

Business Continuity Program Management Benchmarking Report - SAMPLE -



*Prepared by BC Management, Inc.
Not Actual Data*



Benchmarking. Plan Ahead. Be Ahead.

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SAMPLE REPORT

This is a sample report for the purpose of displaying the type of data and industry trends BC Management has access to. Please contact BC Management if you would like to obtain a report focusing on your defined peer group at info@bcmanagement.com. Additional sample reports are also available via our website – [Standard Reports](#) & [Customized Reports](#).



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 March of 2010 and the study remains open for the duration of 2010. 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, than their response to the study may be removed. With our eight years of expertise in collecting and assessing such data points, BC Management has an exceptional understanding of what is considered questionable or unintelligible data.

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.



USA Participant Data & Respondent Characteristics

2,644 study participants from 50 countries as of December 15, 2010. Incomplete/ partial study responses were included as appropriate within the report. Study was divided into 2 sections.

- Business Continuity Compensation – 1,946 professionals participated in the compensation section from 57 countries. Incomplete study responses were included within this report along with the completed responses.
- Business Continuity Program Management – 1,135 professionals participated in the program management section from 41 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.

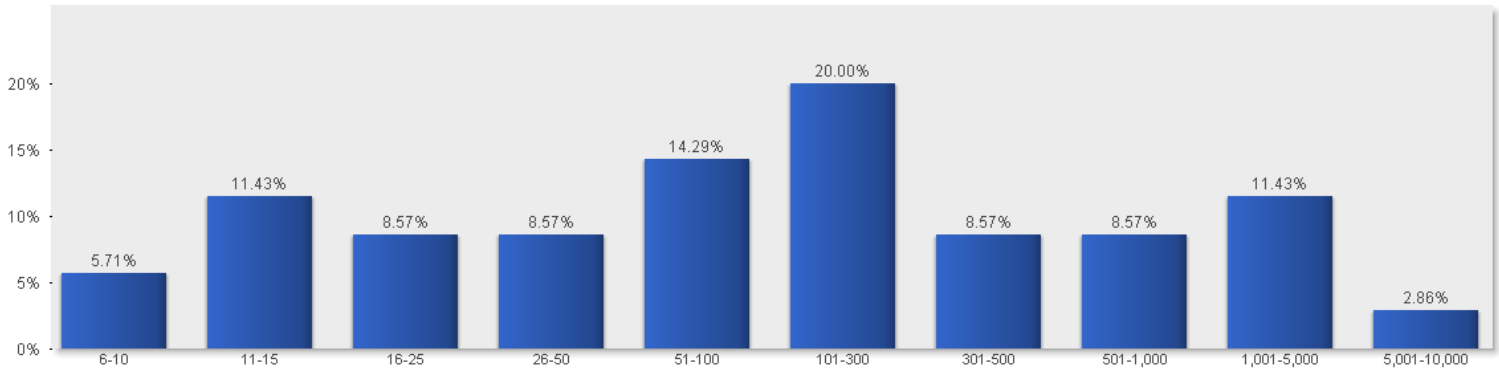
Requested filters by ABC Company = 35 study respondents

- Industry =
- Distribution of Company Locations =
- Highlight of company names include: **bvdfjhbvdhbdihlbvdhislbvdlbvhdhvds**. *This is not the full list of the 35 respondents. Survey respondents have the option of NOT including their company name when responding to the study.*

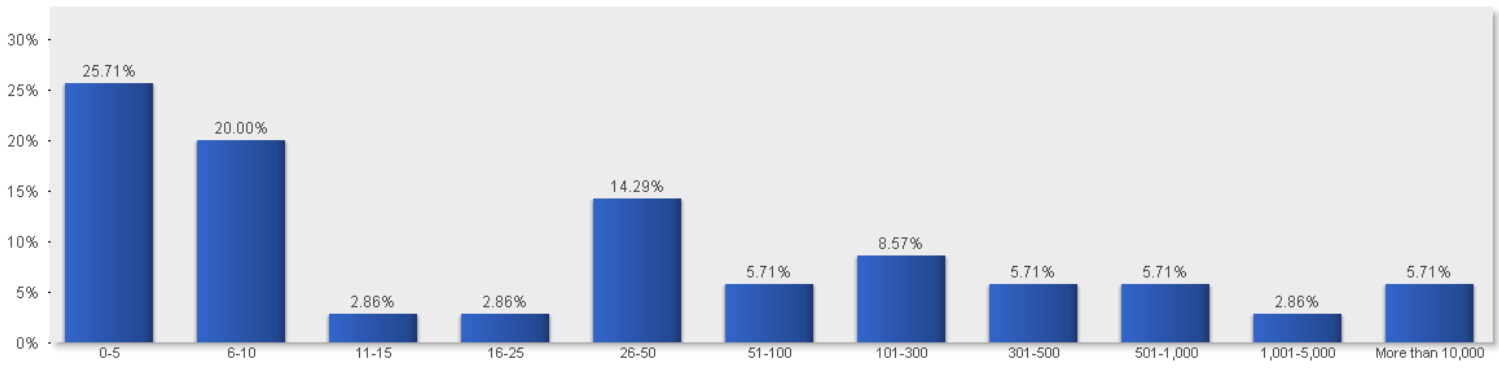


Participant Data & Respondent Characteristics Continued

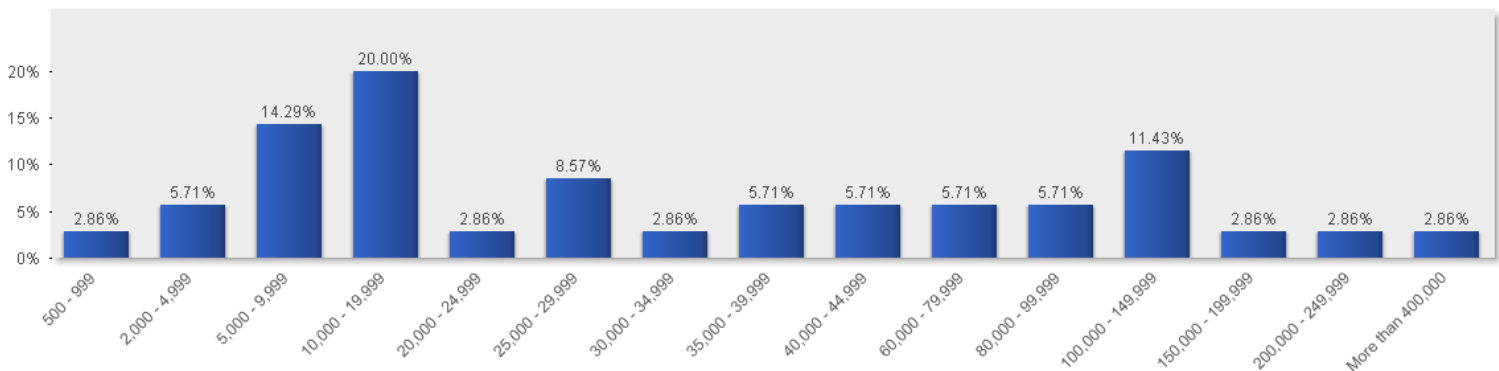
Number of Company Locations - Corporate/ Operational Functions



Number of Company Locations - Retail/ Customer Interfacing

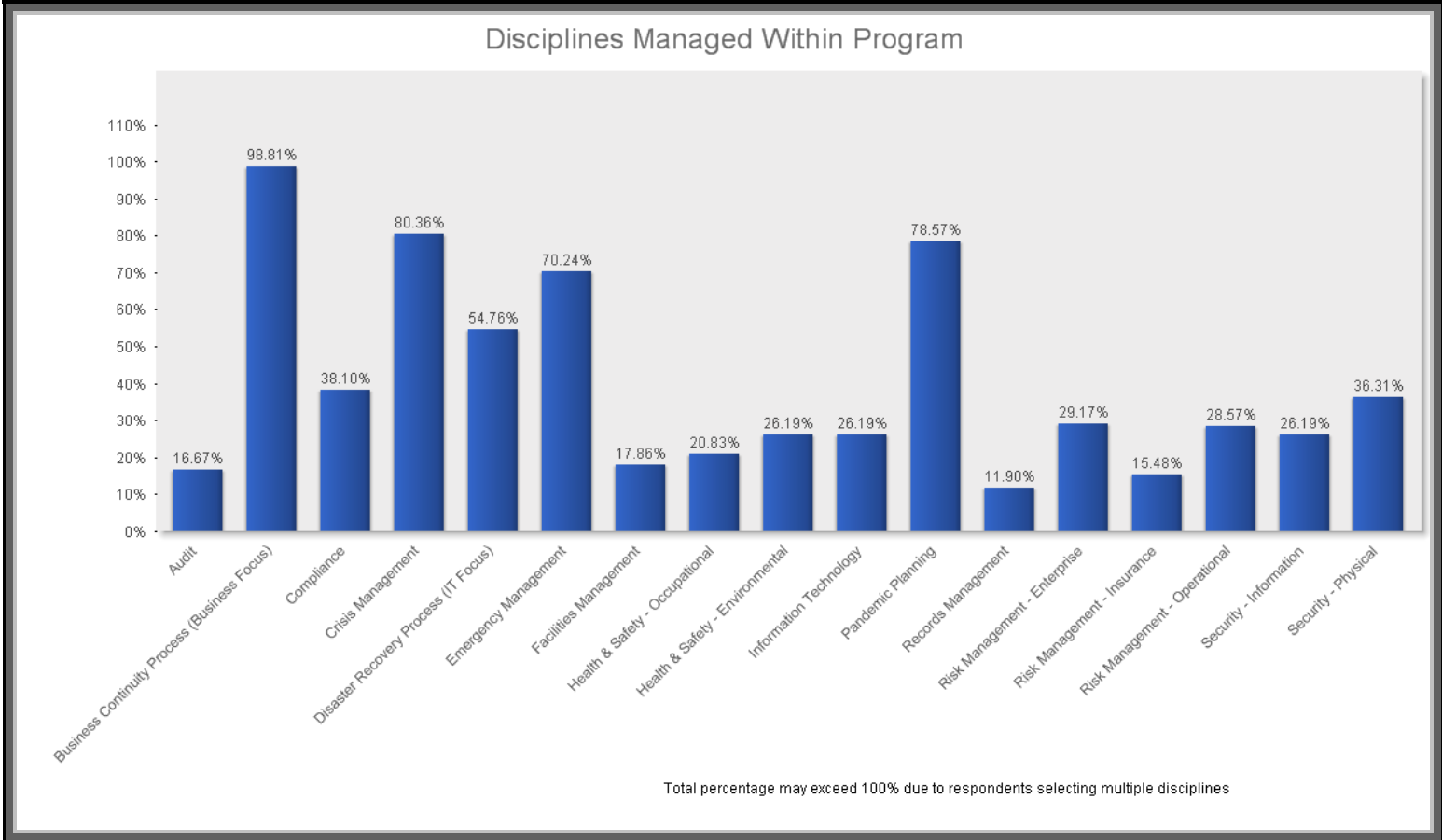
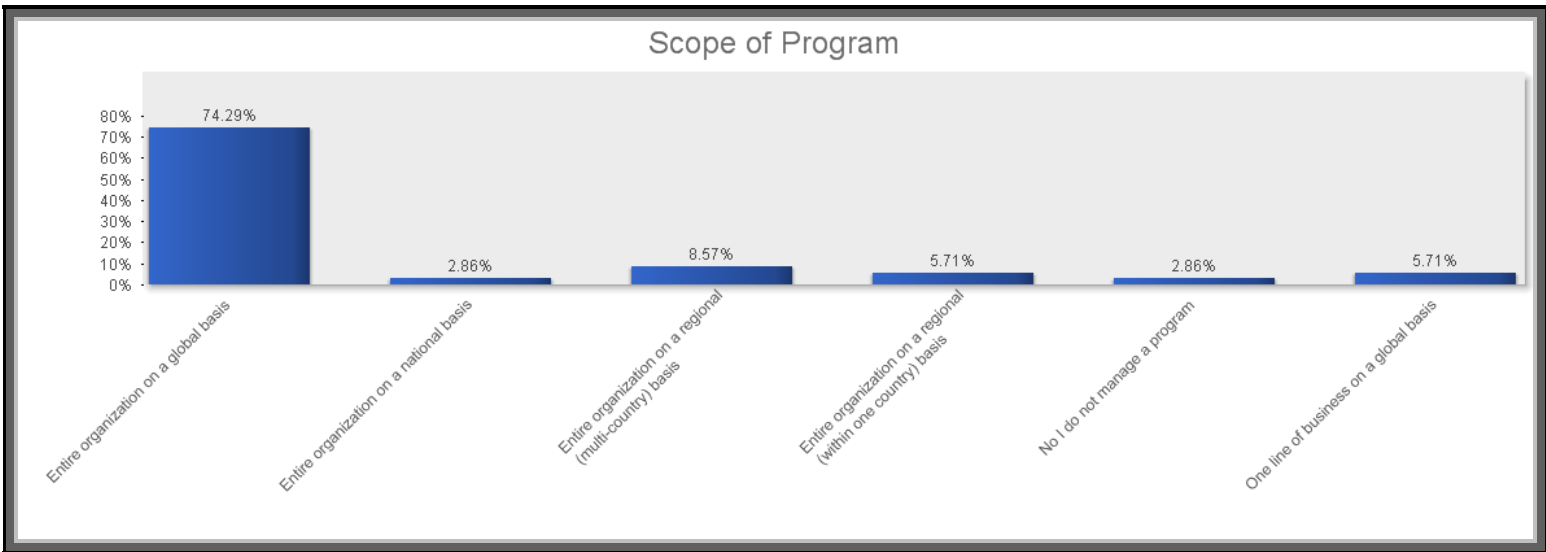


Number of Company Employees



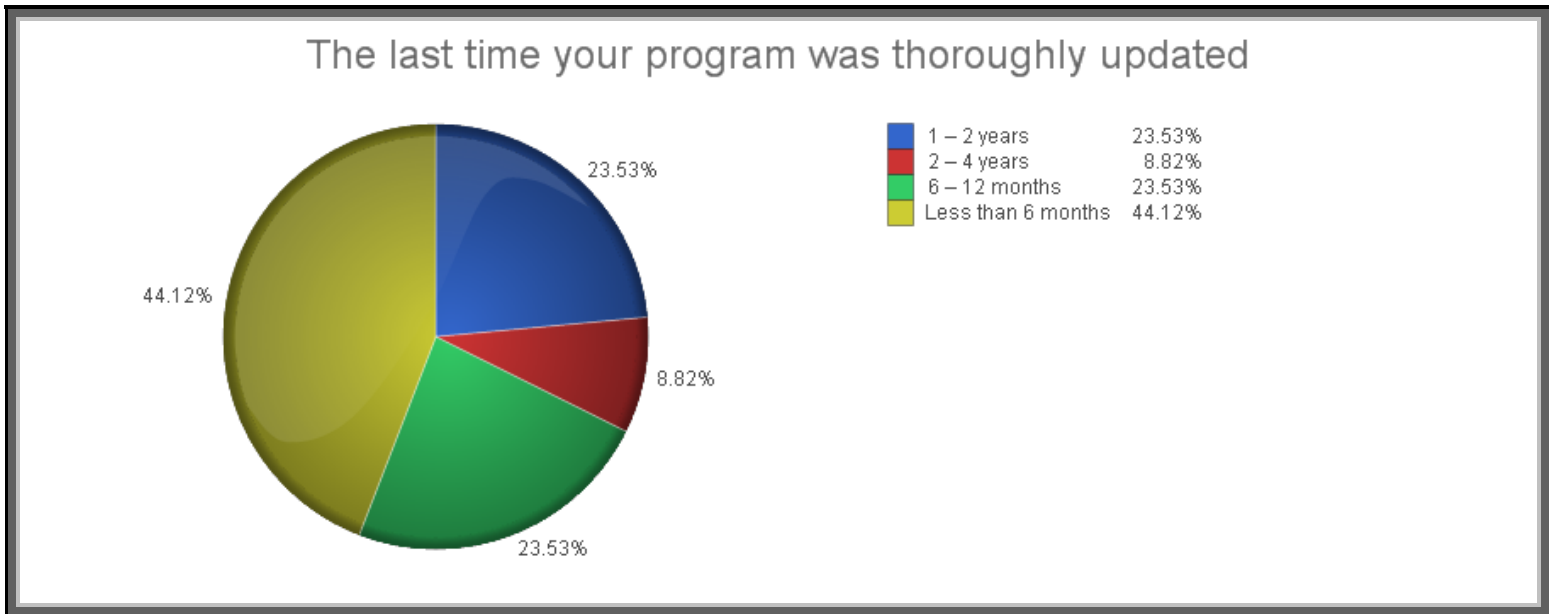
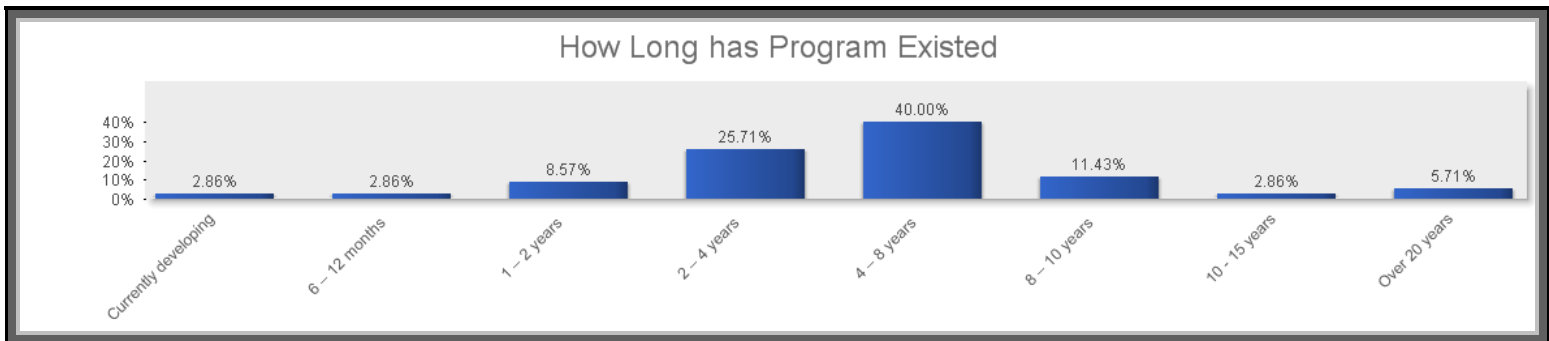
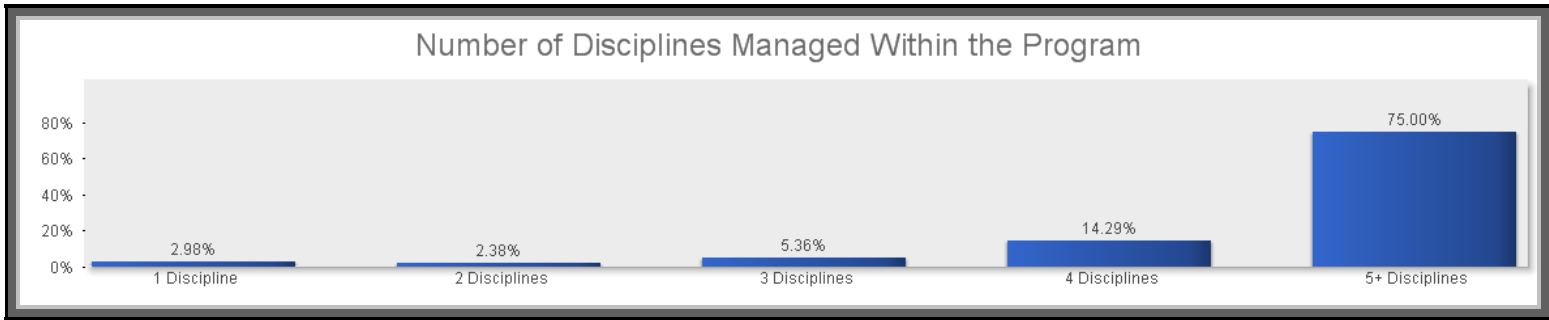


Participant Data & Respondent Characteristics Continued



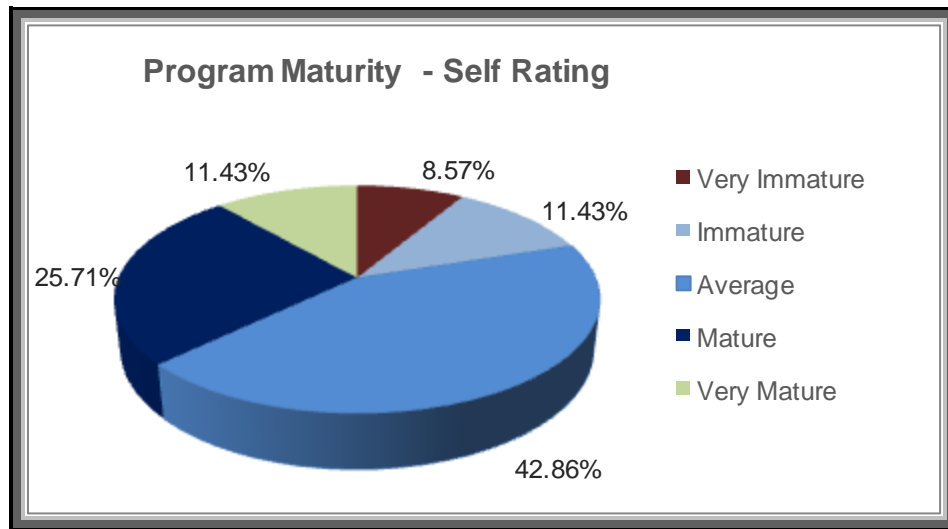


Participant Data & Respondent Characteristics Continued





Participant Data & Respondent Characteristics Continued



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.)

Disciplines – Current Personnel	Avg FTE	Avg PTE	% of Resp
Multi-Discipline	9	29	71.43%
Audit	36	12	12.50%
Business Continuity Process (Business Focus)	12	32	49.40%
Compliance	27	10	15.48%
Crisis Management	15	63	29.17%
Disaster Recovery Process (IT Focus)	16	10	27.38%
Emergency Management	17	49	30.95%
Facilities Management	56	12	8.33%
Health & Safety – Occupational	104	12	13.10%
Health & Safety - Environmental	104	12	13.10%
Information Technology	33	12	11.90%
Pandemic Planning	13	160	19.64%
Records Management	56	86	11.90%
Risk Management – Enterprise	8	2	13.10%
Risk Management – Insurance	84		7.74%
Risk Management – Operational	4		4.17%
Security – Information	33	86	15.48%
Security – Physical	54	12	19.64%
Average Total	15	27	

Average number of discipline FTE and PTE staff is the average only for those study respondents that indicated managing that specific discipline in their program and having staff dedicated to that discipline.

Average Number of Disciplines Managed per Respondent: 5.6

Sum of percentages exceed 100% due to respondents managing multiple disciplines.

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?

Department Owner	% of Resp	Program Best Situated for Maximum Visibility					Considering a Different Department Owner?	
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Yes	No
Business Continuity Office	13.79%	0.00%	0.00%	21.62%	51.35%	27.03%	21.62%	78.38%
Corporate Offices	6.90%	0.00%	66.67%	0.00%	33.33%	0.00%	0.00%	100.00%
Emergency/ Crisis Management	3.45%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
Facilities Management	13.79%	21.43%	25.00%	50.00%	0.00%	3.57%	50.00%	50.00%
Finance	3.45%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
Information Technology	17.24%	0.00%	47.06%	38.24%	14.71%	0.00%	5.88%	94.12%
Legal Counsel	3.45%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
Operations	10.34%	0.00%	0.00%	0.00%	44.44%	55.56%	0.00%	100.00%
Risk Management	13.79%	0.00%	10.53%	42.11%	31.58%	15.79%	73.68%	26.32%
Security – Information	6.90%	0.00%	0.00%	0.00%	70.00%	30.00%	0.00%	100.00%
Individual business units	3.45%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
Other	3.45%	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.

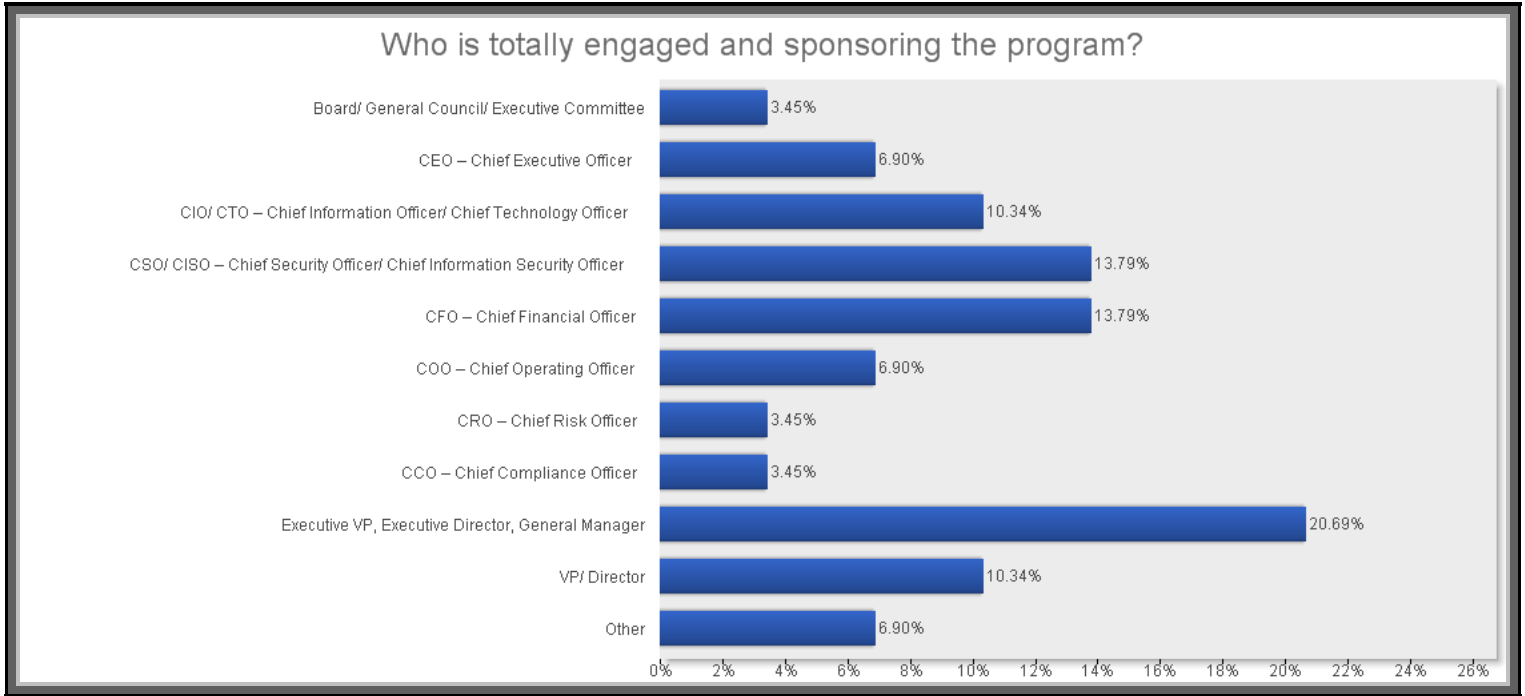


Table shows a correlation between three different questions. First Question – What is the level of separation from the Executive Committee for this individual? Selection choices include 0 to 6+. Second Question – Based on the current level of separation from the Executive Committee, do you agree that 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?

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	58.62%	0.00%	16.42%	16.42%	43.28%	23.88%	2.24%	97.76%
1	20.69%	0.00%	21.05%	15.79%	60.53%	2.63%	21.05%	78.95%
2	10.34%	0.00%	18.18%	27.27%	54.55%	0.00%	0.00%	100.00%
3	3.45%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%
4	3.45%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%
5	3.45%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%



Thank you to BC Management's International Benchmarking Advisory Board

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



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

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



GDS
GLOBAL DATA SOLUTIONS LTD

Global Data Solutions LTD
Sponsored the Chinese translation



BCI Japan/IT Professional Group
Sponsored the Japanese translation

Distributing Organizations

BC Management also greatly appreciates the efforts of those organizations that assisted in this global effort. Below is a full list of participating organizations that assisted in distributing our annual study. The contribution of each individual organization does not indicate an endorsement of the study findings or the activities of BC Management, Inc. BC Management greatly appreciates the assistance of the organizations that assisted with this global effort.



About BC Management, Inc.

BC Management, Inc. was founded in 2000. We are an executive search and research firm solely dedicated to the business continuity, disaster recovery, risk management, emergency management, crisis management and information security professions. With decades of industry expertise, our staff has a unique understanding of the challenges professionals face with hiring, benchmarking and analyzing best practices within these niche fields.

We Value Your Comments

Thank you for participating to 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.