Currently Utilize Software Tools	Percentage
No	24.07%
Yes	75.93%

*If yes, which software tool(s) do you utilize? Select all that apply.*

*- Total percent may exceed 100% due to multiple selections.*

Software Providers		% of Resp
21st Century Software	DR/VFI	8.62%
Archer Technologies	Archer SmartSuite Framework	3.45%
CPACS, LLC	RecoveryPAC Full	1.72%
eBRP Solutions Inc.	Toolkit Suite	1.72%
NC4	E-TEAM	3.45%
SunGard	BIA Professional	18.97%
	EPlanner	1.72%
	Incident Manager, powered by Web EOC	3.45%
	LDRPS	56.90%
	Paragon	1.72%
Virtual Corporation	Precovery	1.72%
	Sustainable Planner	6.90%
Non-BCP Focused Packages	(Word, Excel or Sharepoint)	34.48%
	Other	27.59%

Other Responses for Software Providers (as provided by respondents):

; Crisis Commander; HSEEP; In house system; Internal Application; LDRPS; Lotus Notes; Starfish; company proprietary; proprietary in house tool;

*Do you utilize automated emergency notification tools to assist with your Business Continuity Management program initiatives under your direction and management?*

Currently Utilize Automated Notification Tools	Percentage
No	31.48%
Yes	68.52%

Automated Notification Providers		% Of Resp
<b>3N</b>	3n InstaCom Enterprise	8.11%
<b>DCC- Dialogic Communications Corp.</b>	The Communicator! NXT	10.81%
<b>Dell Message One</b>	AlertFind	27.03%
<b>MIR3</b>	inEnterprise	2.70%
	TelAlert Messaging Server	2.70%
<b>Send Word Now</b>	SWN Alert Service	10.81%
<b>SunGard</b>	NotiFind, powered by Varolli	24.32%
<b>Varolli</b>	First Responder Communications	5.41%
	Enterprise Business Continuity	5.41%
	Other	13.51%

Other Responses for Notification Providers (as provided by respondents):

; At Hoc; CallCIA.com communications blast site; Missionmode; Proprietary; embedded solution in Crisis Commander;

*Do you utilize a mobile recovery solution to assist with your Business Continuity Management program initiatives under your direction and management?*

Currently Utilize Mobile Recovery Solutions	Percentage
No	74.07%
Yes	25.93%

*If yes, which mobile recovery provider(s) do you utilize? Select all that apply.*

*- Total percent may exceed 100% due to multiple selections.*

Mobile Recovery Providers	% of Resp
Agility	7.14%
RentSys	57.14%
SunGard	64.29%

Other Responses for Mobile Recovery Providers (as provided by respondents):

# Reasons for Planning, Regulatory Requirements & Organizational Certification

*Please rate the following primary reasons for developing & maintaining a program on a scale from 1 to 5 with 1 meaning LOW PRIORITY and 5 meaning HIGH PRIORITY.*

Reasons for Developing and Maintaining a Program	1 - Low Priority	2	3	4	5 - High Priority
History of business interruption(s)	17.31%	23.08%	28.85%	9.62%	21.15%
Minimize future impact	0.00%	1.92%	7.69%	32.69%	57.69%
Protect stakeholders	0.00%	0.00%	7.55%	32.08%	60.38%
Comply with regulations or laws	0.00%	1.89%	13.21%	28.30%	56.60%
In response to audit results/recommendations	1.89%	18.87%	30.19%	32.08%	16.98%
Good business sense	1.89%	0.00%	7.55%	37.74%	52.83%
Right thing to do	3.77%	1.89%	16.98%	32.08%	45.28%
Customer requirement	1.89%	9.43%	24.53%	39.62%	24.53%
Contractual agreements/service-level agreements	5.66%	7.55%	30.19%	35.85%	20.75%
Insurance policy recommendation	13.46%	26.92%	38.46%	13.46%	7.69%
Organization wants to be globally competitive and must comply with international standards.	17.31%	13.46%	25.00%	21.15%	23.08%
Organization wants to be perceived to be compliant with good Corporate Governance.	3.77%	7.55%	22.64%	30.19%	35.85%
Organization wants to ensure safety of their employees.	3.77%	1.89%	9.43%	11.32%	73.58%
Organization wants to protect and increase its economic value.	1.89%	3.77%	13.21%	28.30%	52.83%
Protection of reputation and brand of organization.	1.89%	0.00%	9.43%	20.75%	67.92%

**ALA CARTE FIGURE TO ADD TO YOUR BEST IN CLASS REPORT AT \$250**

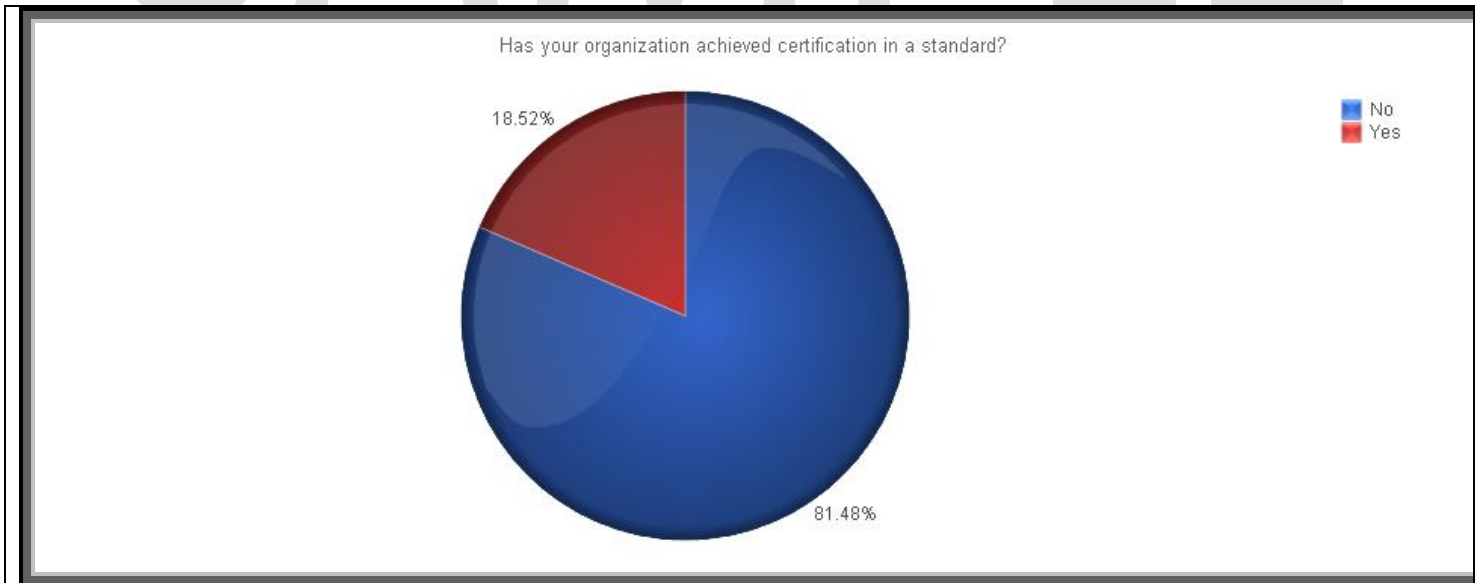
*What regulatory requirement and/ or standard do you model your Business Continuity Management program after. Rate on a scale of 1 to 5 with 1 meaning LOW PRIORITY and 5 meaning HIGH PRIORITY. Please include Not Applicable (N/A) if the regulatory requirement and/or standard do not apply to your organization.*

<b>Regulatory Requirement/ Standard</b>	<b>1 - Low priority</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5 - High priority</b>	<b>Not Applicable</b>
<b>BS25999 Part 2 Business Continuity Management Systems</b>	23.08%	10.26%	25.64%	5.13%	10.26%	25.64%
<b>BS25777</b>	23.53%	5.88%	14.71%	2.94%	8.82%	44.12%
<b>BS 31100 (Risk Management)</b>	29.41%	2.94%	5.88%	5.88%	5.88%	50.00%
<b>BASEL II</b>	17.14%	5.71%	20.00%	11.43%	8.57%	37.14%
<b>BCI Good Practice Guidelines</b>	23.53%	8.82%	5.88%	17.65%	17.65%	26.47%
<b>COBIT</b>	18.18%	15.15%	18.18%	0.00%	6.06%	42.42%
<b>DRI International Professional Practices</b>	10.53%	0.00%	18.42%	18.42%	36.84%	15.79%
<b>FFIEC</b>	7.14%	4.76%	2.38%	14.29%	50.00%	21.43%
<b>Good Practice Guidelines 2008 (BCI)</b>	27.27%	6.06%	12.12%	0.00%	15.15%	39.39%
<b>Gramm Leach Bliley Act (GLBA)</b>	15.00%	7.50%	10.00%	12.50%	30.00%	25.00%
<b>HB 167:2006 – Security Risk Management (Australia Standard)</b>	35.48%	3.23%	3.23%	0.00%	3.23%	54.84%
<b>HB 203:2006 – Environmental Risk Management (Australia Standard)</b>	35.48%	6.45%	3.23%	0.00%	0.00%	54.84%
<b>HB 221:2004 (Australia Standard)</b>	35.48%	6.45%	3.23%	0.00%	0.00%	54.84%
<b>HB 292-2006 (Australia Standard)</b>	36.67%	3.33%	3.33%	0.00%	0.00%	56.67%
<b>HB 436:2004 – Risk Management (Australia Standard)</b>	36.67%	6.67%	0.00%	0.00%	0.00%	56.67%
<b>HIPAA</b>	23.53%	8.82%	2.94%	2.94%	14.71%	47.06%
<b>Hong Kong Monetary Authority</b>	32.26%	9.68%	3.23%	3.23%	6.45%	45.16%
<b>ISO 14001 Environmental Management</b>	31.25%	6.25%	3.13%	0.00%	6.25%	53.13%
<b>ISO 9000 Fundamentals and Vocabulary of Quality Systems</b>	31.25%	9.38%	3.13%	0.00%	9.38%	46.88%
<b>ISO 9001 Quality Management</b>	28.13%	9.38%	6.25%	3.13%	12.50%	40.63%
<b>ISO 27001 Information Security</b>	24.24%	3.03%	6.06%	9.09%	18.18%	39.39%
<b>ISO 20000 IT Service Management</b>	29.03%	3.23%	6.45%	3.23%	9.68%	48.39%
<b>Joint Commission (Hospitals)</b>	34.48%	6.90%	0.00%	3.45%	0.00%	55.17%
<b>Local Banking Superintendency Requirement</b>	34.38%	3.13%	6.25%	3.13%	9.38%	43.75%
<b>MS 1970 (Malaysia Standard)</b>	32.26%	12.90%	0.00%	3.23%	0.00%	51.61%

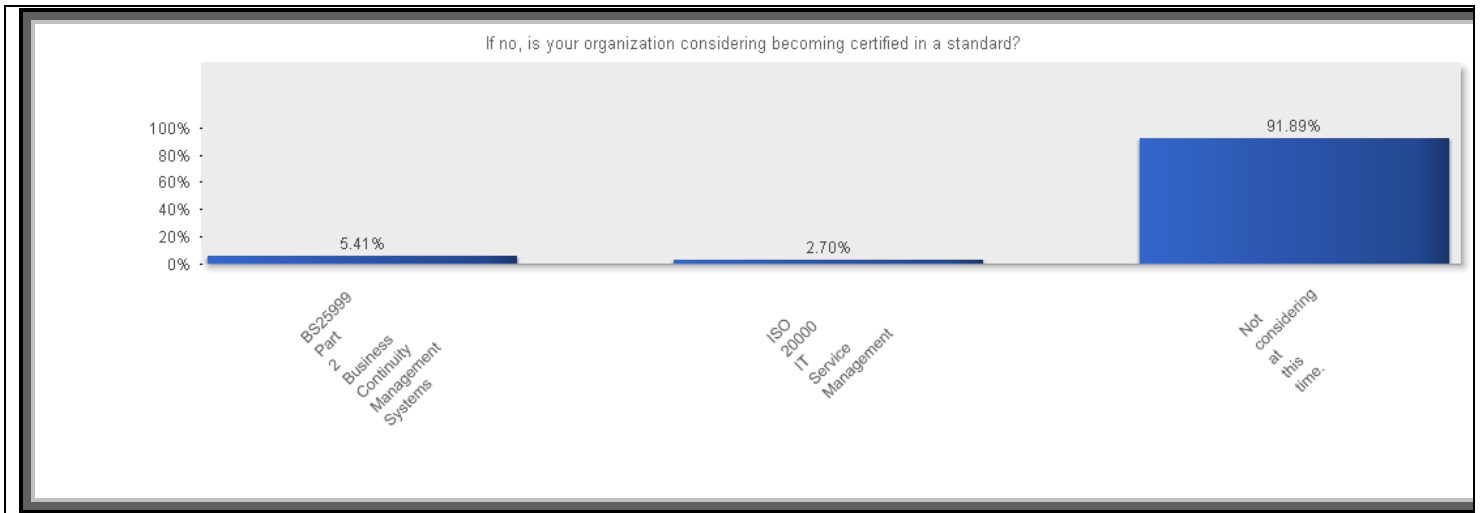
<b>NFPA 1600</b>	13.51%	10.81%	10.81%	13.51%	18.92%	32.43%
<b>NFPA 1600 (Canadian Version)</b>	34.38%	6.25%	6.25%	0.00%	6.25%	46.88%
<b>NYSE 446/NASD 3500</b>	25.00%	3.13%	9.38%	3.13%	9.38%	50.00%
<b>OSHA Compliance</b>	17.14%	8.57%	14.29%	11.43%	14.29%	34.29%
<b>Patriot Act</b>	20.59%	8.82%	14.71%	2.94%	23.53%	29.41%
<b>Prudential Standard APS 232 on BCM (Australia)</b>	35.48%	6.45%	0.00%	0.00%	0.00%	58.06%
<b>Prudential Standard GPS 222 on BCM (Australia)</b>	35.48%	6.45%	0.00%	0.00%	0.00%	58.06%
<b>Prudential Standard LPS 232 on BCM (Australia)</b>	36.67%	3.33%	0.00%	0.00%	0.00%	60.00%
<b>Sarbanes Oxley</b>	11.90%	4.76%	7.14%	14.29%	33.33%	28.57%
<b>SEC Regulations</b>	15.38%	2.56%	10.26%	15.38%	28.21%	28.21%
<b>SS540/TR19 (Singapore Standard)</b>	35.48%	9.68%	3.23%	0.00%	3.23%	48.39%
<b>Title IX</b>	34.38%	6.25%	3.13%	0.00%	9.38%	46.88%
<b>Other</b>	14.29%	0.00%	0.00%	0.00%	4.76%	80.95%

ALA CARTE FIGURES TO ADD TO YOUR BEST IN CLASS REPORT AT \$500

*Has your organization achieved certification in a standard?*

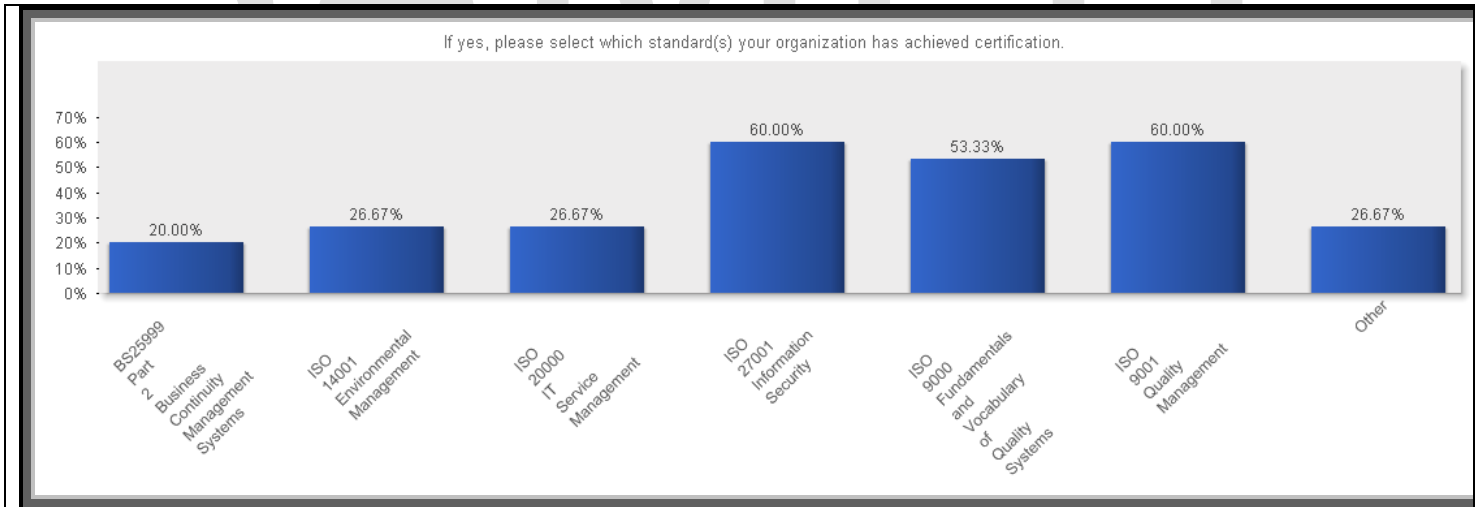


*If no, is your organization considering becoming certified in a standard?*



*If yes, please select which standard(s) your organization has achieved certification. Please select all that apply.*

*- Total percent may exceed 100% due to multiple selections.*





## Thank you to our Board, Sponsors and Distributing Organizations

BC Management's International Benchmarking Advisory Board was instrumental in reviewing the study and eliminating several assumptions that are typically overlooked in other surveys. As a team they were also focused on the topics that are of the greatest interest to continuity professionals today. The goal was to ensure a credible report that would add value to the business continuity profession. BC Management also greatly appreciates the efforts of those organizations that assisted in this global effort. A full listing is included in customized benchmarking reports. We would also like to extend a special recognition to the two sponsoring organizations that assisted with translating our study. The study may not have been available in Chinese and Japanese if it wasn't for the assistance of our sponsors.



Sponsored the Chinese Translation



IT Professional  
Group

Sponsored the Japanese translation



## 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 complimentary reports please visit [www.bcmanagement.com](http://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 elevate our study or reporting at [info@bcmanagement.com](mailto:info@bcmanagement.com).