

# Business Continuity Management Program Maturity Report - USA Focused EXCERPT OF REPORT



*Prepared by BC Management, Inc.*

*- February 2010*

*Data collected February – December 2009*



*Benchmarking. Plan Ahead. Be Ahead.*

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# — THIS IS AN EXCERPT ONLY —

**PLEASE NOTE:** This document is only an excerpt of the full Business Continuity Management – Program Maturity Report which is over 40 pages in length in its entirety. The full report highlights data findings collected via BC Management’s 8<sup>th</sup> Annual BCM Study (active from February to December 2009). The focus is on key differentiating factors between “Very Immature” and “Very Mature” programs, such as organizational reporting structures for maximum visibility, program expenditures, utilization of service providers, assessment, exercising, auditing and much more. Our exclusive report may be used to enhance and/or benchmark your program across the business continuity profession with no customization to industry, revenue and/or scope of program. This is one report that you will turn to time and time again.

“BC Management’s Benchmarking studies were extremely helpful in comparing our BCM program to our competitors or other “like” companies. We really appreciated all the help and wisdom and we were extremely grateful for their expertise. As a result, we were able to double our staff.”

Director, BCP – Healthcare Organization



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

*For more information on BC Management’s benchmarking services or to order a customized report for your organization please visit [www.bcmanagement.com](http://www.bcmanagement.com) or call us at +1 (714) 843-5470 or toll free within the USA at (888) 250-7001.*

# — THIS IS AN EXCERPT ONLY —



## 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, 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

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.



## 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.

### BC Management's International Benchmarking Advisory Board

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



### Distributing Organizations

BC Management also greatly appreciates the efforts of those organizations that assisted in this global effort. Below is a listing 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 following organizations that assisted with this global effort. This is NOT a complete list of distributing organizations.

#### Associations



— [www.acp-international.com](http://www.acp-international.com)



— [www.arm.gr.jp/](http://www.arm.gr.jp/)



An Affiliate of DRIE BCMIE Australia Inc. — [www.bcmie-australia.org](http://www.bcmie-australia.org)



— [www.bcpwho.org](http://www.bcpwho.org)



— [www.cpohio.org](http://www.cpohio.org)



— [www.cpeworld.org](http://www.cpeworld.org)



— [www.drie.org](http://www.drie.org)



— [www.nedrix.com](http://www.nedrix.com)

#### Certifying Organizations



— [www.thebci.org](http://www.thebci.org)



BCI Asia



BCI Brazil



BCI Canada



BCI India



BCI Japan



BCI Spain



— [www.drii.org](http://www.drii.org)



— [www.dri-australia.org](http://www.dri-australia.org)



— [www.dri.ca](http://www.dri.ca)



— [www.dri-malaysia.org](http://www.dri-malaysia.org)



— [www.dri-singapore.org](http://www.dri-singapore.org)



– [www.iaem.com](http://www.iaem.com)



– [www.theicor.org](http://www.theicor.org)

## Business Continuity/Disaster Recovery Service Providers

ALL HANDS CONSULTING



– [www.allhands.us](http://www.allhands.us)



– [www.avalution.com](http://www.avalution.com)



– [www.bcpasia.com](http://www.bcpasia.com)



– [www.continuityleadership.com](http://www.continuityleadership.com)



– [www.continuitylink.com](http://www.continuitylink.com)



– [www.dell.com/modularservices](http://www.dell.com/modularservices)



– [www.ehdf.com](http://www.ehdf.com)



– [www.firestorm.com](http://www.firestorm.com)



– [www.calamity.com.sg](http://www.calamity.com.sg)



– [www.fusionriskmgmt.com](http://www.fusionriskmgmt.com)



– [www.ketchconsulting.com](http://www.ketchconsulting.com)

## MARSH



– [www.marsh.com](http://www.marsh.com)



all resources to mitigate your risks – [www.riskresourcesindia.com](http://www.riskresourcesindia.com)

## e-Groups

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



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



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

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

## Periodicals/Media



## Universities/Colleges



– [www.norwich.edu](http://www.norwich.edu)



### About BC Management, Inc.

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

#### BC Management's Complimentary Research

BC Management has been collecting data on the factors that impact compensations and business continuity programs since 2001. To download our complimentary reports please visit [www.bcmanagement.com](http://www.bcmanagement.com).

#### 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](mailto:info@bcmanagement.com).



### Customize Your Compensation and/or Program Management Benchmarking Report

As a result of our advancement in reporting technology with World APP Key Survey, BC Management is able to offer a true benchmarking service exclusively for the business continuity management profession. Our benchmarking service includes a report (similar to this report) customized to your specific filters used to drill down to the data points that compare to your compensations or program planning initiatives. As a part of our benchmarking service, BC Management is also offering a business intelligence dashboard technology in which you will receive all the data points (based on your filter specifications) for further independent assessment. This technology will allow your organization to further assess the data within a flexible, intelligent, user friendly format.

## COMPENSATION RESEARCH DATA:

### Benefits of Our Customized Compensation Benchmarking Service

- Saves time and money in assessing compensations for current and future personnel.
- Provides a fair comparison on compensation bands based on expertise, degree, certification and geography.
- Assists in retaining current personnel based on compensations in the same geography and job title.

### Filters Available to Customize Your Compensation Report

- **Employment Status** – may choose from full-time permanent, part-time permanent, independent contractor and unemployed.
- **Geography** – may choose country, state/providence, or city.
- **Job Title/ Position** – may choose from a selection of job titles.
- **Discipline** – may choose multiple disciplines that are managed with the program (17 to choose from).
- **Years of Experience** – may choose from an experience band of your choice.

## PROGRAM MANAGEMENT RESEARCH DATA:

### Benefits of Our Customized Program Management Benchmarking Service

- Allows you to assess the maturity of your business continuity program focusing on industry best practices, dedicated staff, budget breakouts, reporting structure, vendor utilization, program activation and much more.
- Provides assistance in presenting business case objectives to your executives to substantiate and expand your program.
- Prioritizes key initiatives in elevating the maturity of your programs.
- Assists in building a road map to advance your program and meet your goals.
- Makes you more efficient by eliminating the need to do research on your own.
- Provides an unbiased source on how your company compares to the industry; specifically other “like” organizations, which can be used to support your recommendations.

### Filters Available to Customize Your Program Management Report

- **Industry** – may choose more than one industry.
- **Company Revenue** – may choose a revenue band of your choice.
- **Number of Employees** – may choose a selection from number of company employees.
- **Number of Locations** – may choose a selection from number of company locations in either operational and/or retail interfacing.
- **Geographic Distribution** – may choose multiple countries as well as how the company locations are dispersed (global, multi-country, one country, regionally within one country, statewide or citywide).
- **Disciplines within program** – may choose multiple disciplines that are managed with the program (17 to choose from).
- **Scope of program** – may choose a combination of the following: global, multi-country, one country or regionally within one country.
- **Maturity Rating of Program** – may choose on a scale of 1 to 5 with 1 being Very Immature and 5 being Very Mature (please note this is a self rating by the study participant).
- **Names of Organization** – may choose a list of company names that have participated in our study and completed the program management portion of the study. Please keep in mind that not all respondents indicated their company name. Many respondents kept their organizational name private. Also, not all study respondents qualified for the program management portion of the study. Only those respondents who managed a program were encouraged to participate in the second section of the study. **ALL RESPONDENT CONTACT INFORMATION IS KEPT CONFIDENTIAL AND IS NEVER REVEALED!**

### Inquiries

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

### Confidential Report

This is a confidential report intended only for the organization that requested and purchased the research data. As such, this report is not being distributed as a complimentary report among the profession. Please contact BC Management if you would like to share or site this information.