

# TABLE OF CONTENTS ONLY

## Trending in Business Continuity

*An Assessment of Data Collected Between  
2009 - 2017*



*Prepared by BC  
Management, Inc.*

*2017*



*Benchmarking. Plan Ahead. Be Ahead.*

<b>Table of Contents</b>		
<i>Welcome</i>	3	
<i>Summary of Data Findings</i>	3-4	
<i>Trends of Interest within the Business Continuity Profession</i>	5-23	
<b>Program Maturity</b>	• Program maturity – self rating	5
	• How long has the program existed	5
	• Last time the program was thoroughly updated	6
<b>Corporate Integration of Business Continuity</b>	• Number of disciplines managed in the program	6
	• Disciplines managed within the business continuity program	7
	• Centralized program with budgeting and staffing	8
	• Does the organizational structure of the program contribute to success	8
	• Integration of program with other organizational disciplines	9-10
	• Status of current program	11
<b>Budgeting</b>	• Budgeting of expenses within organization	12
	• Approximate annual program budget	12
	• Budget revisions	13
<b>Personnel</b>	• Current dedicated personnel	13
	• Hiring initiatives for the next year	14
	• Reduction of full-time, permanently employed personnel in the next year	15
	• Primary reason behind a reduction in force in the next year	15
<b>Organizational Reporting Structure</b>	• Reporting structure – department owner for business continuity	16
	• Is the business continuity program positioned for maximum visibility by department owner	16
<b>Program Sponsor</b>	• Assessment by job title on who is totally engaged and sponsoring the program	17
	• Sponsor’s level of engagement if a chief officer level or above	18
	• Level of separation from executive committee	18
<b>Program Assessment, Audit &amp; Exercising</b>	• How often is a BIA conducted on critical and non-critical organizational processes	19
	• Are the findings of the BIA leveraged	19
	• How often is an internal and external audit conducted	20
	• Is the program exercised	20
	• How often are the plans exercised	21
<b>Consulting Initiatives</b>	• What scenarios are used to exercise the plans	21
	• How many consultants/ contractors are currently retained	22
	• What is the length of time for the longest engaged consultant/ contractor	22
<b>Reasons for Planning</b>	• Will your organization be engaging consulting assistance in the next year	23
	• Primary reasons for developing and maintaining a program – “Priority” or “High Priority”	23
<i>Reporting History, Study Methodology, Assessment of Data &amp; Reporting</i>	24	
<i>Customize a Report Exclusively for your Organization</i>	24-25	
<i>Thank you to BC Management’s International Benchmarking Advisory Board</i>	25	
<i>About BC Management, Inc. &amp; Where to Download Complimentary Business Continuity Management Compensation Reports</i>	25-26	

## Table of Contents Only

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# SUMMARY

## *How to Read the Report*

The Business Continuity Trending Report is designed to provide a summary of the wealth of data collected from over 4,000 respondents to BC Management's International Business Continuity Management survey from 2009 through 2017. This report will serve as a resource in assessing and understanding the direction of the business continuity management profession.

Highlighted throughout this report are a variety of business continuity program management initiatives that showed the most noteworthy changes between 2009 and 2017. This is the third edition of BC Management's Trending in Business Continuity. BC Management is able to offer such a report as a result of comparable data analysis from over ten years.

## *Findings*

### *Business Continuity Management Program Advancements*

In assessing the data results from 2009 to 2017 we noticed the following business continuity management program advancements that indicate a shift to an enterprise-wide resiliency focus with increased executive support and acknowledgement of increased standards that will more than likely continue to evolve the profession in the future.

- Improved integration of the business continuity management program with other corporate functions with crisis management/ incident management, disaster recovery and information technology showing the greatest improvement.
- The business continuity program is increasingly being placed underneath risk management with the data results indicating a 10% increase from 2009 to 2017. In comparison, IT dropped as the department owner from 27% in 2009 to 18% in 2017.
- Risk management and a dedicated business continuity office received the highest approval ratings for where to position the business continuity program for maximum visibility.
- From 2009 to 2017 an increasing number of respondents noted the Chief Risk Officer as the program sponsor (8% increase); while less noted the Chief Information Officer/ Chief Technology Officer (3% decrease).
- An increasing number of respondents are placing the program from zero to one level of separation from their executive committee (4% increase from 2009 to 2017).
- More respondents indicated an increase in conducting an annual BIA for critical (44% in 2009 to 52% in 2017) and non-critical business functions (34% in 2009 to 40% in 2017). More respondents also believed they are leveraging the BIA findings more so in 2017 compared to 2009.
- An increasing number of respondents are conducting an internal audit of their program. Those who indicated "Never" conducting an internal audit of the program decreased from 23% in 2009 to 11% in 2017.
- Average number of dedicated program personnel (directly being managed by the study respondent) increased from 3 in 2014 to 8 in 2017. At the same time, total dedicated program personnel in 2017 (14 personnel) stayed consistent with the data findings from 2009 (15 personnel).
- Risk management continues to converge with business continuity with an increase in respondents either considering an enterprise risk assessment for the board and/or senior management (13% in 2009 to 23% in 2017) or incorporated a full enterprise risk management program with controls in place to avoid or mitigate potential risks (33% in 2009 to 45% in 2017).

### *Business Continuity Management Program Deteriorations*

The first and second edition of our Trending in Business Continuity focused on a lack of financial support for business continuity planning initiatives. This still tends to be the case somewhat; however, it appears that a majority of the respondents indicated no change in budget revisions (76%) and less respondents are decreasing their program expenditures (12% in 2009 to 6% in 2017). Additionally, a majority of respondents (32%) indicated a program budget of \$200,000 - \$750,000 USD and the study results also highlighted a 5% respondent increase with budgets between \$500,000 - \$1,500,000 USD between 2014 and 2017. It is important to note that program budgets vary tremendously based on the size of the organization and industry. Some other disconcerting trends are:

- Average number of anticipated new hires to be dedicated to the program in the next year dropped from 3.3 in 2011 to 2.0 in 2017. This is a minimal drop and still above the 2009 data findings of 1.3. Additionally, more respondents were unsure if headcount would be approved.
- Less respondents noted no downsizing of program personnel, which decreased from 79% in 2011 to 69% in 2017. This decrease could be attributed to more respondents being unsure about potential downsizing.
- Less respondents noted having a full functioning pandemic preparedness policy in place (74% in 2009 to 59% in 2017), but at the same time more respondents did indicate that they were either currently developing or implementing a pandemic preparedness policy.
- There was a decrease in respondents noting a full functioning Emergency Operations Center in place (51% in 2009 to 42% in 2017) and additionally there was a decrease in policies and procedures in place to interact and coordinate with external agencies in times of a disaster (63% in 2009 to 54% in 2017).

### *Other Business Continuity Management Program Notable Trends*

Our data analysis indicated other noteworthy business continuity management trends. These trends could be viewed as having a positive, negative or neutral impact to the future of the business continuity management profession.

- 66% of the study respondents noted a centralized program as it pertains to budgeting and staffing and 77% of those individuals agree that the organizational structure contributes to the success of the program, this is an increase from 54% reporting the same in 2012.
- Organizational restructuring and financial pressures were the leading reasons behind the downsizing of dedicated program personnel.
- 57% of the respondents indicated that they keep consultants for 12 months or less.
- There was a significant increase from 2009 to 2017 for audit results, customer requirements, contractual agreements/ service-level agreements and insurance policy recommendations as the drivers for developing and maintaining a business continuity program.

## *Using the Data*

### *How Can this Report Benefit Your Program and Your Organization?*

This summary is a broad analysis of a segment of the data offering an illustration of how the business continuity profession is viewed and what we can learn from these study results. This is simply a baseline of the trends in our industry. The report can be leveraged to provide you with facts to present to your executive management to help justify continued emphasis in key areas of your business continuity program.

Enclosed you will find a great deal of data, though it is impossible to display everything, which is why the customized reporting ([view sample report](#)) by organization will be essential if an organization wants to obtain a clear understanding of other “similar” organizations. A feature of the customized reports is providing a detailed analysis specific to your industry which not only allows you to benchmark your own program against very mature programs specific to your demographics, but also is an opportunity to create a roadmap for your program based on effective peer-based models and supporting data.



## 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.



## Study Methodology

The on-line study was developed by the BC Management team and the BC Management International Benchmarking Advisory Board. WorldAPP Key Survey, an independent company from BC Management, maintains the study and assesses the data collected. Participants were notified of the study primarily through e-newsletters and notifications from BC Management and from many other industry organizations. Respondents receive a unique path of branching questions, which is dependent upon their experience and current business continuity management initiatives. The advanced study is coded with extensive JAVA script to ensure a correct question branching path and to eliminate unintelligible data. The focus is on business continuity program management initiatives, which includes budgets, dedicated personnel, organizational reporting structure, maturity of the program, exercises, auditing and much more. Only those respondents who manage a program within business continuity or a related discipline qualify to complete the program management related questions. 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 who completed that study. If the respondent did not include their contact information, then their response to the study may be removed. With our fifteen 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. 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.



## 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 customized to your specific filters used to drill down to the data points that compare to your compensations or program planning initiatives.

### 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!**



## **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.



## **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**

Please share any comments or suggestions on how we can elevate our study or reporting at [info@bcmanagement.com](mailto:info@bcmanagement.com).

### **Confidential Report**

This is a confidential report intended only for the organization that requested and purchased the research data. Please contact BC Management if you would like to share or site this information.

### **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) 969-8006.

### **Thank you**

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