

Business Continuity Management Program Maturity Report - SAMPLE -



Benchmarking. Plan Ahead. Be Ahead.

Prepared by BC Management, Inc.

- Not Actual Data

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Confidential Report

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Thank you for purchasing BC Management's Business Continuity Management Program Maturity Report. This report highlights differentiating factors between "Very Immature" and "Very Mature" business continuity programs. The data within this report was collected via BC Management's 8th Annual BCM Study, which was active from February to December 2009.

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Reporting History

Since 2001 BC Management, Inc. has been gathering data on business continuity management programs and compensations to provide professionals with the information they need to elevate their programs. Each year our organization strives to improve upon the study questions, distribution of the study and the reporting of the data collected. 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 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 encompasses 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 advanced study is coded with extensive JAVA script to ensure a correct question branching path and to eliminate unintelligible data. The comprehensive study 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 the 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.

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 as well as a business intelligence dashboard 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 information remains confidential and is never revealed. The charts and graphs will reflect what respondents answered in the study. If a selection within a question is not selected it will NOT be included in the results.



Participant Data & Respondent Characteristics

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.

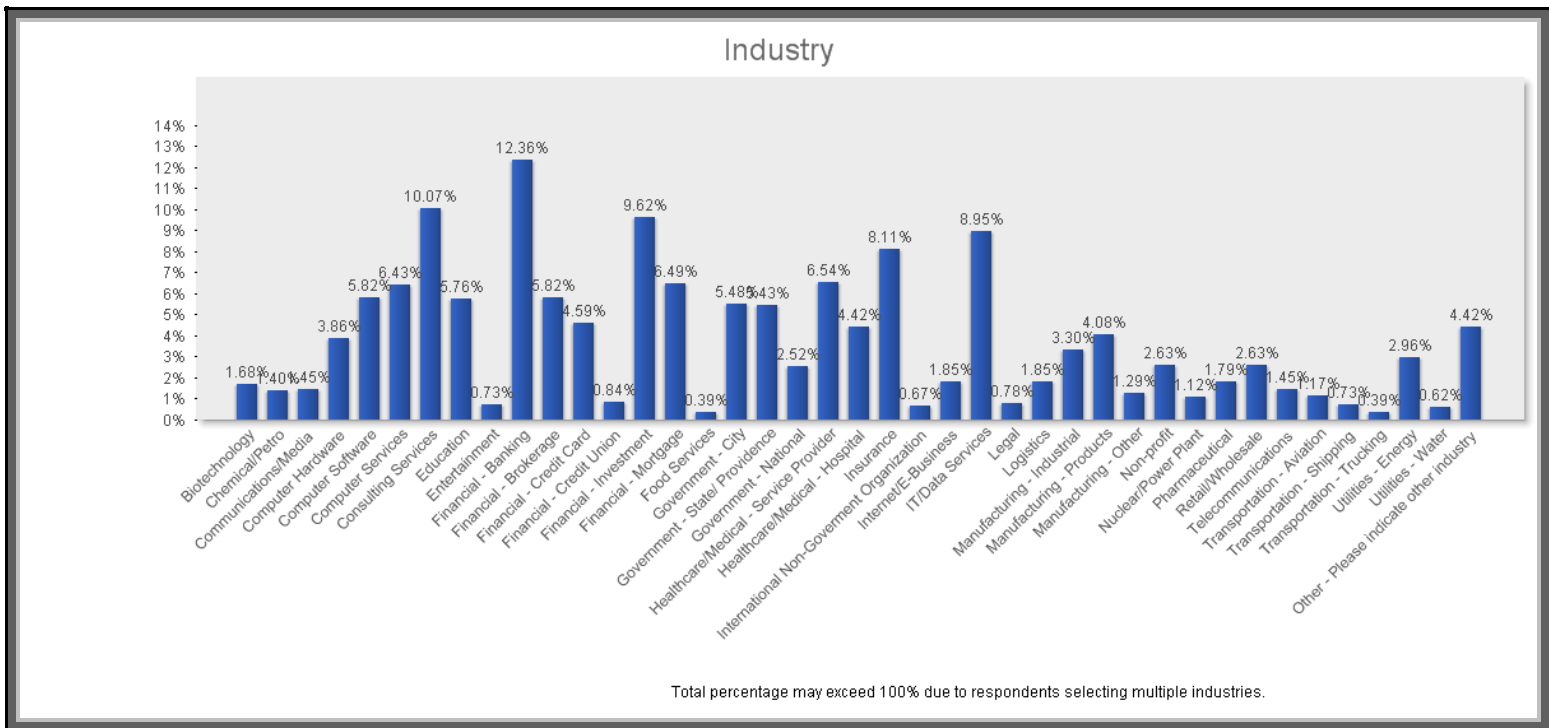
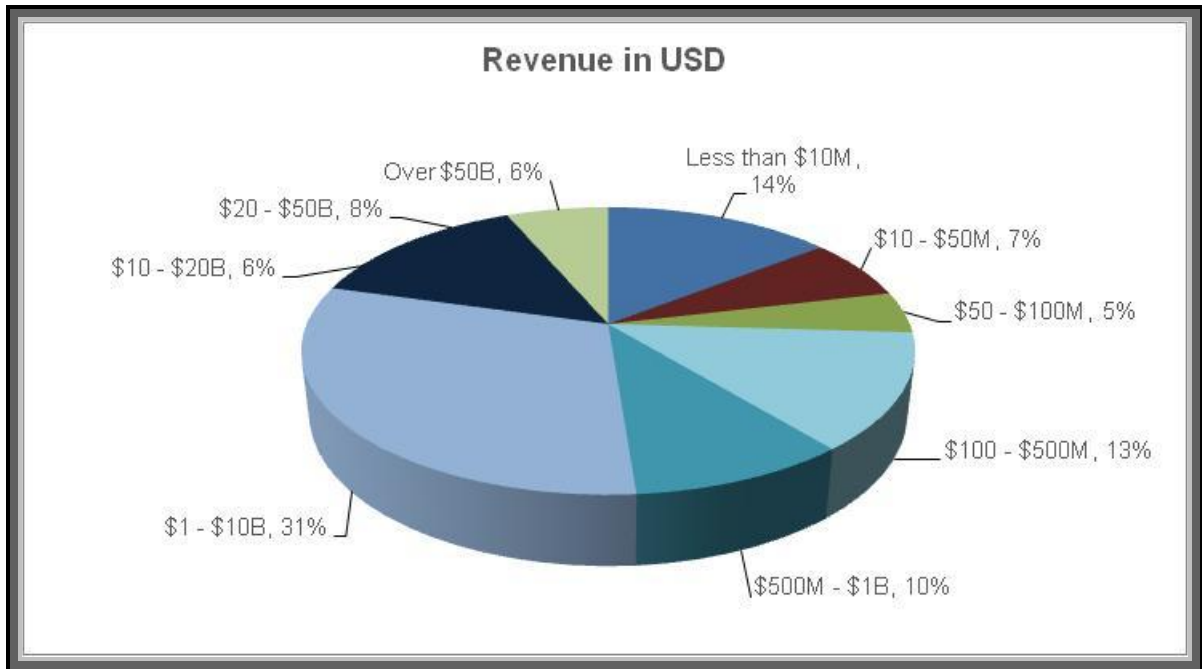
- Business Continuity Compensation – 2,907 study participants completed the compensation section from 57 countries.
- Business Continuity Program Management – 912 study participants completed the program management section from 39 countries. Incomplete study responses were included within this report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

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 (43%) managed 5+ disciplines within their program.



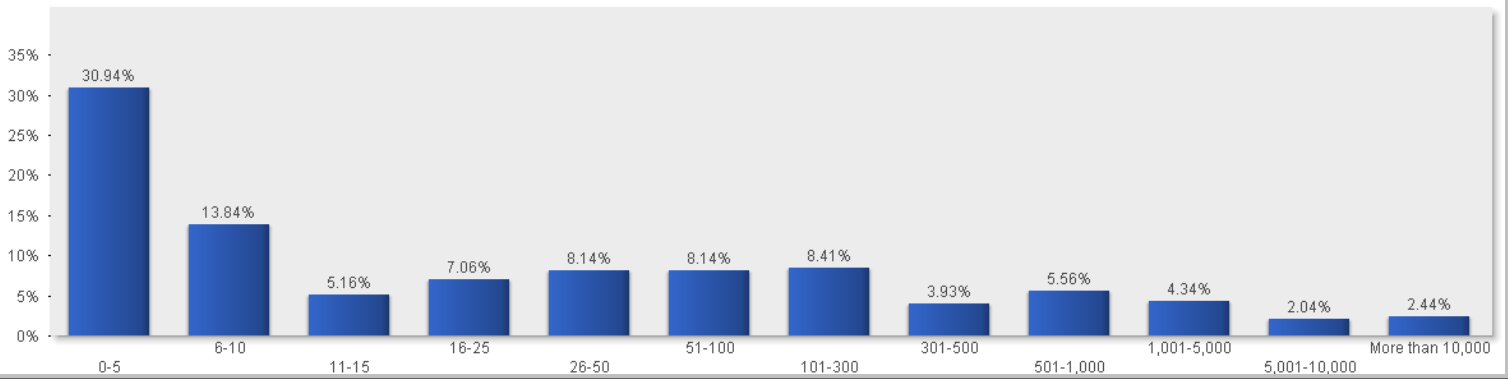
Participant Data & Respondent Characteristics Continued



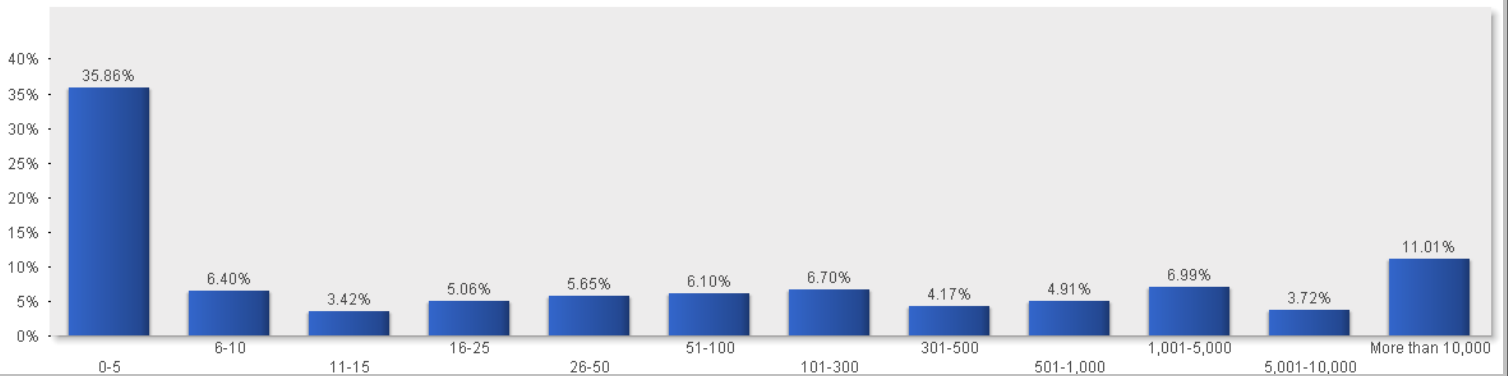


Participant Data & Respondent Characteristics Continued

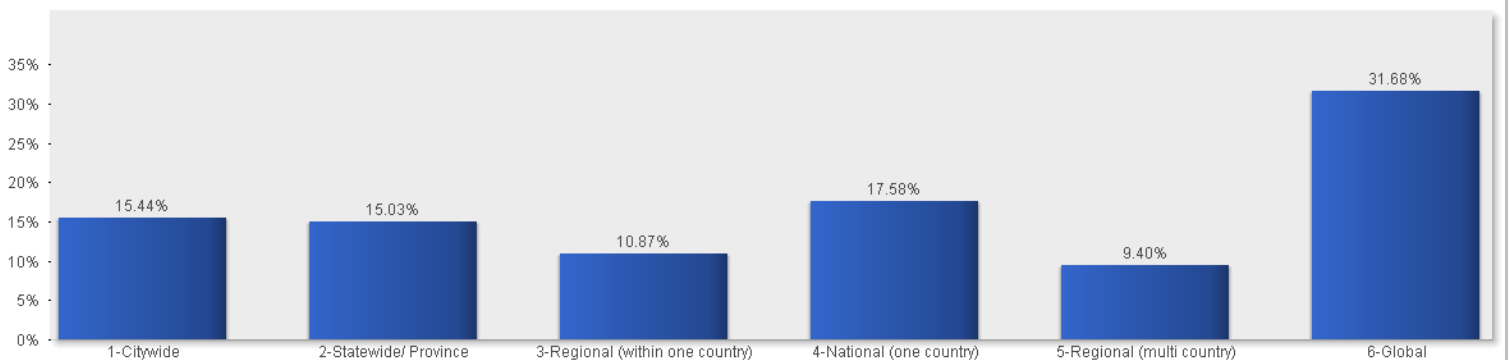
Number of Company Locations - Corporate/ Operational Functions



Number of Company Locations - Retail/ Customer Interfacing



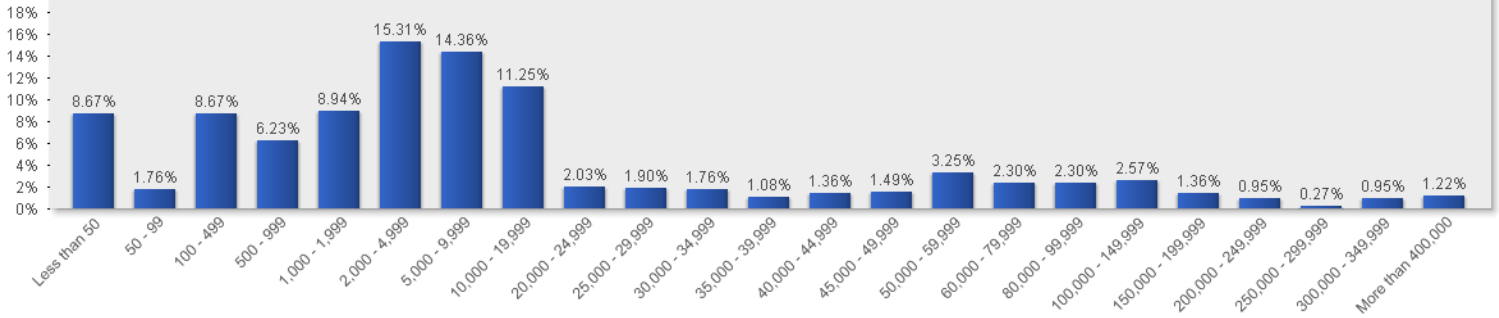
Distribution of Company Locations



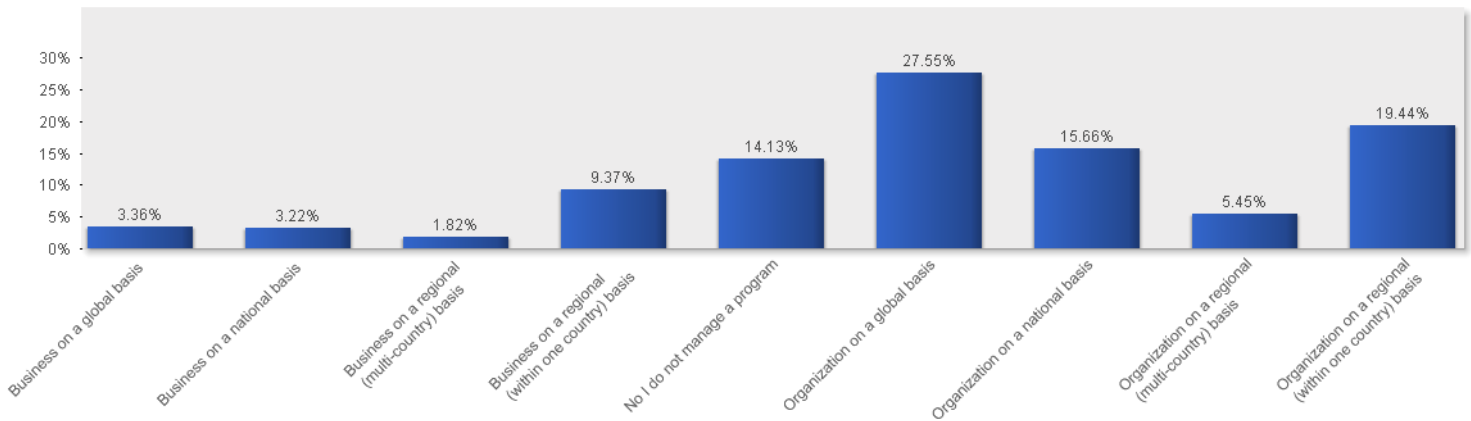


Participant Data & Respondent Characteristics Continued

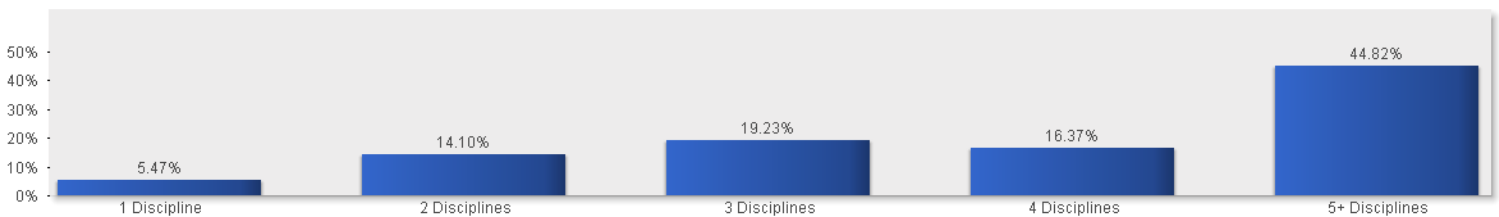
Number of Company Employees



Scope of Program



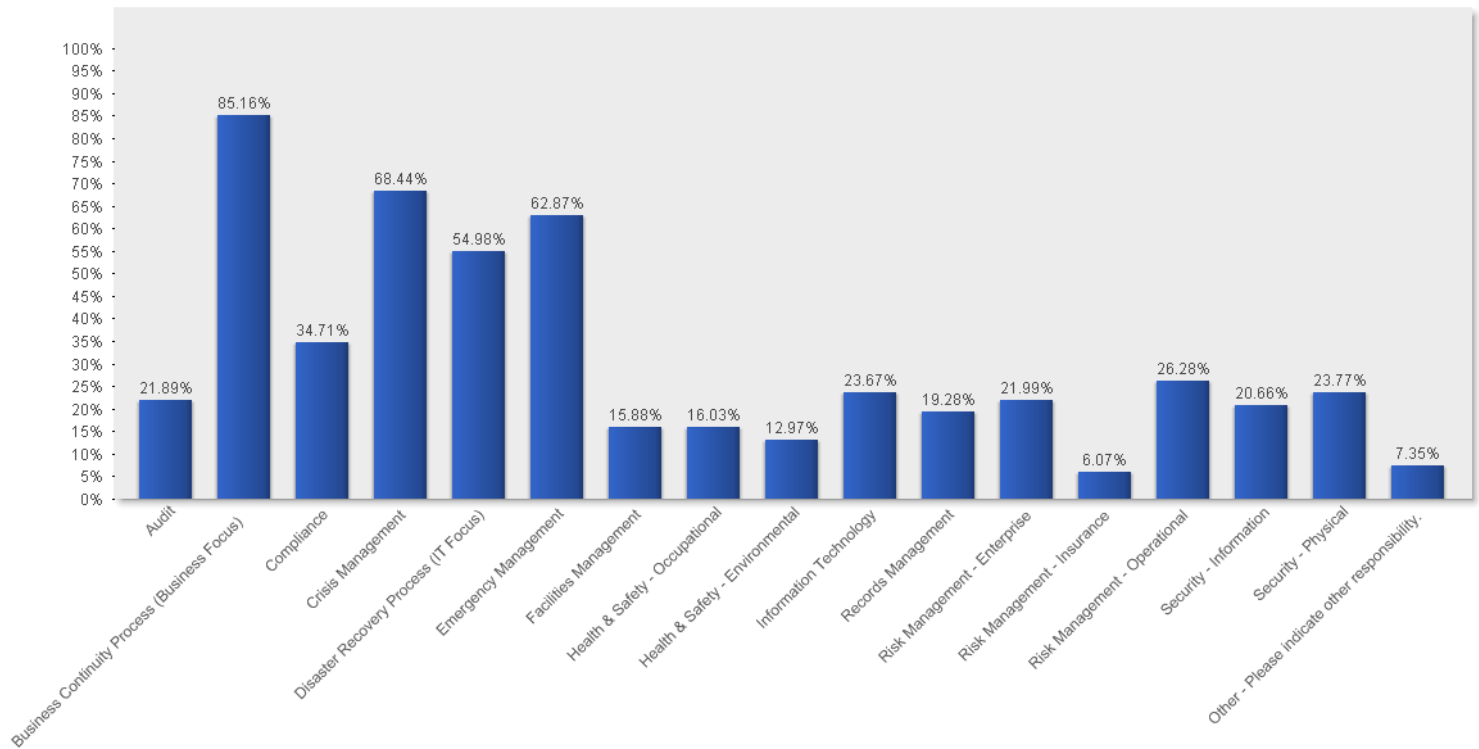
Number of Disciplines Managed Within the Program





Participant Data & Respondent Characteristics Continued

Disciplines Managed Within Program

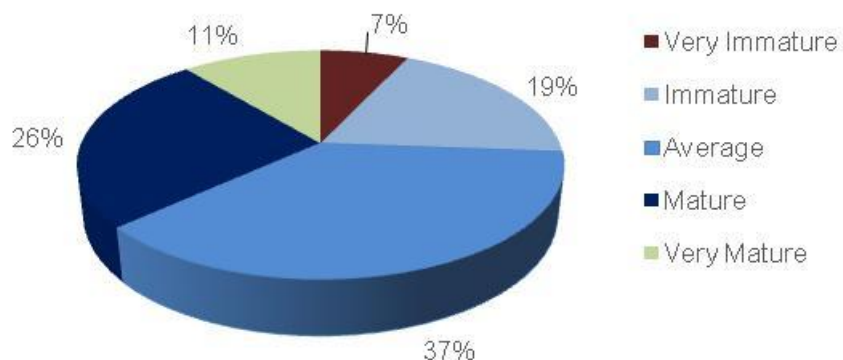


Total percentage may exceed 100% due to respondents selecting multiple disciplines

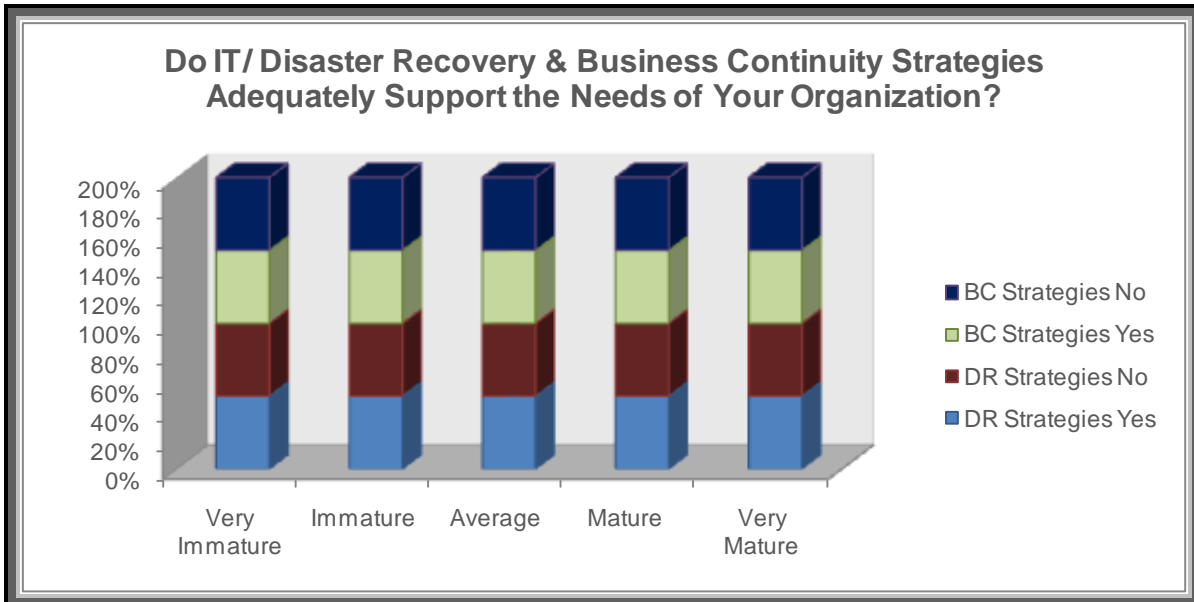
Program Maturity

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". (An assessment of USA respondents.)

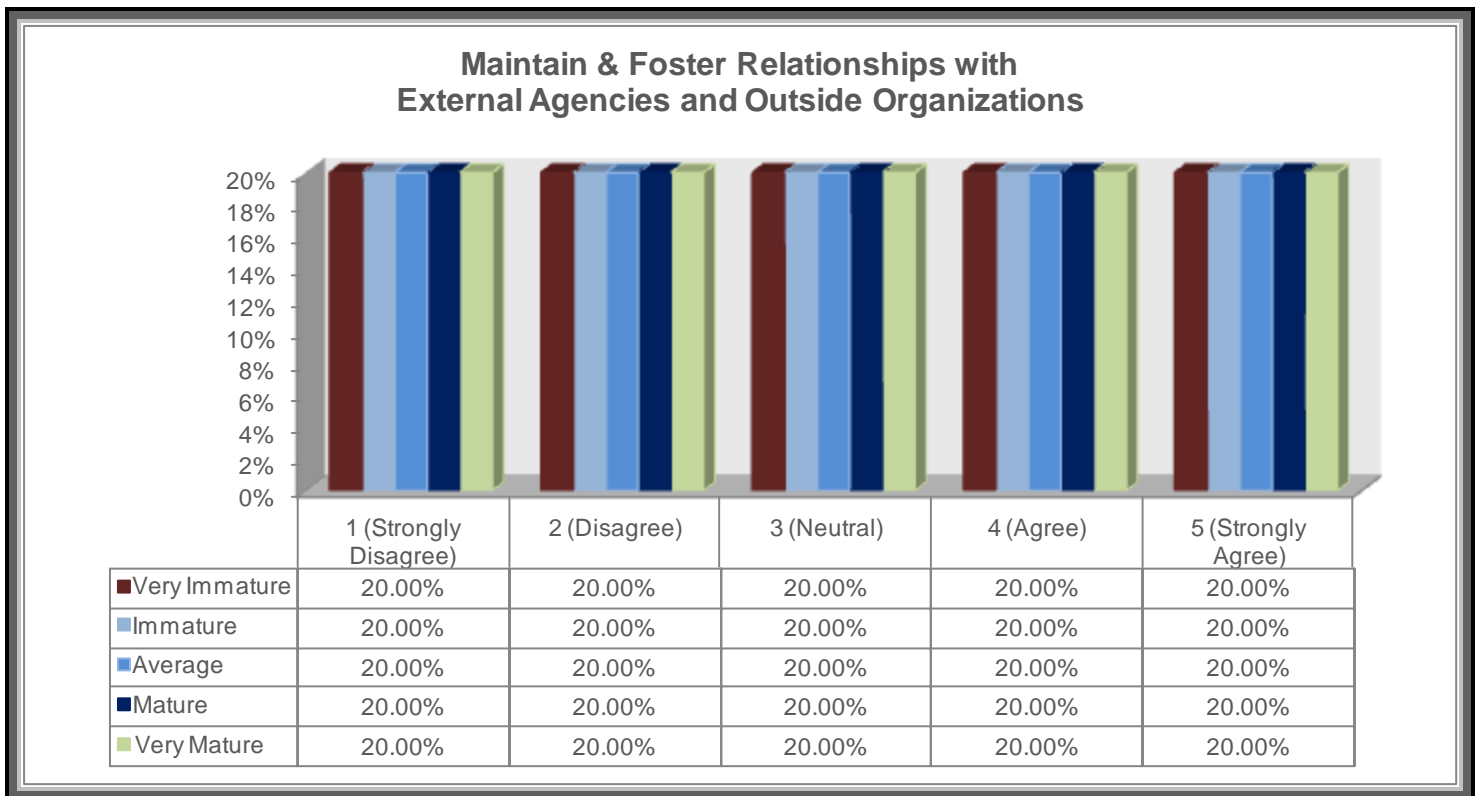
Program Maturity - Self Rating



To your knowledge, do you feel your current IT/Disaster Recovery and Business Continuity strategies adequately support the needs of your organization? If no, please select which best describes future action for improvement. (An assessment of USA respondents by program maturity rating.)



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. (An assessment of USA respondents by program maturity rating.)



How well integrated are the following within your organizational program? Please rate on a scale of 1 to 5 with 1 meaning NO INTEGRATION and 5 meaning COMPLETELY INTEGRATED. (An assessment of USA respondents by program maturity rating.)

*All related enterprise disciplines are listed within the study to accommodate a variety of discipline expertise.

Discipline Integration by Program Maturity Rating						
Disciplines	Maturity Rating	1-No Integration	2	3	4	5- Completely Integrated
Audit	All Respondents	xx%	xx%	xx%	xx%	xx%
	Very Immature	xx%	xx%	xx%	xx%	xx%
	Immature	xx%	xx%	xx%	xx%	xx%
	Average	xx%	xx%	xx%	xx%	xx%
	Mature	xx%	xx%	xx%	xx%	xx%
Very Mature	xx%	xx%	xx%	xx%	xx%	
Business Continuity Process (Business Focus)	All Respondents	xx%	xx%	xx%	↔	xx%
	Very Immature	xx%	xx%	xx%	xx%	xx%
	Immature	xx%	xx%	xx%	xx%	xx%
	Average	xx%	xx%	xx%	xx%	xx%
	Mature	xx%	xx%	xx%	xx%	xx%
Very Mature	xx%	xx%	xx%	xx%	xx%	
Compliance	All Respondents	xx%	xx%	xx%	↔	xx%
	Very Immature	xx%	xx%	xx%	xx%	xx%
	Immature	xx%	xx%	xx%	xx%	xx%
	Average	xx%	xx%	xx%	xx%	xx%
	Mature	xx%	xx%	xx%	xx%	xx%
Very Mature	xx%	xx%	xx%	xx%	xx%	
Crisis Management	All Respondents	xx%	xx%	xx%	↔	xx%
	Very Immature	xx%	xx%	xx%	xx%	xx%
	Immature	xx%	xx%	xx%	xx%	xx%
	Average	xx%	xx%	xx%	xx%	xx%
	Mature	xx%	xx%	xx%	xx%	xx%
Very Mature	xx%	xx%	xx%	xx%	xx%	
Disaster Recovery Process (IT Focus)	All Respondents	xx%	xx%	xx%	↔	xx%
	Very Immature	xx%	xx%	xx%	xx%	xx%
	Immature	xx%	xx%	xx%	xx%	xx%
	Average	xx%	xx%	xx%	xx%	xx%
	Mature	xx%	xx%	xx%	xx%	xx%
Very Mature	xx%	xx%	xx%	xx%	xx%	
Emergency Management	All Respondents	xx%	xx%	xx%	↔	xx%
	Very Immature	xx%	xx%	xx%	xx%	xx%
	Immature	xx%	xx%	xx%	xx%	xx%
	Average	xx%	xx%	xx%	xx%	xx%
	Mature	xx%	xx%	xx%	xx%	xx%
Very Mature	xx%	xx%	xx%	xx%	xx%	
Facilities Management	All Respondents	xx%	xx%	xx%	↔	xx%
	Very Immature	xx%	xx%	xx%	xx%	xx%
	Immature	xx%	xx%	xx%	xx%	xx%
	Average	xx%	xx%	xx%	xx%	xx%
	Mature	xx%	xx%	xx%	xx%	xx%
Very Mature	xx%	xx%	xx%	xx%	xx%	
Health & Safety - Occupational	All Respondents	xx%	xx%	→	xx%	→
	Very Immature	xx%	xx%	xx%	xx%	xx%
	Immature	xx%	xx%	xx%	xx%	xx%
	Average	xx%	xx%	xx%	xx%	xx%
	Mature	xx%	xx%	xx%	xx%	xx%
Very Mature	xx%	xx%	xx%	xx%	xx%	
Health & Safety - Environmental	All Respondents	xx%	xx%	→	xx%	→
	Very Immature	xx%	xx%	2.63%	xx%	xx%
	Immature	xx%	xx%	xx%	xx%	xx%
	Average	xx%	xx%	xx%	xx%	xx%
	Mature	xx%	xx%	xx%	xx%	xx%
Very Mature	xx%	xx%	xx%	xx%	xx%	

Discipline Integration by Program Maturity Rating

Disciplines	Maturity Rating	1-No Integration	2	3	4	5- Completely Integrated
Information Technology	All Respondents	xx%	xx%	xx%	↔	xx%
	Very Immature	xx%	xx%	xx%		xx%
	Immature	xx%	xx%	xx%		xx%
	Average	xx%	xx%	xx%		xx%
	Mature	xx%	xx%	xx%		xx%
	Very Mature	xx%	xx%	xx%		xx%
Records Management	All Respondents	xx%	xx%	→	xx%	→
	Very Immature	xx%	xx%		xx%	xx%
	Immature	xx%	xx%		xx%	xx%
	Average	xx%	xx%		xx%	xx%
	Mature	xx%	xx%		xx%	xx%
	Very Mature	xx%	xx%		xx%	xx%
Risk Management - Enterprise	All Respondents	xx%	xx%	xx%	↔	xx%
	Very Immature	xx%	xx%	xx%		xx%
	Immature	xx%	xx%	xx%		xx%
	Average	xx%	xx%	xx%		xx%
	Mature	xx%	xx%	xx%		xx%
	Very Mature	xx%	xx%	xx%		xx%
Risk Management - Insurance	All Respondents	xx%	xx%	→	xx%	xx%
	Very Immature	xx%	xx%		xx%	xx%
	Immature	xx%	xx%		xx%	xx%
	Average	xx%	xx%		xx%	xx%
	Mature	xx%	xx%		xx%	xx%
	Very Mature	xx%	xx%		xx%	xx%
Risk Management - Operational	All Respondents	xx%	xx%	xx%	↔	xx%
	Very Immature	xx%	xx%	xx%		xx%
	Immature	xx%	xx%	xx%		xx%
	Average	xx%	xx%	xx%		xx%
	Mature	xx%	xx%	xx%		xx%
	Very Mature	xx%	xx%	xx%		xx%
Security - Information	All Respondents	xx%	xx%	xx%	↔	xx%
	Very Immature	xx%	xx%	xx%		xx%
	Immature	xx%	xx%	xx%		xx%
	Average	xx%	xx%	xx%		xx%
	Mature	xx%	xx%	xx%		xx%
	Very Mature	xx%	xx%	xx%		xx%
Security - Physical	All Respondents	xx%	xx%	xx%	↔	xx%
	Very Immature	xx%	xx%	xx%		xx%
	Immature	xx%	xx%	xx%		xx%
	Average	xx%	xx%	xx%		xx%
	Mature	xx%	xx%	xx%		xx%
	Very Mature	xx%	xx%	xx%		xx%
Other - Please indicate other responsibility	All Respondents	xx%	xx%	xx%	↔	xx%
	Very Immature	xx%	xx%	xx%		xx%
	Immature	xx%	xx%	xx%		xx%
	Average	xx%	xx%	xx%		xx%
	Mature	xx%	xx%	xx%		xx%
	Very Mature	xx%	xx%	xx%		xx%

Percent values above are based on the number of respondents that answered both questions. Not all respondents answered both questions. Highlighted percent figures represent the highest level of discipline integration by program maturity rating.

“Other” disciplines as noted by study participants:

Awareness Program, Credit Risk Management, Disaster Preparedness, Vendor Management, Purchasing, AML, Emergency Operations Center, Service Level Management, IT Infrastructure Project Management, operations/customer service, Manager Electronic Banking, travel security, medical evacuation, Data Center Management, Pandemic Planning and Program, Mail & Courier, Reception, Training for Programs, International Medical, Program integration, Financial (credit and market risk), Risk Communications, Partner/vendor due diligence, overall resiliency governance and Business Planning.

Please choose all that apply to describe your organization's current continuity program status under your direction and management. Please check all that apply. (An assessment of USA respondents by program maturity rating.)

* "% of Resp" column will exceed 100% due to multiple selections.

Status of Business Continuity Management Program ~ Multiple Selections Allowed		% of Resp Int'l	Program Status by Program Maturity Rating				
			Very Immature	Immature	Average	Mature	Very Mature
There are no business continuity and/or IT disaster recovery plans in place.		xx%	xx%	xx%	xx%	xx%	xx%
Off-site data recovery only.		xx%	xx%	xx%	xx%	xx%	xx%
There are contingency plans in place for IT DR functions only.		★ xx%	xx%	xx%	xx%	xx%	xx%
Some departments/divisions have business continuity plans.		★ xx%	xx%	xx%	xx%	xx%	xx%
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.		xx%	xx%	xx%	xx%	xx%	xx%
Currently conducting BIA or risk assessments.		xx%	xx%	xx%	xx%	xx%	xx%
Currently developing and implementing BC and/or IT DR plans that meet the needs of the organization.		xx%	xx%	xx%	xx%	xx%	xx%
Currently assessing an Emergency Operations Center.		xx%	xx%	xx%	xx%	xx%	xx%
Currently implementing an Emergency Operations Center.		xx%	xx%	xx%	xx%	xx%	xx%
A full functioning Emergency Operations Center is in place.		★ xx%	xx%	xx%	xx%	xx%	xx%
Policies and procedures are in place to interact and coordinate with external agencies in times of a disaster.		xx%	xx%	xx%	xx%	xx%	xx%
A Crisis Management process and plan is in place.		xx%	xx%	xx%	xx%	xx%	xx%
A Crisis Communications program is in place.		xx%	xx%	xx%	xx%	xx%	xx%
Considering conducting an enterprise risk assessment for the board and/ or senior management.		xx%	xx%	xx%	xx%	xx%	xx%
Currently conducting an enterprise risk assessment for the board and/ or senior management.		xx%	xx%	xx%	xx%	xx%	xx%
Incorporated a full enterprise risk management program with controls in place to avoid or mitigate potential risks.		★ xx%	xx%	xx%	xx%	xx%	xx%
Implemented a full functioning, corporate wide BCM program that meets the organization's contingency, resiliency, risk management, emergency management and crisis management needs.		★ xx%	xx%	xx%	xx%	xx%	xx%
Implemented an awareness and training program to promote and educate the entire organization on the BCM program.		★ xx%	xx%	xx%	xx%	xx%	xx%
Maintain an assessment and audit schedule of the BCM program to ensure the program is up to date and complete.		★ xx%	xx%	xx%	xx%	xx%	xx%
Maintain an exercise schedule in order to identify new potential vulnerabilities or weaknesses in the current BCM program. Analyze findings to elevate the program.		xx%	xx%	xx%	xx%	xx%	xx%

★ Indicates areas of improvement. Highlighted percent figures represent the highest percent for each selection of program status.

An assessment of the average business continuity management budget (approximate/ 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. (An assessment of USA respondents by program maturity rating.)

Program Maturity Rating	Avg Budget	Avg Total FTE	Avg Total PTE	Avg FTE BCM Focus	Avg PTE BCM Focus	Avg Number of Disciplines in Program
Very Immature	\$xxx	x	x	x	x	x
Immature	\$xxx	x	x	x	x	x
Average	\$xxx	x	x	x	x	x
Mature	\$xxx	x	x	x	x	x
Very Mature	\$xxx	x	x	x	x	x

Budgeting

Describe how continuity program expenses are budgeted under your direction and management? (An assessment of USA respondents by program maturity rating.)

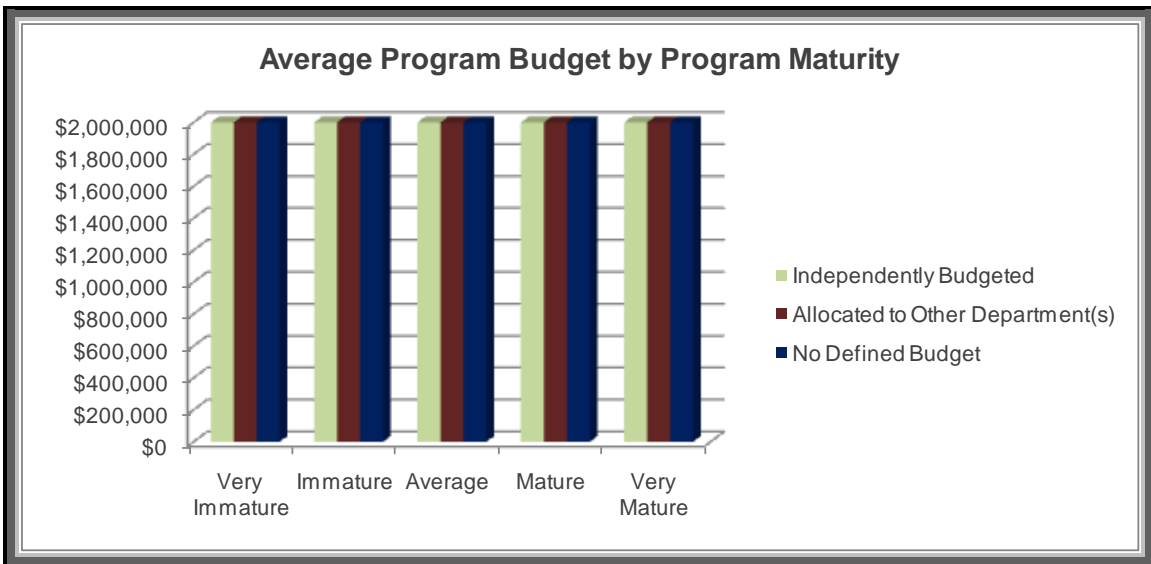
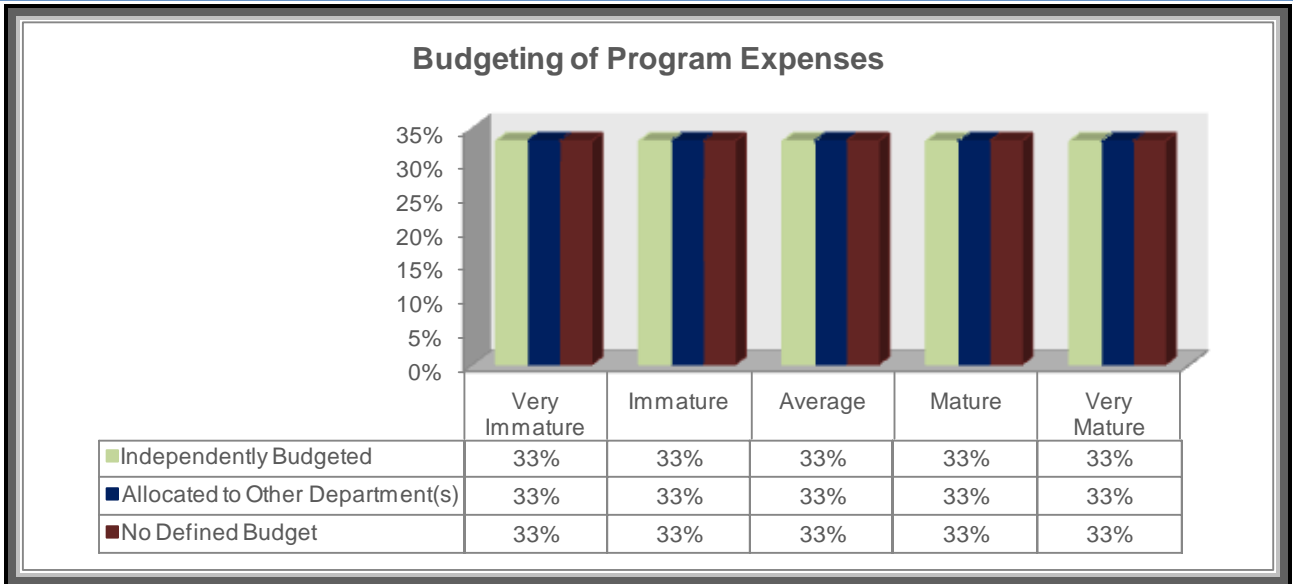


Table shows a correlation between three different questions. First Question – Please specify what is accounted for in your annual budget. Please check box if the line item is currently included in your program budget. Second Question – Please indicate the percent of the overall program budget for each line item. Third Question – What is your company’s approximate annual budget for contingency related program expenses? (An assessment of USA respondents by program maturity rating.)

* “% of Resp Included Budget Item” column will not equal 100% due to open/ multiple selections.

* The amount listed in the “Average Budget Amount” column was automatically calculated per study respondent based on the total budget and the % of total budget for each line item. The average was then calculated for all study respondents.

2009 Budget Line Items by Program Maturity Rating				
Budget Line Item	Maturity Rating	% of Resp Include Budget Item in		Average Budget Amount
		Total Budget	% of Total Budget	
Full Time Internal Staff	<i>All Respondents</i>	xx%	xx%	\$xxx
	Very Immature	xx%	xx%	\$xxx
	Immature	xx%	xx%	\$xxx
	Average	xx%	xx%	\$xxx
	Mature	xx%	xx%	\$xxx
	Very Mature	xx%	xx%	\$xxx
Consultants/ Contractors (Business Focus)	<i>All Respondents</i>	xx%	xx%	\$xxx
	Very Immature	xx%	xx%	\$xxx
	Immature	xx%	xx%	\$xxx
	Average	xx%	xx%	\$xxx
	Mature	xx%	xx%	\$xxx
	Very Mature	xx%	xx%	\$xxx
Consultants/ Contractors (IT Focus)	<i>All Respondents</i>	xx%	xx%	\$xxx
	Very Immature	xx%	xx%	\$xxx
	Immature	xx%	xx%	\$xxx
	Average	xx%	xx%	\$xxx
	Mature	xx%	xx%	\$xxx
	Very Mature	xx%	xx%	\$xxx
Emergency Operations Center (EOC)	<i>All Respondents</i>	xx%	xx%	\$xxx
	Very Immature	xx%	xx%	\$xxx
	Immature	xx%	xx%	\$xxx
	Average	xx%	xx%	\$xxx
	Mature	xx%	xx%	\$xxx
	Very Mature	xx%	xx%	\$xxx
Hot-site/ Outsourced Alternate Site	<i>All Respondents</i>	xx%	xx%	\$xxx
	Very Immature	xx%	xx%	\$xxx
	Immature	xx%	xx%	\$xxx
	Average	xx%	xx%	\$xxx
	Mature	xx%	xx%	\$xxx
	Very Mature	xx%	xx%	\$xxx
Internal Recovery Site	<i>All Respondents</i>	xx%	xx%	\$xxx
	Very Immature	xx%	xx%	\$xxx
	Immature	xx%	xx%	\$xxx
	Average	xx%	xx%	\$xxx
	Mature	xx%	xx%	\$xxx
	Very Mature	xx%	xx%	\$xxx
Software	<i>All Respondents</i>	xx%	xx%	\$xxx
	Very Immature	xx%	xx%	\$xxx
	Immature	xx%	xx%	\$xxx
	Average	xx%	xx%	\$xxx
	Mature	xx%	xx%	\$xxx
	Very Mature	xx%	xx%	\$xxx

2009 Budget Line Items by Program Maturity Rating				
Budget Line Item	Maturity Rating	% of Resp Include Budget Item in Total Budget	% of Total Budget	Average Budget Amount
Notification/ Alerts	All Respondents	xx%	xx%	\$xxx
	Very Immature	xx%	xx%	\$xxx
	Immature	xx%	xx%	\$xxx
	Average	xx%	xx%	\$xxx
	Mature	xx%	xx%	\$xxx
Mobile Recovery	All Respondents	xx%	xx%	\$xxx
	Very Immature	-	-	-
	Immature	xx%	xx%	\$xxx
	Average	xx%	xx%	\$xxx
	Mature	xx%	xx%	\$xxx
DR Technology	All Respondents	xx%	xx%	\$xxx
	Very Immature	xx%	xx%	\$xxx
	Immature	xx%	xx%	\$xxx
	Average	xx%	xx%	\$xxx
	Mature	xx%	xx%	\$xxx
Exercises	All Respondents	xx%	xx%	\$xxx
	Very Immature	xx%	xx%	\$xxx
	Immature	xx%	xx%	\$xxx
	Average	xx%	xx%	\$xxx
	Mature	xx%	xx%	\$xxx
Training/ Awareness	All Respondents	xx%	xx%	\$xxx
	Very Immature	xx%	xx%	\$xxx
	Immature	xx%	xx%	\$xxx
	Average	xx%	xx%	\$xxx
	Mature	xx%	xx%	\$xxx
Travel	All Respondents	xx%	xx%	\$xxx
	Very Immature	xx%	xx%	\$xxx
	Immature	xx%	xx%	\$xxx
	Average	xx%	xx%	\$xxx
	Mature	xx%	xx%	\$xxx
Other	All Respondents	xx%	xx%	\$xxx
	Very Immature	xx%	xx%	\$xxx
	Immature	xx%	xx%	\$xxx
	Average	xx%	xx%	\$xxx
	Mature	xx%	xx%	\$xxx
	Very Mature	-	-	-

Highlighted numbers represent the highest figures for each budget line item in each column

* All questionable or incomplete budget information was verified by directly contacting the study respondent. Questionable data responses that couldn't be confirmed were removed.

"Other" budget line items as noted by study participants:

Budget covers Information Security, Emergency Supplies, Generator and UPS Maintenance, Other vendor costs to support BC programme, Emergency Supplies, Supplies, Recruitment, vaulting, Response equipment, EOC Equipment repair and replacement, preparedness, general office expenses, Disaster Response Unit, PT Internal Staff, hardware, Conferences, part time staff, training for direct staff, BIA, Automation. Note: Full time internal staff budget not included, Telecommunication + equipment, Alternate Communications, no central budget, is down to each country operating officer to sign off on, Continuous Education, conferences, certifications, Supplies, documentation, Miscellaneous, Off site, training, storage and archiving, Insurance, Emergency supplies, 1-5% of the work time of 18 divisional representatives, contractor to be hired, unknown budget, Development of a DR solution, Supplies and Equipment and maintenance, hardware, public relations\ advertising and Disaster Response Equipment and Supplies.

Organizational Reporting Structure

Which department best describes the reporting structure of your program under your direction and management? Please select the best response from the following departments. (An assessment of USA respondents by program maturity rating.)

Department Owner	Very Immature	Immature	Average	Mature	Very Mature
Assurance/ Compliance	xx%	xx%	xx%	xx%	xx%
Audit - Internal	xx%	xx%	xx%	xx%	xx%
Business Continuity Office	xx%	xx%	xx%	xx%	xx%
Corporate Offices	xx%	xx%	xx%	xx%	xx%
Facilities Management	xx%	xx%	xx%	xx%	xx%
Finance	xx%	xx%	xx%	xx%	xx%
Human Resources	xx%	xx%	xx%	xx%	xx%
Information Technology ★	xx%	xx%	xx%	xx%	xx%
Legal Counsel	xx%	xx%	xx%	xx%	xx%
Operations	xx%	xx%	xx%	xx%	xx%
Program Management Office	xx%	xx%	xx%	xx%	xx%
Risk Management	xx%	xx%	xx%	xx%	xx%
Security – Information	xx%	xx%	xx%	xx%	xx%
Security – Physical	xx%	xx%	xx%	xx%	xx%
Strategic Planning	xx%	xx%	xx%	xx%	xx%
Individual business units	xx%	xx%	xx%	xx%	xx%
Other	xx%	xx%	xx%	xx%	xx%

★ Indicates the greatest percent differential in reporting structure between “Very Immature” and “Very Mature”. Highlighted percent figures represent the top department owners (highest percent values) by program maturity rating.

“Other” department owners as noted by study participants:

General Services which houses the Security Office / fleet, fuel and facility management and, Environmental Health and Safety, all management teams report, Security & Emergency Management, Office of Chief Operating Officer, HSE, Reports to a Committee, General Services, County CEO, been bounced around due to re-orgs, currently reporting to "complaint department" of all things!, Emergency Management, Senior Vice President-Legal, HR, Corporate Claims and ERM, Office of the CIO, Police Department, Self contributor to Corporate Organization, BCM reports to Internal Audit; DR reports to IT, Audit/Compliance/Ethics, Emergency Management, Office of Emergency Management, Business Continuity and Physical Security, Emergency Management, Emergency Management Program Office, Special Services, Disaster Recovery & Mitigation, Clinical, Fire Services, Department of Public Safety, GENERAL OFFICER COMMANDING, Administration, Enterprise Continuity, Risk & Controls Management, finance, Administrative Operations, Chief Executive Officer, Law Enforcement, C-Level, Executive, Continuity of Operations Team, BCPDR and Quality, PMO and Quality Assurance for the corporation not under my management, Internal Controls, Business development for emergency response; IT for BC, Split between Risk Management and Facilities Management, Office of the President, grant writing and resource development, Report to Patient Care Department, Facilities, Security and Document Production, Storage, Retention, contract oversight, Emergency Management and Chief Risk Officer.

Table shows a correlation between two 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. (Figures highlight USA respondents with a “Very Immature” and “Very Mature” program rating.)

Department Owner	% of Resp	“VERY IMMATURE” PROGRAMS Program Best Situated for Maximum Visibility				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Assurance/ Compliance	xx%	xx%	xx%	xx%	xx%	xx%
Audit – Internal	xx%	xx%	xx%	xx%	xx%	xx%
Business Continuity Office ✦	xx%	xx%	xx%	xx%	xx%	xx%
Corporate Offices	xx%	xx%	xx%	xx%	xx%	xx%
Facilities Management	xx%	xx%	xx%	xx%	xx%	xx%
Finance	xx%	xx%	xx%	xx%	xx%	xx%
Human Resources ✦	xx%	xx%	xx%	xx%	xx%	xx%
Information Technology ✦	xx%	xx%	xx%	xx%	xx%	xx%
Legal Counsel	xx%	xx%	xx%	xx%	xx%	xx%
Operations	xx%	xx%	xx%	xx%	xx%	xx%
Program Management Office	xx%	xx%	xx%	xx%	xx%	xx%
Risk Management ✦	xx%	xx%	xx%	xx%	xx%	xx%
Security – Information	xx%	xx%	xx%	xx%	xx%	xx%
Security – Physical	xx%	xx%	xx%	xx%	xx%	xx%
Strategic Planning	xx%	xx%	xx%	xx%	xx%	xx%
Individual business units	xx%	xx%	xx%	xx%	xx%	xx%
Other ✦	xx%	xx%	xx%	xx%	xx%	xx%

Highlighted figures indicate the highest percent of respondents in the “strongly disagree” and “strongly agree” columns for the top department owners.

✦ Indicates the top department owners by percent of respondents.

		"VERY MATURE" PROGRAMS Program Best Situated for Maximum Visibility				
Department Owner	% of Resp	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Assurance/ Compliance	xx%	xx%	xx%	xx%	xx%	xx%
Audit – Internal	xx%	xx%	xx%	xx%	xx%	xx%
Business Continuity Office ✦	xx%	xx%	xx%	xx%	xx%	xx%
Corporate Offices	xx%	xx%	xx%	xx%	xx%	xx%
Facilities Management	xx%	xx%	xx%	xx%	xx%	xx%
Finance	xx%	xx%	xx%	xx%	xx%	xx%
Human Resources	xx%	xx%	xx%	xx%	xx%	xx%
Information Technology ✦	xx%	xx%	xx%	xx%	xx%	xx%
Legal Counsel	xx%	xx%	xx%	xx%	xx%	xx%
Operations ✦	xx%	xx%	xx%	xx%	xx%	xx%
Program Management Office	xx%	xx%	xx%	xx%	xx%	xx%
Risk Management ✦	xx%	xx%	xx%	xx%	xx%	xx%
Security – Information	xx%	xx%	xx%	xx%	xx%	xx%
Security – Physical	xx%	xx%	xx%	xx%	xx%	xx%
Strategic Planning	xx%	xx%	xx%	xx%	xx%	xx%
Individual business units	xx%	xx%	xx%	xx%	xx%	xx%
Other	xx%	xx%	xx%	xx%	xx%	xx%

Highlighted figures indicate the highest percent of respondents in the "strongly disagree" and "strongly agree" columns for the top department owners.

✦ Indicates the top department owners by percent of respondents.

Program Sponsorship

Please specify by job title who is totally engaged and sponsoring the continuity program functions. Please select the best response. (An assessment of USA respondents by program maturity rating.)

Program Sponsor	Very Immature	Immature	Average	Mature	Very Mature
Board/ General Council/ Executive Committee	xx%	xx%	xx%	xx%	xx%
President	xx%	xx%	xx%	xx%	xx%
CEO – Chief Executive Officer	xx%	xx%	xx%	xx%	xx%
CIO/ CTO – Chief Information Officer/ Chief Technology Officer	xx%	xx%	xx%	xx%	xx%
CSO/ CISO – Chief Security Officer/ Chief Information Security Officer	xx%	xx%	xx%	xx%	xx%
CFO – Chief Financial Officer	xx%	xx%	xx%	xx%	xx%
COO – Chief Operating Officer	xx%	xx%	xx%	xx%	xx%
CAO – Chief Administrative Officer	xx%	xx%	xx%	xx%	xx%
CRO – Chief Risk Officer	xx%	xx%	xx%	xx%	xx%
CCO – Chief Continuity Officer	xx%	xx%	xx%	xx%	xx%
Other Chief Title	xx%	xx%	xx%	xx%	xx%
Executive VP, Executive Director, General Manager	xx%	xx%	xx%	xx%	xx%
Senior VP, Senior Director, Senior Manager	xx%	xx%	xx%	xx%	xx%
VP/ Director	xx%	xx%	xx%	xx%	xx%
Assistant VP, Assistant Director, Manager	xx%	xx%	xx%	xx%	xx%
Specialist, Coordinator, Planner	xx%	xx%	xx%	xx%	xx%
Other	xx%	xx%	xx%	xx%	xx%

Highlighted figures indicate the highest percentages for each sponsor by row.

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 Involve. (Figures highlight USA respondents with a "Very Immature" and "Very Mature" program rating.)

Sponsoring Job Title	% of Resp	"VERY IMMATURE" PROGRAMS How is Engaged is this Individual?				
		1 – Very Little Involvement	2	3	4	5 – Very Involved
Board/ General Council/ Executive Committee	xx%	xx%	xx%	xx%	xx%	xx%
President	xx%	xx%	xx%	xx%	xx%	xx%
CEO – Chief Executive Officer	xx%	xx%	xx%	xx%	xx%	xx%
CIO/ CTO – Chief Information Officer/ Chief Technology Officer	xx%	xx%	xx%	xx%	xx%	xx%
CSO/ CISO – Chief Security Officer/ Chief Information Security Officer	xx%	xx%	xx%	xx%	xx%	xx%
CFO – Chief Financial Officer	xx%	xx%	xx%	xx%	xx%	xx%
COO – Chief Operating Officer	xx%	xx%	xx%	xx%	xx%	xx%
CAO – Chief Administrative Officer	xx%	xx%	xx%	xx%	xx%	xx%
CRO – Chief Risk Officer	xx%	xx%	xx%	xx%	xx%	xx%
CCO – Chief Continuity Officer	xx%	xx%	xx%	xx%	xx%	xx%
Other Chief Title	xx%	xx%	xx%	xx%	xx%	xx%

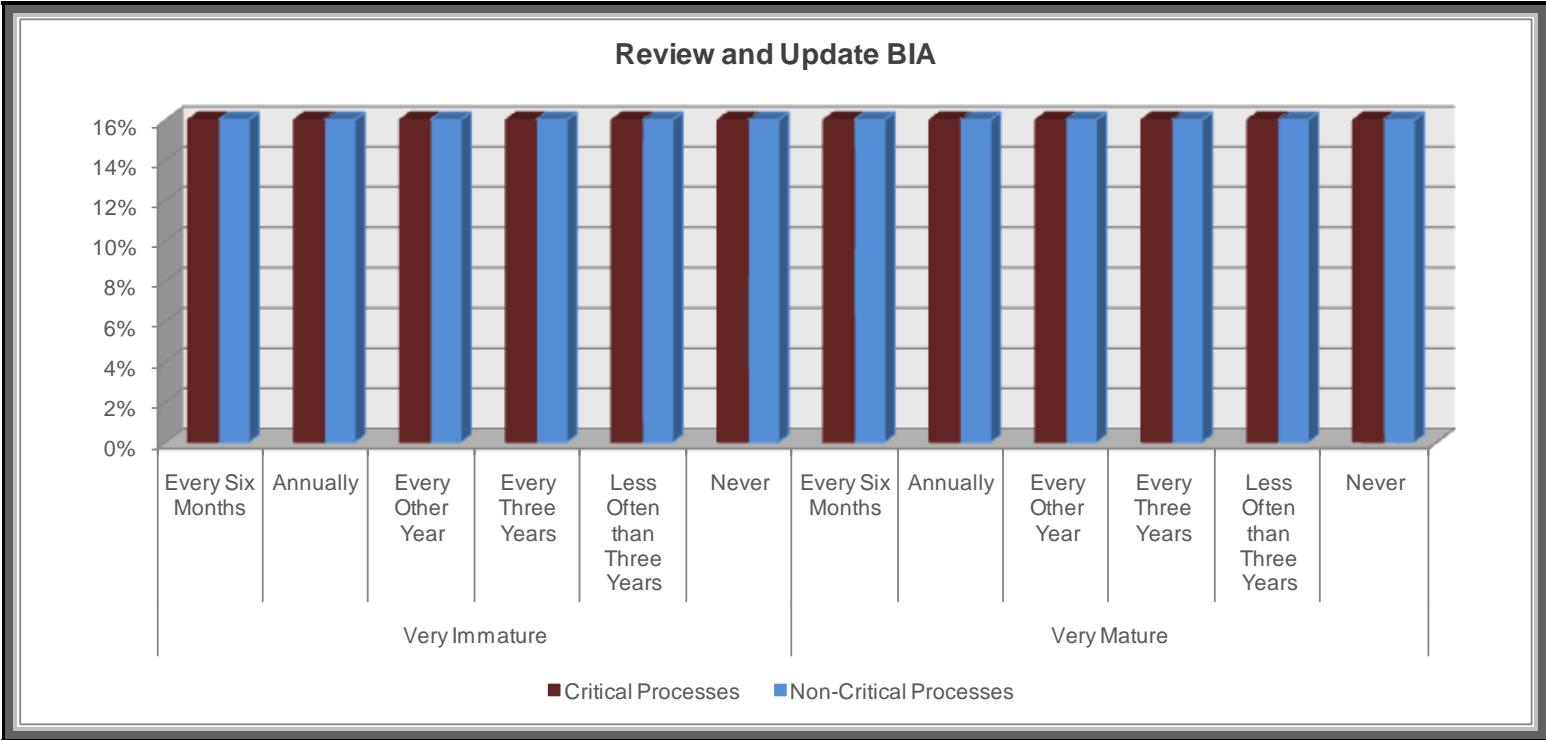
Highlighted figures indicate the highest percent of respondents in the "very little involvement" and "very involved" columns for the top sponsors.

Sponsoring Job Title	% of Resp	"VERY MATURE" PROGRAMS How is Engaged is this Individual?				
		1 – Very Little Involvement	2	3	4	5 – Very Involved
Board/ General Council/ Executive Committee	xx%	xx%	xx%	xx%	xx%	xx%
President	xx%	xx%	xx%	xx%	xx%	xx%
CEO – Chief Executive Officer	xx%	xx%	xx%	xx%	xx%	xx%
CIO/ CTO – Chief Information Officer/ Chief Technology Officer	xx%	xx%	xx%	xx%	xx%	xx%
CSO/ CISO – Chief Security Officer/ Chief Information Security Officer	xx%	xx%	xx%	xx%	xx%	xx%
CFO – Chief Financial Officer	xx%	xx%	xx%	xx%	xx%	xx%
COO – Chief Operating Officer	xx%	xx%	xx%	xx%	xx%	xx%
CAO – Chief Administrative Officer	xx%	xx%	xx%	xx%	xx%	xx%
CRO – Chief Risk Officer	xx%	xx%	xx%	xx%	xx%	xx%
CCO – Chief Continuity Officer	xx%	xx%	xx%	xx%	xx%	xx%
Other Chief Title	xx%	xx%	xx%	xx%	xx%	xx%

Highlighted figures indicate the highest percent of respondents in the "very little involvement" and "very involved" columns for the top sponsors.

Program Assessment & Exercising Plans

How often does your company review and update the BIA for organizational processes deemed critical and non-critical? (Figure highlights USA respondents with a "Very Immature" and "Very Mature" program rating.)



How often does your company review and update the BIA for organizational processes deemed critical? (An assessment of USA respondents by program maturity rating.)

Review & Update the BIA – Critical Processes	Very Immature	Immature	Average	Mature	Very Mature
Every six months	xx%	xx%	xx%	xx%	xx%
Annually	xx%	xx%	xx%	xx%	xx%
Every other year	xx%	xx%	xx%	xx%	xx%
Every three years	xx%	xx%	xx%	xx%	xx%
Less often than three years	xx%	xx%	xx%	xx%	xx%
Never	xx%	xx%	xx%	xx%	xx%

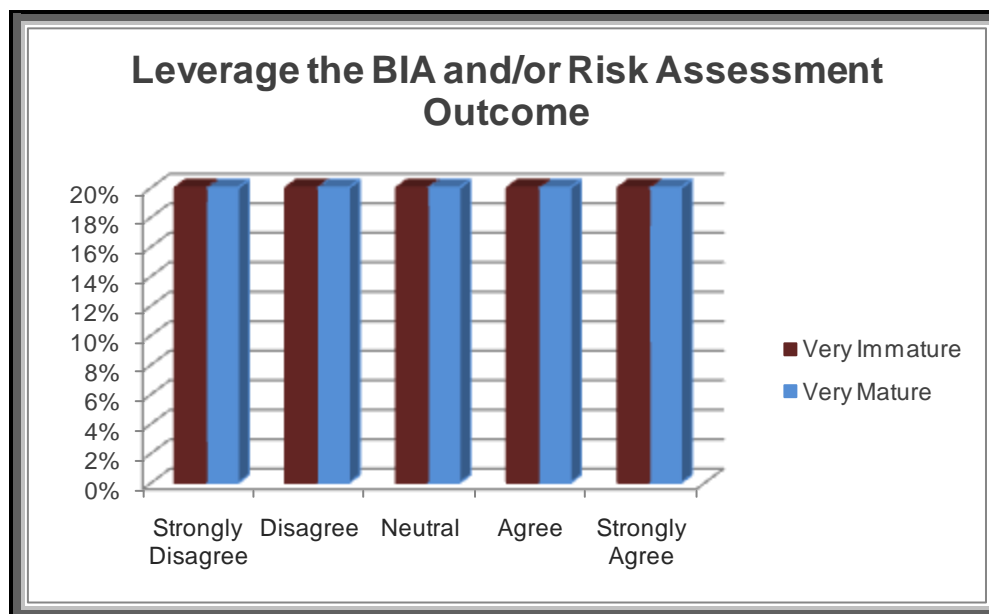
Highlighted figures indicate the highest percentages for each row.

How often does your company review and update the BIA for organizational processes deemed non-critical? (An assessment of USA respondents by program maturity rating.)

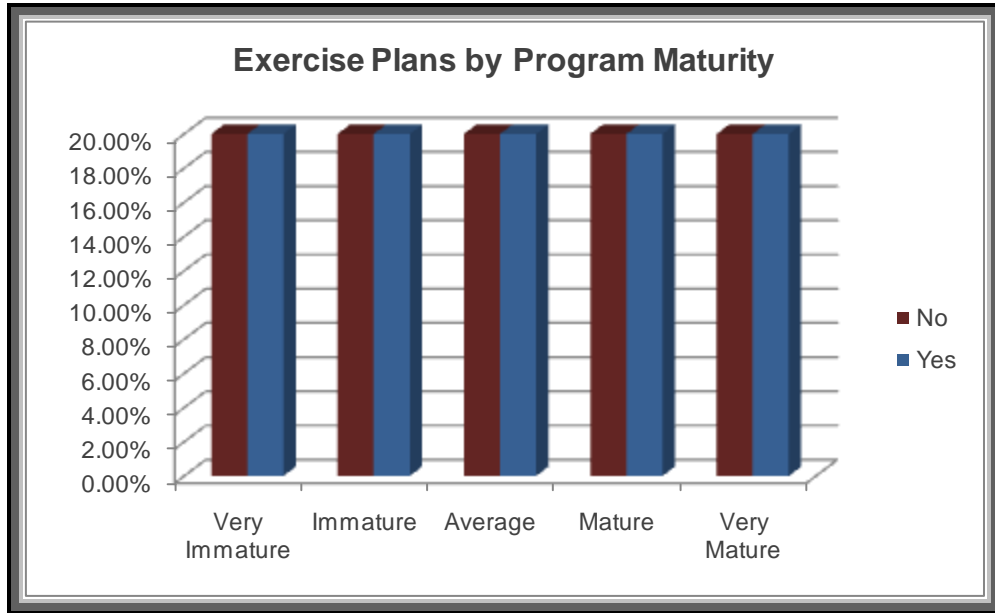
Review & Update the BIA – Non-Critical Processes	Very Immature	Immature	Average	Mature	Very Mature
Every six months	xx%	xx%	xx%	xx%	xx%
Annually	xx%	xx%	xx%	xx%	xx%
Every other year	xx%	xx%	xx%	xx%	xx%
Every three years	xx%	xx%	xx%	xx%	xx%
Less often than three years	xx%	xx%	xx%	xx%	xx%
Never	xx%	xx%	xx%	xx%	xx%

Highlighted figures indicate the highest percentages for each row.

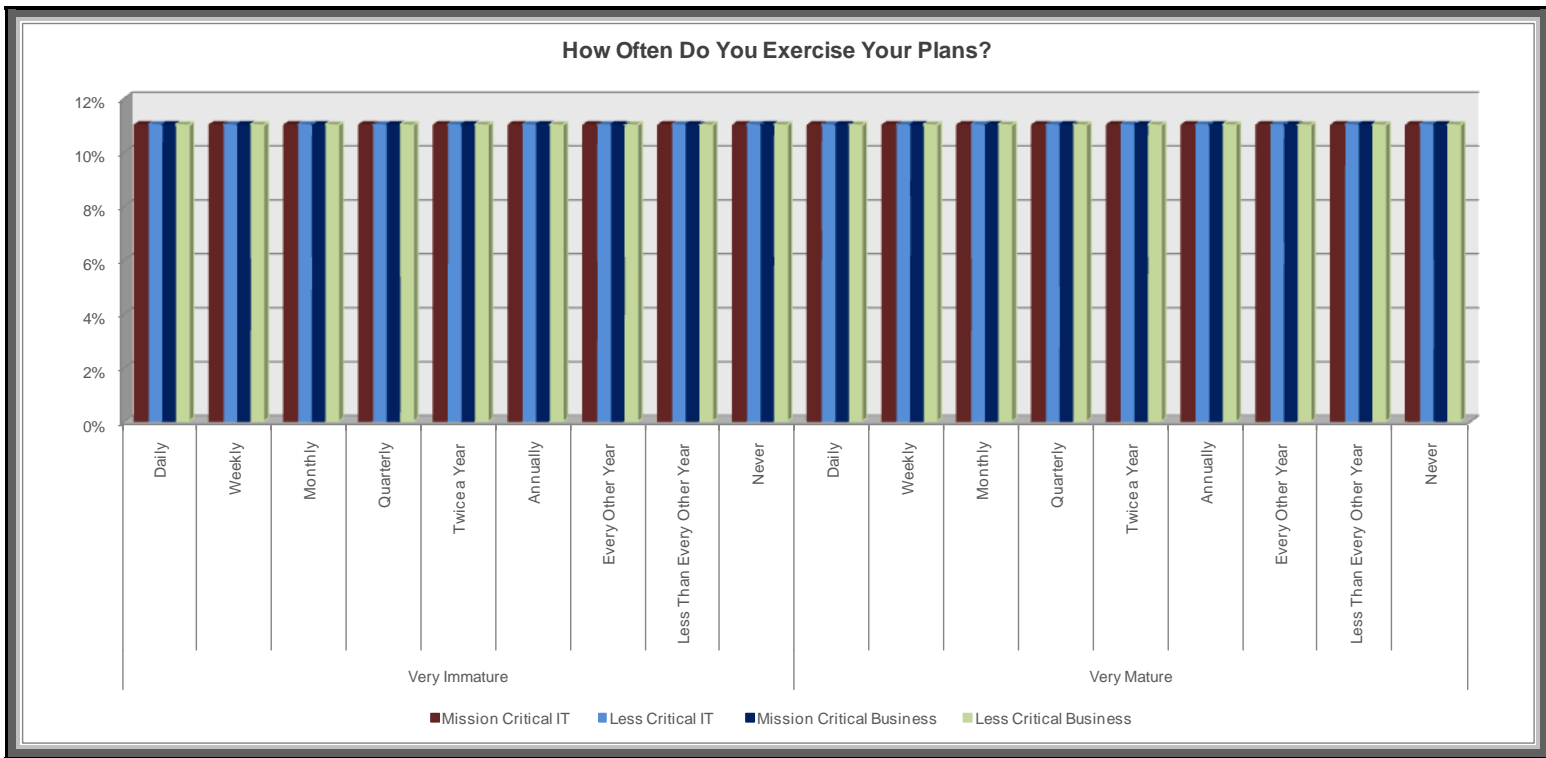
In your opinion, does your organization leverage the outcome of the BIA and/or risk assessments to elevate the program? Please rate on a scale of 1 to 5 with 1 meaning “strongly disagree” and 5 meaning “strongly agree”. (Figure highlights USA respondents with a “Very Immature” and “Very Mature” program rating.)



Do you exercise your program? (Figure highlights USA respondents with a "Very Immature" and "Very Mature" program rating.)



How often do you exercise plans for Mission Critical IT Assets, Mission Critical Business Functions, Less Critical IT Assets and Less Critical Business Functions? (Figure highlights USA respondents with a "Very Immature" and "Very Mature" program rating.)



How often do you exercise plans for Mission Critical IT Assets? (An assessment of USA respondents by program maturity rating.)

Testing Plans – Mission Critical IT Assets	Very Immature	Immature	Average	Mature	Very Mature
Daily	xx%	xx%	xx%	xx%	xx%
Weekly	xx%	xx%	xx%	xx%	xx%
Monthly	xx%	xx%	xx%	xx%	xx%
Quarterly	xx%	xx%	xx%	xx%	xx%
Twice a year	xx%	xx%	xx%	xx%	xx%
Annually	xx%	xx%	xx%	xx%	xx%
Every other year	xx%	xx%	xx%	xx%	xx%
Less than every other year	xx%	xx%	xx%	xx%	xx%
Never	xx%	xx%	xx%	xx%	xx%

Highlighted figures indicate the highest figures for each row.

How often do you exercise plans for Mission Critical Business Functions? (An assessment of USA respondents by program maturity rating.)

Testing Plans – Mission Critical Business Functions	Very Immature	Immature	Average	Mature	Very Mature
Daily	xx%	xx%	xx%	xx%	xx%
Weekly	xx%	xx%	xx%	xx%	xx%
Monthly	xx%	xx%	xx%	xx%	xx%
Quarterly	xx%	xx%	xx%	xx%	xx%
Twice a year	xx%	xx%	xx%	xx%	xx%
Annually	xx%	xx%	xx%	xx%	xx%
Every other year	xx%	xx%	xx%	xx%	xx%
Less than every other year	xx%	xx%	xx%	xx%	xx%
Never	xx%	xx%	xx%	xx%	xx%

Highlighted figures indicate the highest figures for each row.

How often do you exercise plans for Less Critical IT Assets? (An assessment of USA respondents by program maturity rating.)

Testing Plans – Less Critical IT Assets	Very Immature	Immature	Average	Mature	Very Mature
Daily	xx%	xx%	xx%	xx%	xx%
Weekly	xx%	xx%	xx%	xx%	xx%
Monthly	xx%	xx%	xx%	xx%	xx%
Quarterly	xx%	xx%	xx%	xx%	xx%
Twice a year	xx%	xx%	xx%	xx%	xx%
Annually	xx%	xx%	xx%	xx%	xx%
Every other year	xx%	xx%	xx%	xx%	xx%
Less than every other year	xx%	xx%	xx%	xx%	xx%
Never	xx%	xx%	xx%	xx%	xx%

Highlighted figures indicate the highest figures for each row.

How often do you exercise plans for Less Critical Business Functions? (An assessment of USA respondents by program maturity rating.)

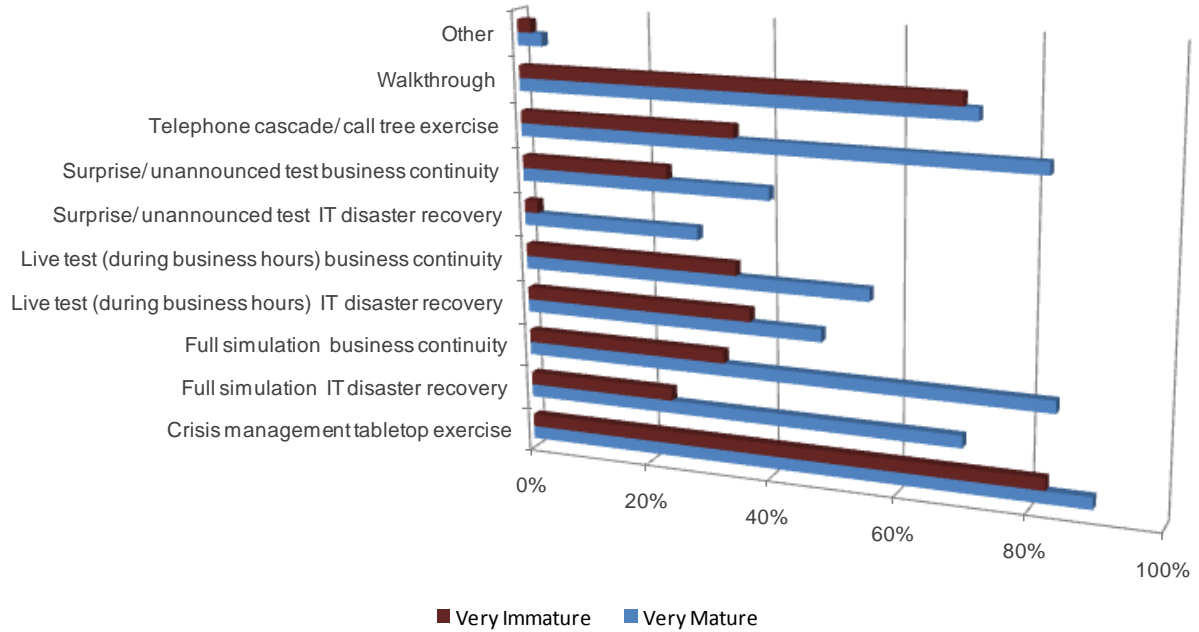
Testing Plans – Less Critical Business Functions	Very Immature	Immature	Average	Mature	Very Mature
Daily	xx%	xx%	xx%	xx%	xx%
Weekly	xx%	xx%	xx%	xx%	xx%
Monthly	xx%	xx%	xx%	xx%	xx%
Quarterly	xx%	xx%	xx%	xx%	xx%
Twice a year	xx%	xx%	xx%	xx%	xx%
Annually	xx%	xx%	xx%	xx%	xx%
Every other year	xx%	xx%	xx%	xx%	xx%
Less than every other year	xx%	xx%	xx%	xx%	xx%
Never	xx%	xx%	xx%	xx%	xx%

Highlighted figures indicate the highest figures for each row.

What type of scenarios have you implemented to exercise your plans? Select all that apply. (Figure highlights USA respondents with a "Very Immature" and "Very Mature" program rating.)

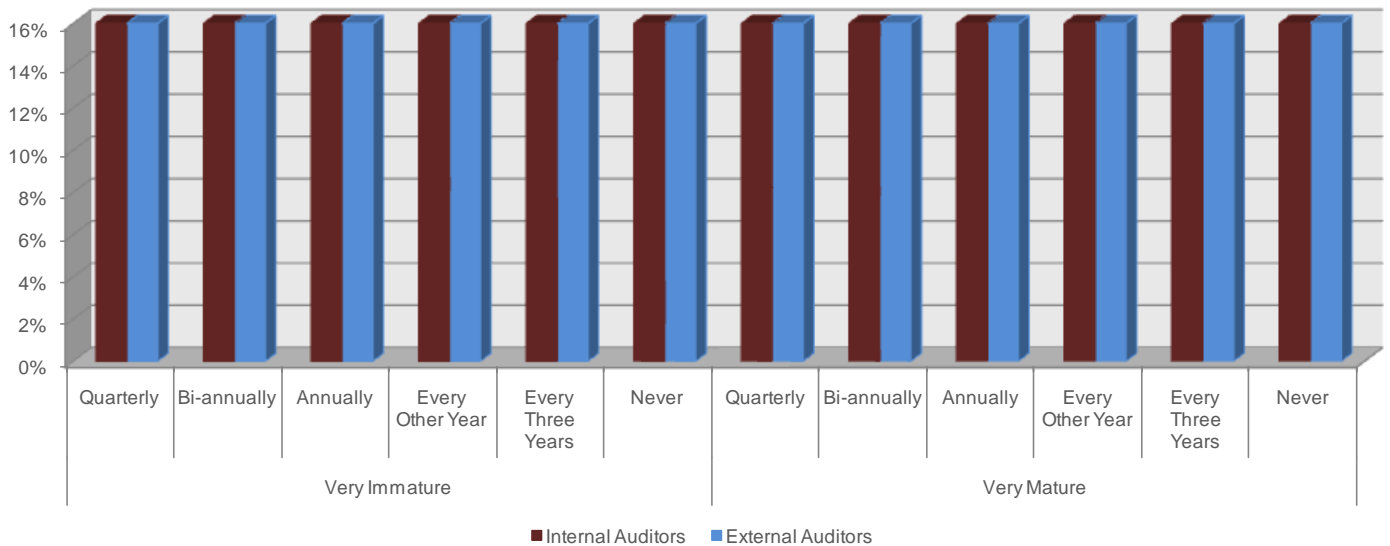
- Total percent will exceed 100% due to multiple selections.

Scenarios Implemented to Exercise Plans

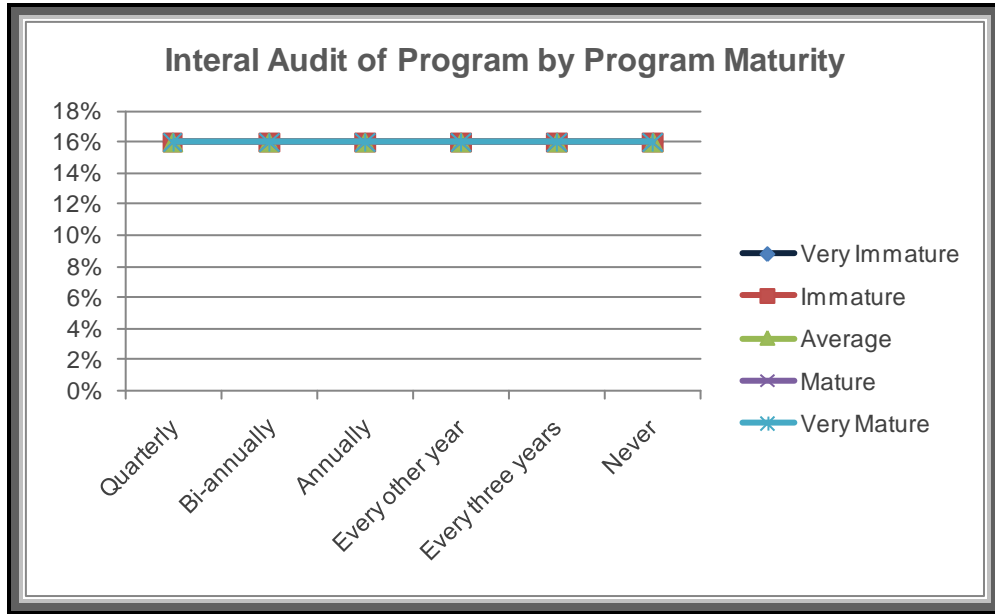


How often do your internal audit department and external auditor review your program? (Figure highlights USA respondents with a "Very Immature" and "Very Mature" program rating.)

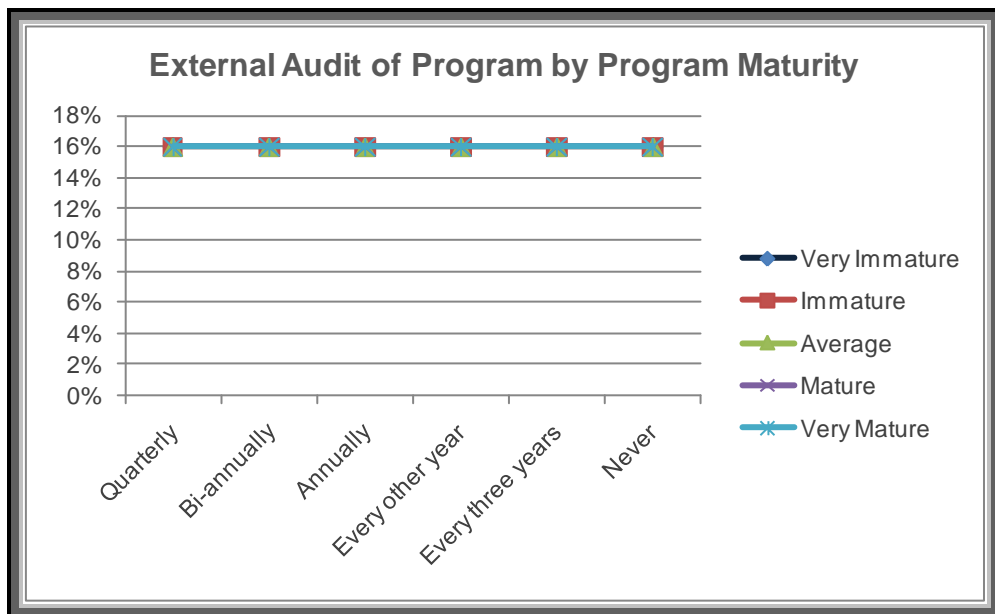
Internal and External Audit of Program



How often do Internal Auditors review your program? (An assessment of USA respondents by program maturity rating.)

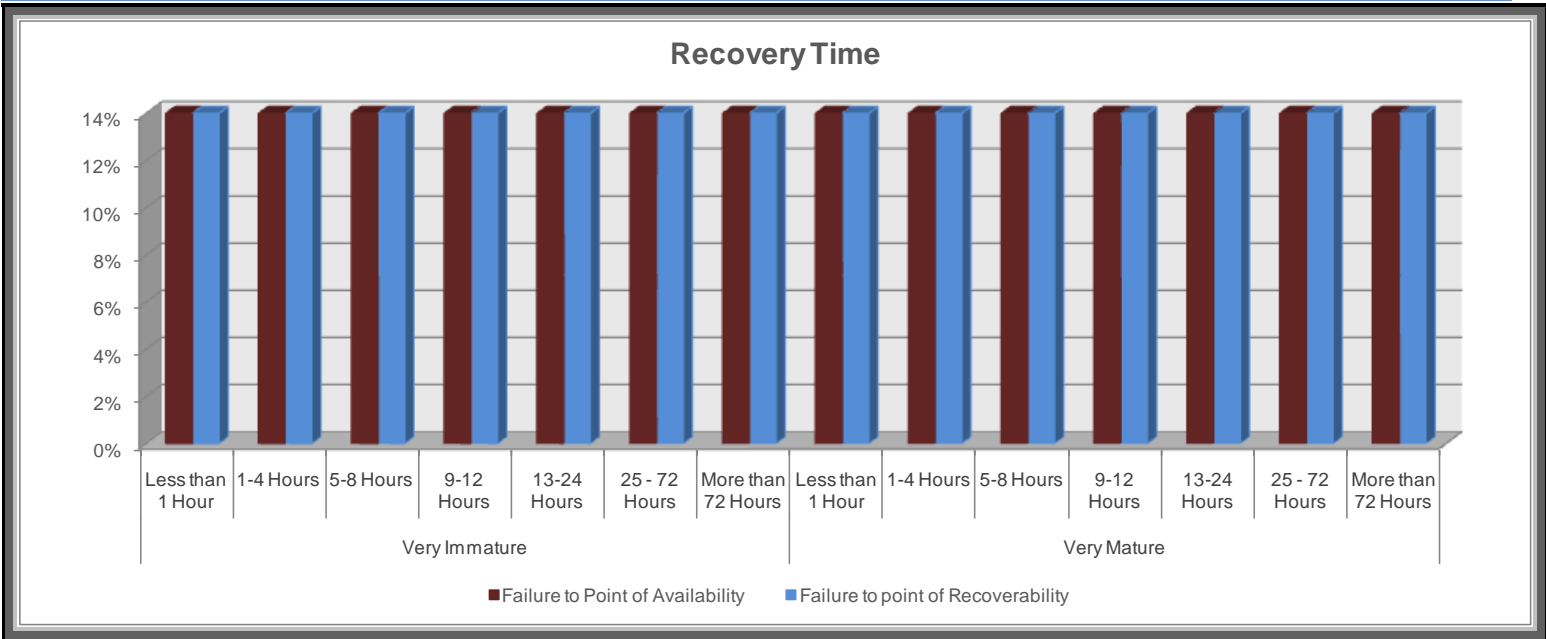


How often do External Auditors review your program? (An assessment of USA respondents by program maturity rating.)



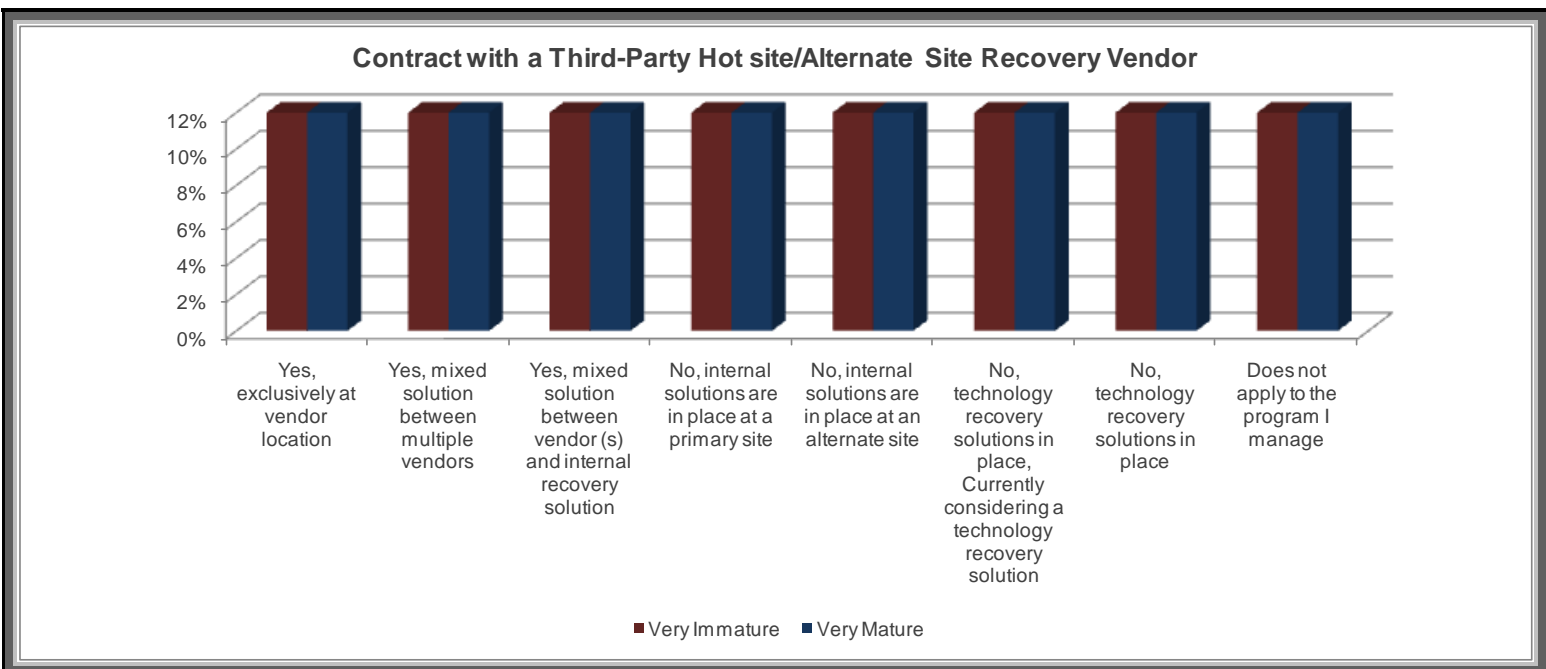
Recovery Time

When a critical system fails, what is your organizations recovery time from point of failure to point of availability and recoverability? (Figure highlights USA respondents with a "Very Immature" and "Very Mature" program rating.)

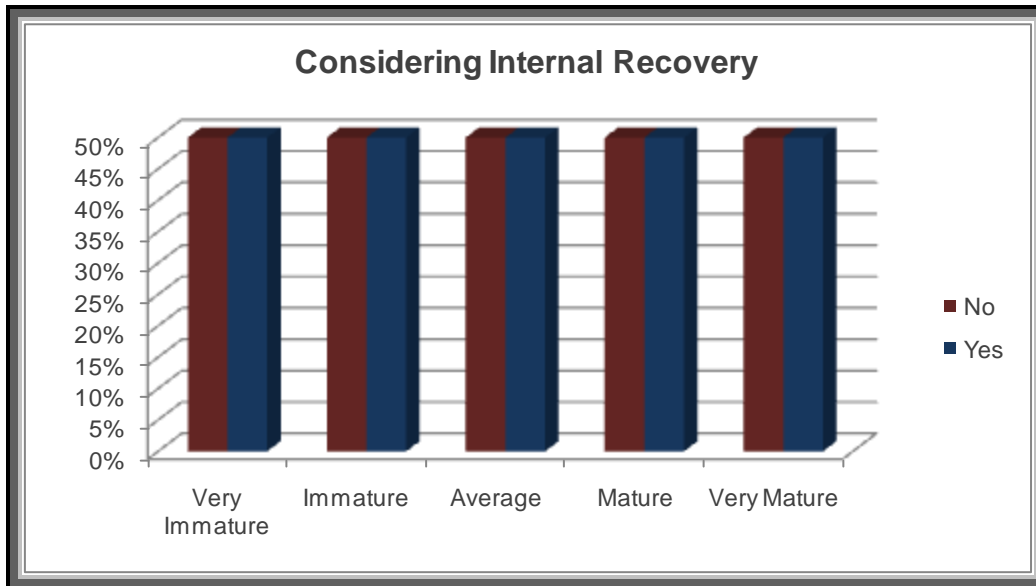


Technology Recovery Solutions

Do you contract with a third-party hot site/ alternate site technology recovery vendor under your direction and management? (Figure highlights USA respondents with a "Very Immature" and "Very Mature" program rating.)

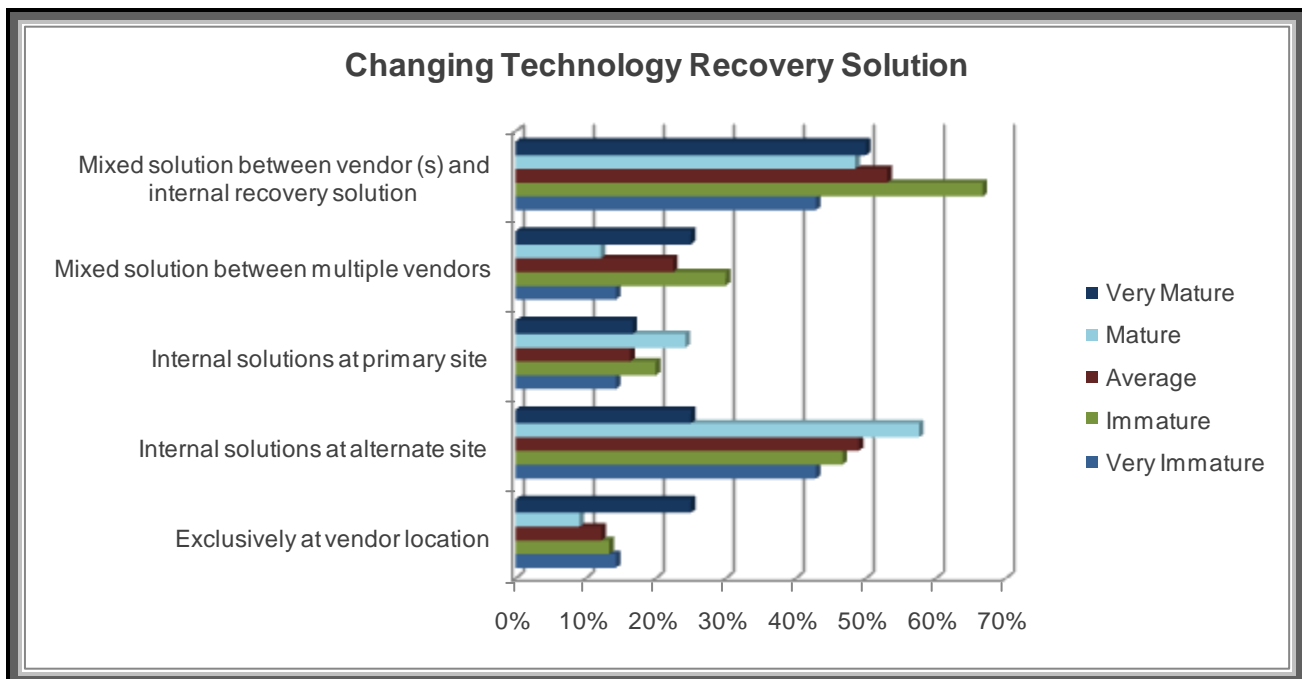


If currently utilizing a third party hot-site/ alternate site for your technology recovery solution, are you considering an internal recovery capability? (An assessment of USA respondents by program maturity rating.)

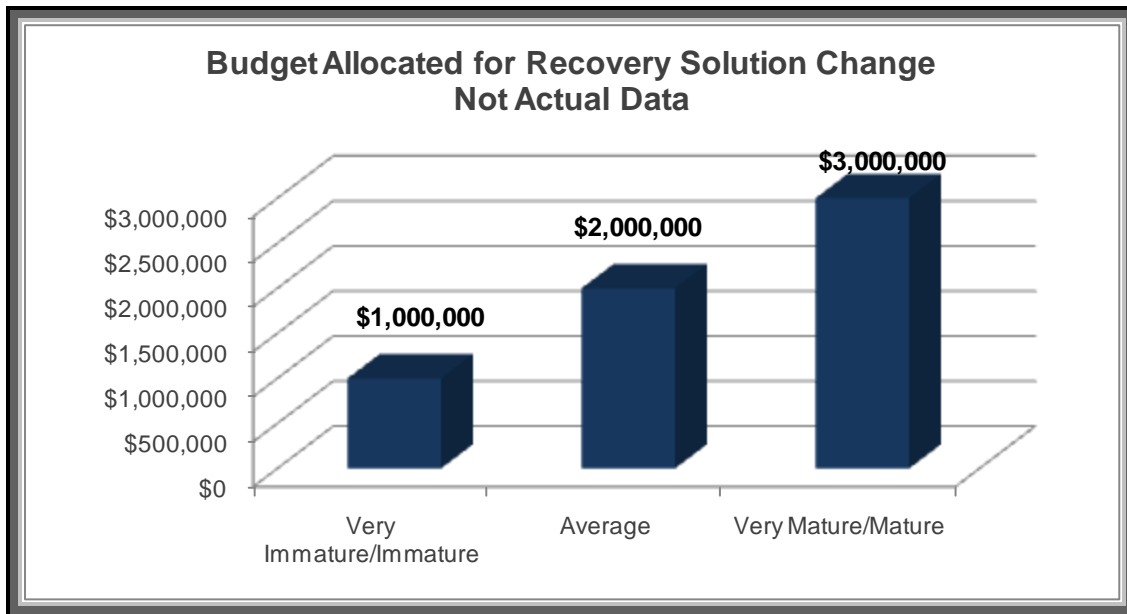


Are you considering a change to your technology recovery solution in 2009? (An assessment of USA respondents by program maturity rating.)

**Total percent will exceed 100% due to multiple selections.*

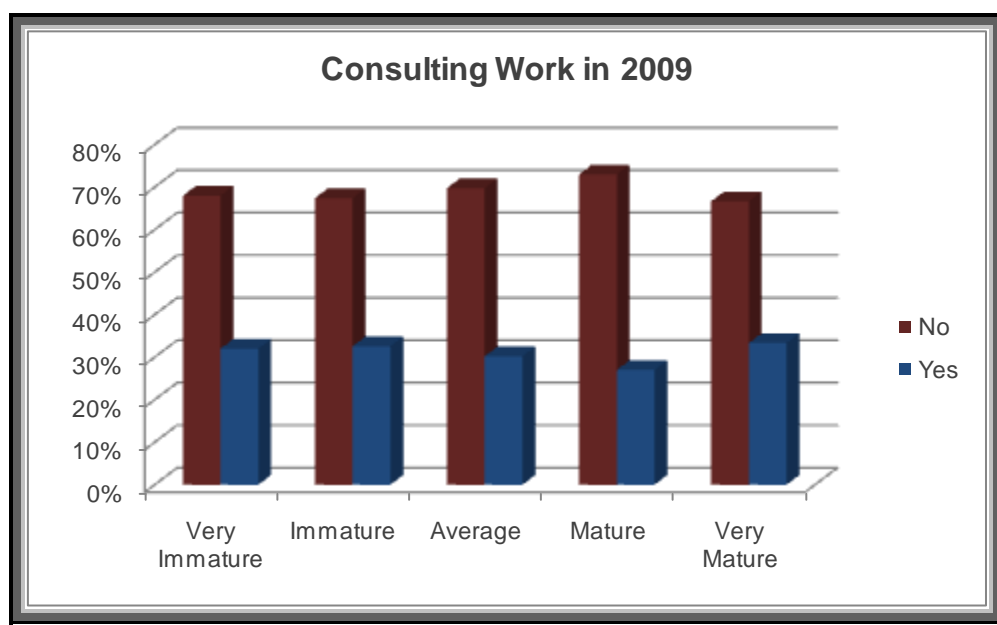


Please indicate the budget amount if you are considering a technology recovery solution change in 2009. (Figure highlights USA respondents with a "Very Immature/ Immature", "Average", and "Very Mature/Mature" program rating.)



Consulting Initiatives

Will you be engaging in consulting work in 2009 for your program under your direction and management? (An assessment of USA respondents by program maturity rating.)



What consulting initiatives are you planning in 2009 in regards to ASSESSMENT, COMPLIANCE/STANDARD, BC PROGRAM, DR PROGRAM AND GENERAL MANAGEMENT OF PROGRAM? (Figure highlights USA respondents with a "Very Immature", "Average", and "Very Mature" program rating.)

Consulting Work in 2009 by Program Maturity		Very Immature	Average	Very Mature
Assessment	BIA	xx%	xx%	xx%
	Facility Evaluation	xx%	xx%	xx%
	Gap analysis	xx%	xx%	xx%
	None/does not apply	xx%	xx%	xx%
	Other	xx%	xx%	xx%
	Risk Assessment	xx%	xx%	xx%
	Technical	xx%	xx%	xx%
Compliance/ Standard	BASEL II	xx%	xx%	xx%
	BS25777	xx%	xx%	xx%
	BS25999 Part 2 Business Continuity Management Systems	xx%	xx%	xx%
	COBIT	xx%	xx%	xx%
	DRI International Professional Practices	xx%	xx%	xx%
	FFIEC	xx%	xx%	xx%
	Good Practice Guidelines 2008 (BCI)	xx%	xx%	xx%
	Gramm Leach Bliley Act (GLBA)	xx%	xx%	xx%
	HIPAA	xx%	xx%	xx%
	ISO 20000 IT Service Management	xx%	xx%	xx%
	ISO 27001 Information Security	xx%	xx%	xx%
	ISO 9001 Quality Management	xx%	xx%	xx%
	Joint Commission (Hospitals)	xx%	xx%	xx%
	Local Banking Superintendency Requirement	xx%	xx%	xx%
	NFPA 1600	xx%	xx%	xx%
	None/does not apply	xx%	xx%	xx%
	NYSE 446/NASD 3500	xx%	xx%	xx%
	OSHA Compliance	xx%	xx%	xx%
	Other	xx%	xx%	xx%
	Patriot Act	xx%	xx%	xx%
Sarbanes Oxley	xx%	xx%	xx%	
SEC Regulations	xx%	xx%	xx%	
Title IX	xx%	xx%	xx%	
BC Program (Business Processes)	Awareness	xx%	xx%	xx%
	Crisis Mgt (Emergency Operations Center)	xx%	xx%	xx%
	Development	xx%	xx%	xx%
	Documentation	xx%	xx%	xx%
	Emergency Management	xx%	xx%	xx%
	Exercise	xx%	xx%	xx%
	Implementation	xx%	xx%	xx%
	None/does not apply	xx%	xx%	xx%
	Other	xx%	xx%	xx%
	Pandemic Planning	xx%	xx%	xx%
DR Program (IT Processes)	Back-up/Resiliency	xx%	xx%	xx%
	Development	xx%	xx%	xx%
	Documentation	xx%	xx%	xx%
	Exercise	xx%	xx%	xx%
	High availability/ Operational Resilience	xx%	xx%	xx%
	Implementation	xx%	xx%	xx%
	None/does not apply	xx%	xx%	xx%
	Other	xx%	xx%	xx%

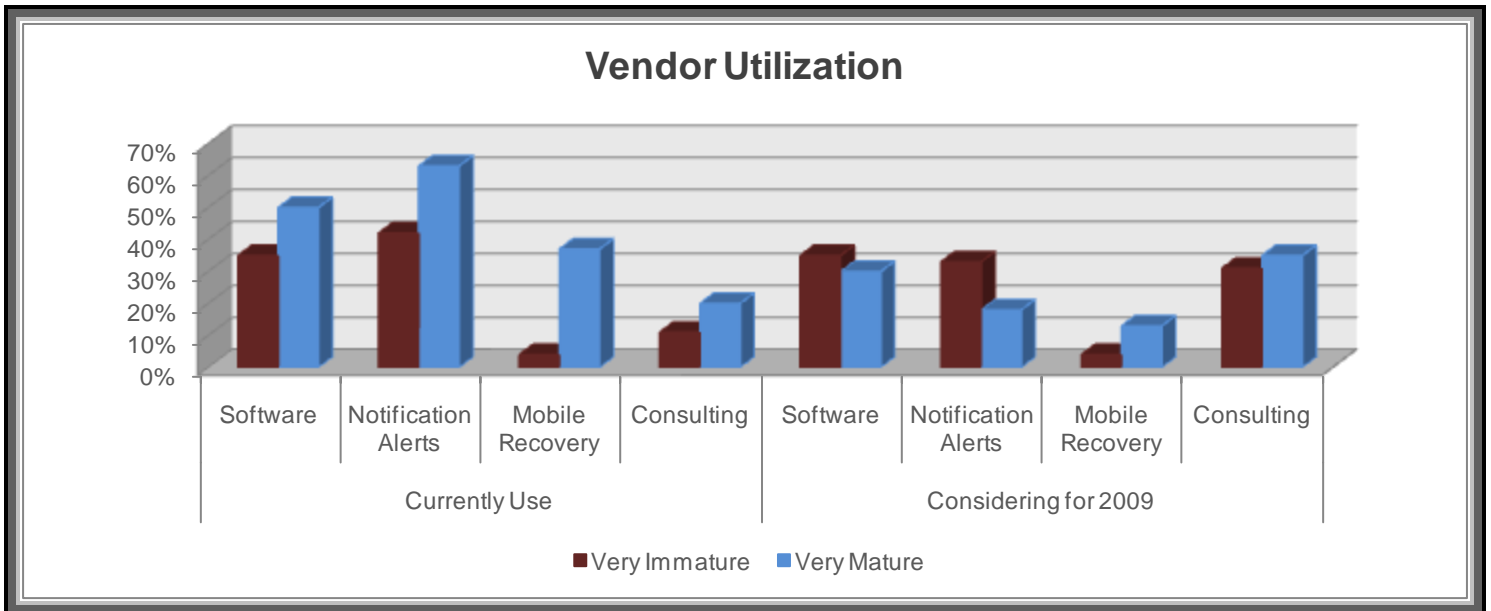
General Continuity Consulting	BCM Policy	xx%	xx%	xx%
	Customer Training	xx%	xx%	xx%
	Electronic Risk	xx%	xx%	xx%
	Executive Buy-in	xx%	xx%	xx%
	Media/ Event Planning	xx%	xx%	xx%
	None/does not apply	xx%	xx%	xx%
	Operational Risk	xx%	xx%	xx%
	Other	xx%	xx%	xx%
	Project Management	xx%	xx%	xx%
	Recommendations	xx%	xx%	xx%
	Software Implementation	xx%	xx%	xx%
	Strategic Planning	xx%	xx%	xx%

Highlighted percent figures represent the highest percent of respondents by program maturity rating for each primary category of consulting work.

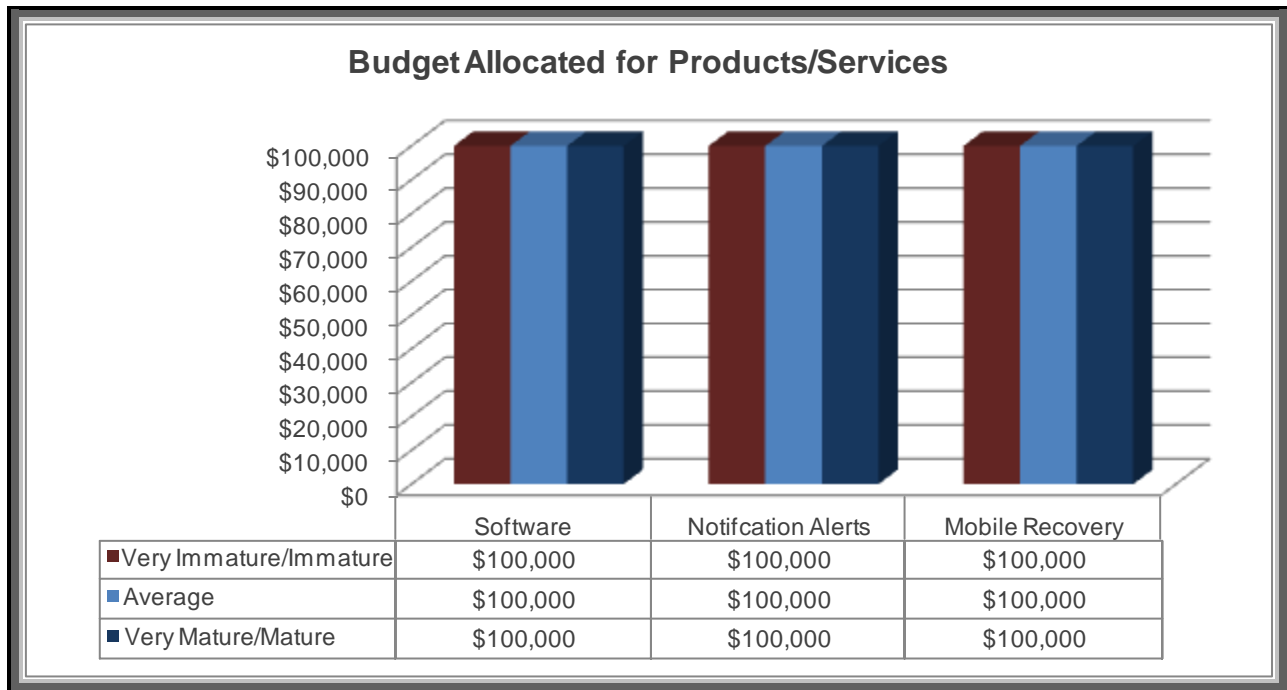
Percentages will exceed 100% due to respondents selecting multiple categories.

Vendor Utilization

Do you currently utilize software planning tools, automated notification tools, mobile recovery services and/ or consulting services? If not, are you considering in 2009? (Figure highlights USA respondents with a "Very Immature" and "Very Mature" program rating.)

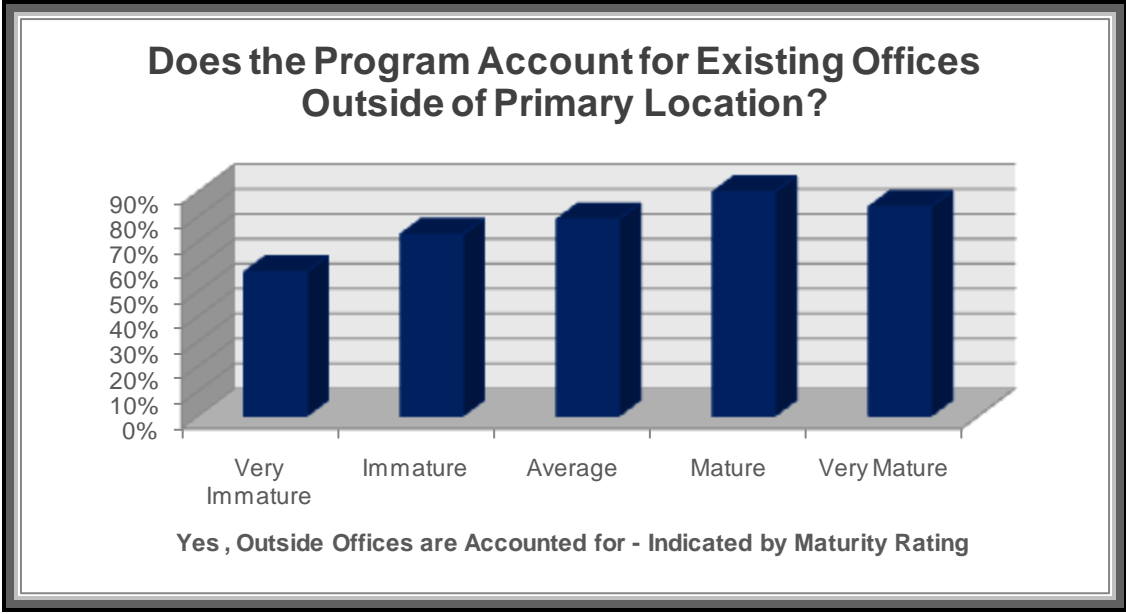


Please indicate budget being considered if you are considering software planning tools, automated notification tools, mobile recovery services and/ or consulting services in 2009. (Figure highlights USA respondents with a "Very Immature/ Immature", "Average", and "Very Mature/Mature" program rating.)



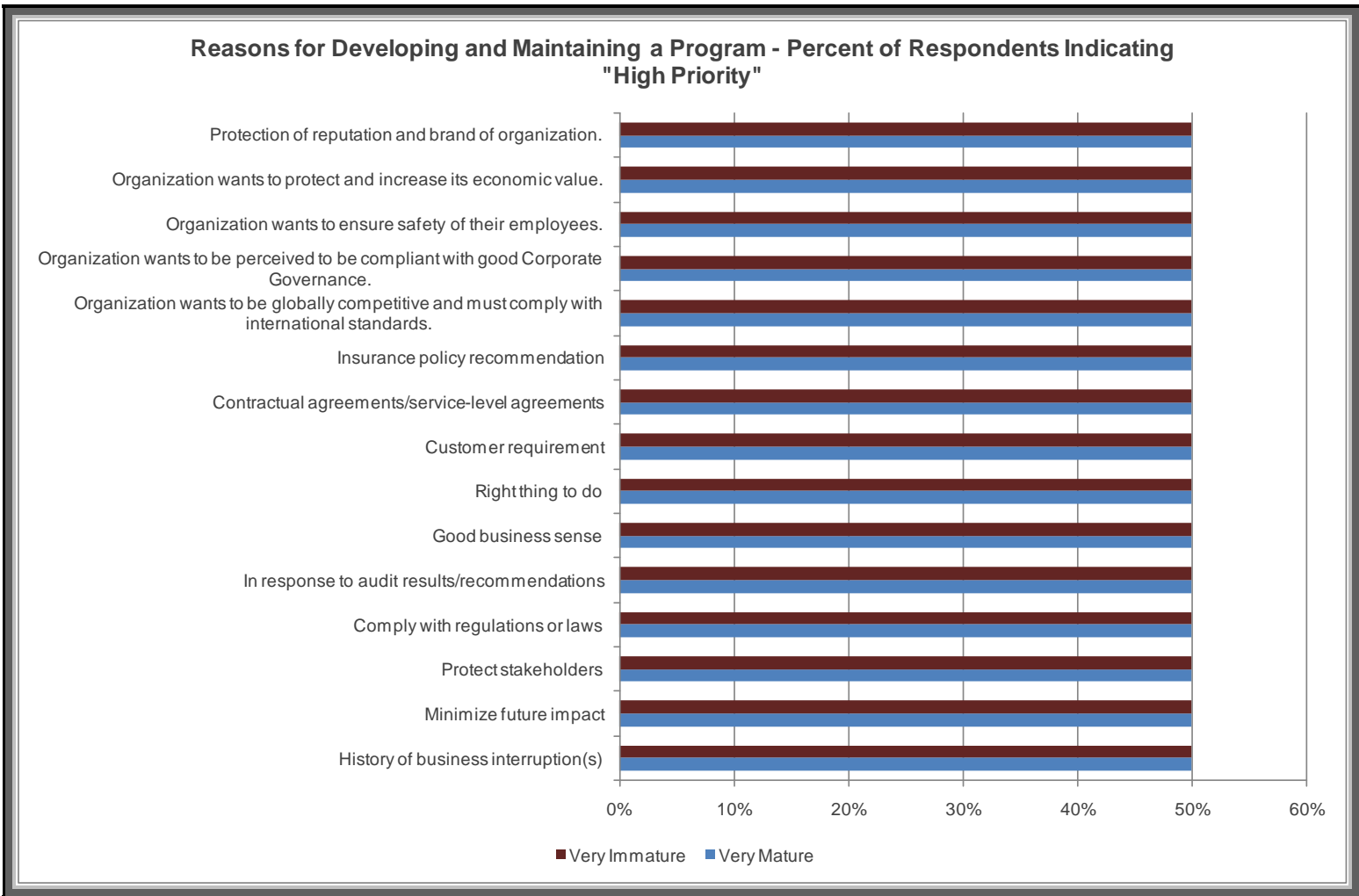
Managing Dispersed Offices

Does your existing program account for offices and/ or facilities outside your current office location under your direction and management? (An assessment of USA respondents by program maturity rating.)



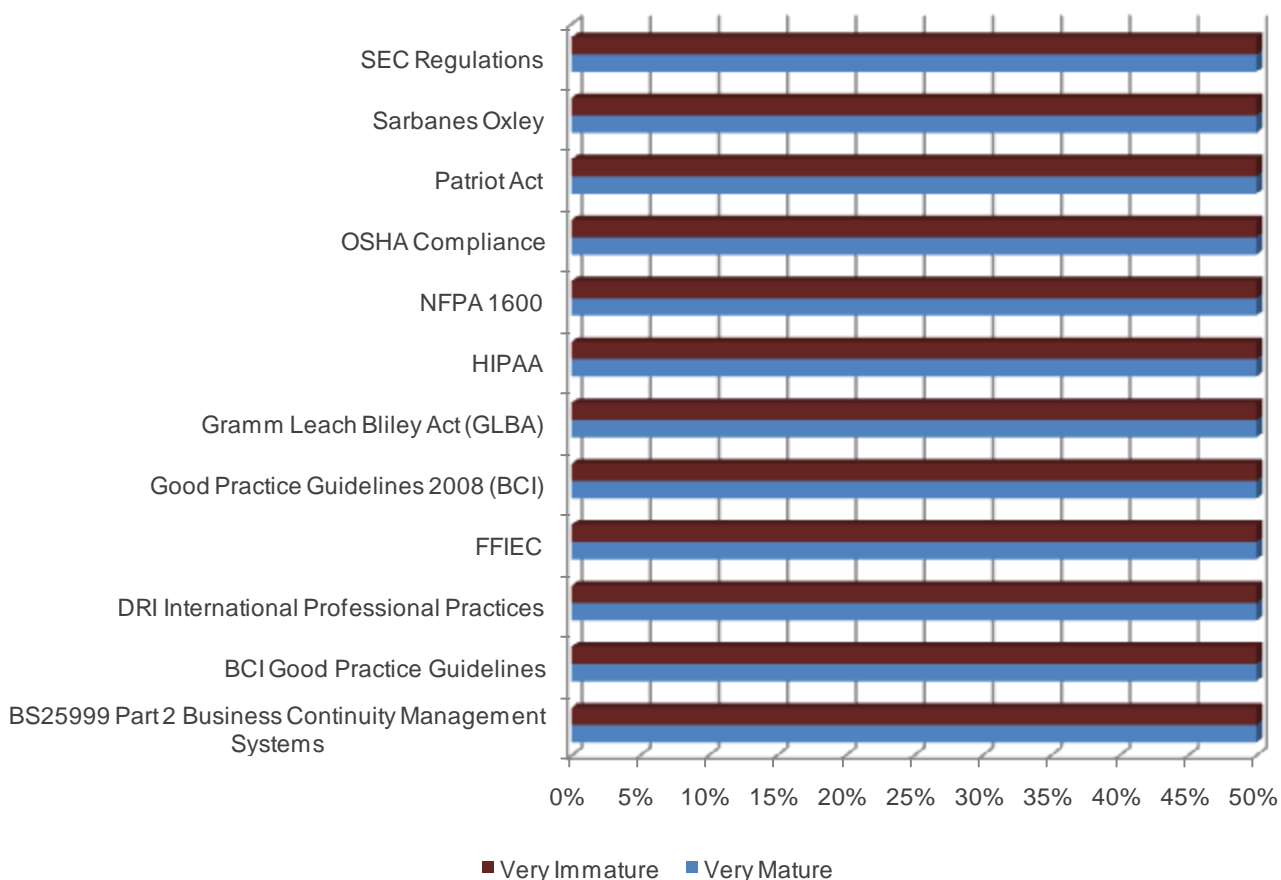
Reasons for Planning, Regulatory Requirements & Organizational Certification

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. (Figure highlights USA respondents with a "Very Immature" and "Very Mature" program rating.)



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. (Figure highlights USA respondents with a "Very Immature" and "Very Mature" program rating.)

What Regulatory Requirement and/or Standard is the Program Modeled After - Percent of Respondents Indicating "High Priority"

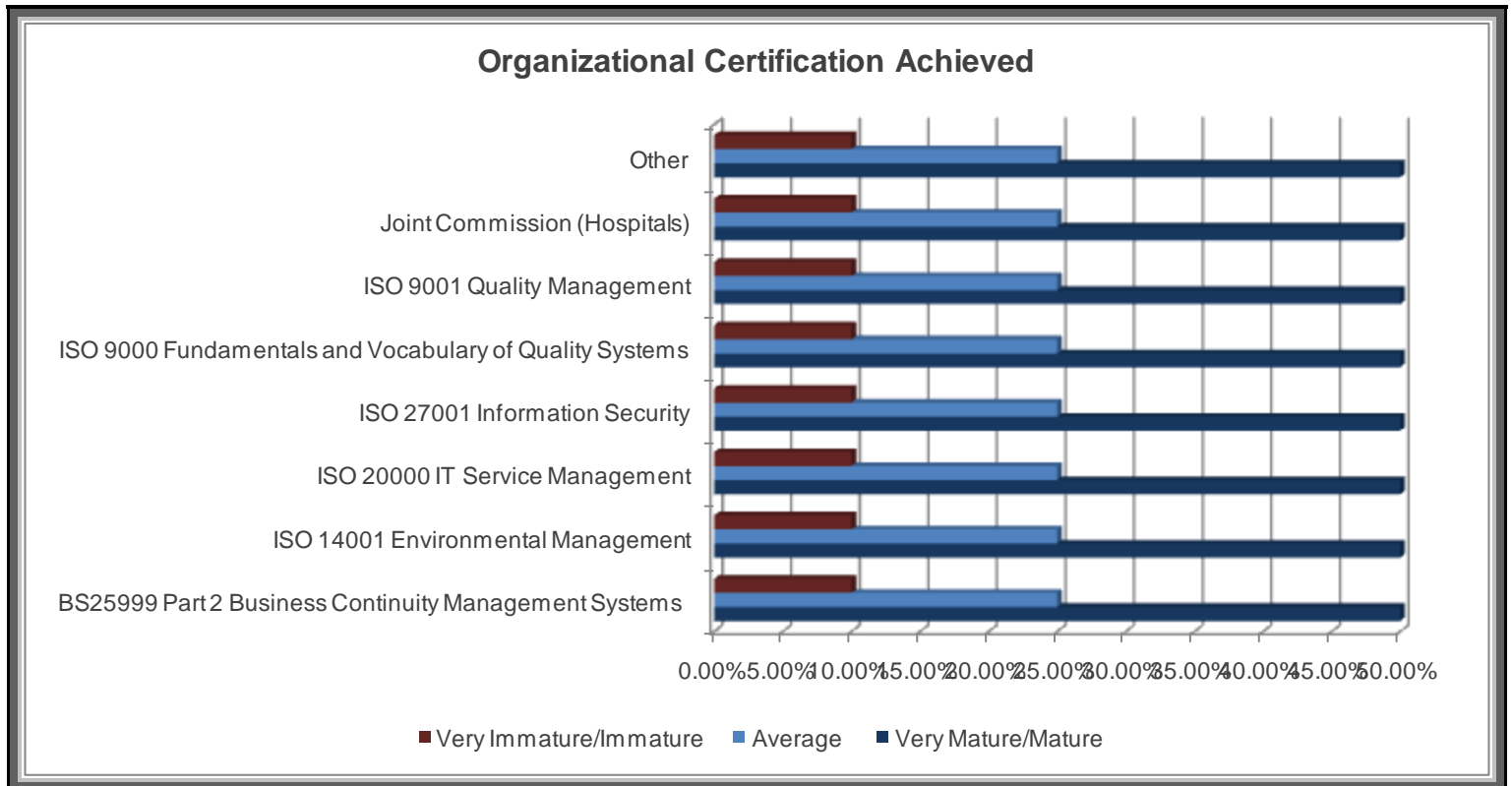


Has your organization achieved certification in a standard? (An assessment of USA respondents by program maturity rating.)



If yes, please select which standard(s) your organization has achieved certification. Please select all that apply. (Figure highlights USA respondents with a "Very Immature/Immature", "Average", and "Very Mature/Mature" program rating.)

- 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.



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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.

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.

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