

The  
**2013-2014**  
Continuity Insights and KPMG LLP  
*Global Business Continuity  
Management (BCM) Program*  
Benchmarking Study

**FINAL  
RESULTS**

## About This Report

Statistics used in this report are based on anonymous survey responses from 434 executives in public and private companies, government agencies and authorities, educational institutions and not-for-profit entities.

The online survey, conducted by Continuity Insights during January 2014 and February 2014, explores changes to the global risk landscape, regulatory requirements and supply chain interdependencies, and compares the programs of organizations with a steering committee in place against those without a steering committee in place, highlighting some dramatic differences.

This Report is based on and generated from the KPMG LLP sponsored survey entitled: *The 2013-2014 Continuity Insights and KPMG LLP Global Business Continuity Management (BCM) Program Benchmarking Study*.

## Research Methodology

Respondents for *The 2013-2014 Continuity Insights and KPMG LLP Global Business Continuity Management (BCM) Program Benchmarking Study* were obtained from the Continuity Insights subscriber base by way of its newsletter, website, email deployments and social media channels, as well as from other professional organizations that supported the study. The 20-minute online survey included 55 questions and was fielded from January 2014 to February 2014. Information was collected from 434 respondents, of which 305 respondents completed the entire survey.

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although Continuity Insights endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation. For more information on the study methodology, please contact Robert Nakao at [robert.nakao@advantagemedia.com](mailto:robert.nakao@advantagemedia.com).

## About Continuity Insights

Continuity Insights is business continuity from management's perspective. It speaks directly to the strategic view, embracing the issues and concerns of senior-level managers. With its results-oriented approach, Continuity Insights is a discussion of the "why's" of business continuity and offers a comprehensive review of the vast continuity landscape. Its audience represents a wide range of businesses and industries, government and other public sector entities, and serves an array of professional disciplines. It's highly specialized portfolio includes Continuity Insights online/electronic media including its highly-trafficked website, e-Newsletters, webinars, and research project; and its annual Continuity Insights Management Conference and regional events.

## About KPMG LLP

KPMG LLP, the audit, tax and advisory firm [www.kpmg.com/us](http://www.kpmg.com/us), is the U.S. member firm of KPMG International Cooperative ("KPMG International"). KPMG International's member firms have 155,000 professionals, including more than 8,600 partners, in 155 countries. The KPMG name, logo and "cutting through complexity" are registered trademarks of KPMG International.

KPMG Information Protection and Business Resilience services help clients effectively manage and control corporate information assets across a broad spectrum of evolving threats and scenarios. Companies today increasingly realize that security is not a one-time project, but instead a strategy that must be adaptive to changing threats, remain consistent with the organization's business initiatives, and deliver benefits such as manageability, assurance, and efficiency. We help companies identify their most important information assets, and work with them to develop an effective approach combining technology and business processes. We work with clients to maximize the value that can be obtained from their data while protecting key business processes, information assets, and the company's brand and reputation.

To learn more about KPMG's Information Protection and Business Resilience, please contact:

Greg Bell  
National Practice Leader  
Information Protection and Business  
Resilience  
KPMG LLP  
T: 404 222 7197  
E: [rgregbell@kpmg.com](mailto:rgregbell@kpmg.com)

Anthony Buffomante  
Principal, Advisory  
Information Protection and Business  
Resilience  
KPMG LLP  
T: 312 665 1748  
E: [abuffomante@kpmg.com](mailto:abuffomante@kpmg.com)

Robbie Atabaigi  
Manager, Advisory  
Information Protection and Business  
Resilience  
KPMG LLP  
T: 404 222 3257  
E: [ratabaigi@kpmg.com](mailto:ratabaigi@kpmg.com)

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- Association Of Contingency Planners (ACP)
- Association Of Sacramento Area Planners (ASAP)
- BC Management
- BCI-USA
- Business Continuity Institute (BCI)(UK)
- Business & Industry Council For Emergency Planning & Preparedness (BICEPP)
- Business Resumption Planners Association (BRPA)
- Canadian Security Partners' Forum
- Contingency Planners Of Ohio (CPO)
- Contingency Planning Exchange (CPE)
- Continuity Central
- DRI International
- Disaster Recovery Journal (DRJ)
- Disaster Resource Guide
- Forbes Calamity Prevention (Singapore/Asia)

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## Acknowledgements (cont'd)

- Global Conference On Disaster Management
- Mid Atlantic Disaster Recovery Association (MADRA)
- New England Disaster Recovery Information Exchange (NEDRIX)
- Risk & Insurance Management Society (RIMS)
- Rothstein Business Survival
- Southeastern Business Recovery Exchange (SEBRE)
- Southeastern Contingency Planners Association (SCPA)

In addition, we would like to acknowledge the subject-matter professionals that took the time to review the survey results and provide their point of view for use in this report, the companion article, the panel discussion at the 2014 Continuity Insights Management Conference, and the June 2014 webinar.

## Requests for Benchmarking Reports and Key Contact

A number of custom reports are available and can be accessed on the Continuity Insights website. [www.ContinuityInsights.com](http://www.ContinuityInsights.com). Those custom reports are:

- Annual revenue,
- Entity type (public companies, private companies, government agencies or authorities, and not-for-profits),
- Governance (Entities with an Advisory Steering Committee, Entities with no Advisory Steering Committee),
- Industries (Computers/IT hardware, software and services; Financial services; Government; Healthcare; Manufacturing; Professional services and Utilities),
- Number of employees.

If you would like to request a custom report that has not already been developed and available on the website, please provide the following information to Robert Nakao at [robert.nakao@advantagemedia.com](mailto:robert.nakao@advantagemedia.com).

Your name, organization, e-mail address, and the type of custom report(s) you would like to receive. You will be provided the custom report(s) generally within five (5) business days of the receipt of your request.

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**1. Does your enterprise use survey results to generate executive support for your BCM Program?**  
**(Select only one response)**


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Answer Options	Response Percent
Yes	38.3%
No	61.7%

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**2. Does your enterprise use survey results to enhance executive support for your BCM Program?**  
**(Select only one response)**


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Answer Options	Response Percent
Yes	46.4%
No	53.6%

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**3. Which best describes your primary type of industry? (Select only one response)**


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Answer Options	Response Percent
Aerospace/Defense	2.5%
Automotive	0.2%
Biotechnology	0.5%
Chemical/Petroleum	1.0%
Communications/Media	1.7%
Computer/Information Technology Telecommunications	1.5%
Computer/Information Technology Software	2.2%
Computer/Information Technology Services	6.9%
Education	3.2%
Entertainment/Media	1.7%
Financial Services – Banking	14.5%
Financial Services – Brokerage	1.5%
Financial Services – Credit Card	2.2%
Financial Services – Credit Union	0.7%
Financial Services – Investment	3.2%
Financial Services - Mortgages	2.0%
Government – City/Municipality	0.5%
Government - County	1.0%
Government – State/Providence	2.7%
Government (Federal)	2.2%
Healthcare Medical – Hospital	1.5%
Healthcare Medical – Service Provider	1.7%
Human Resources	0.0%
Insurance	12.3%
International Non Government Organization (NGO)	0.5%
Logistics	0.5%
Manufacturing - Consumer Goods	2.7%
Manufacturing - Industrial Goods (Non-technology)	1.7%
Manufacturing - Medical Devices/Other Healthcare Products	1.2%
Not for Profit Organization	1.2%
Pharmaceuticals	1.0%
Power (Production/Transmission)	0.5%
Professional Services (Business Continuity/Operational Risk)	5.1%
Professional Services (IT/Business Process Outsourcing)	0.2%

**3. Which best describes your primary type of industry? (Select only one response) (cont'd)**

Professional Services - Legal	0.2%
Professional Services (Other)	2.5%
Retail	2.5%
Transportation – Aviation	0.7%
Transportation – Mass Transit	0.0%
Transportation – Shipping	0.7%
Transportation - Trucking	0.7%
Utilities – Energy	4.4%
Utilities – Water	0.7%
Wholesale Distributors	0.7%
Other (please specify industry)	4.9%

**4. How many people are employed by your organization (at all locations)? (Select only one response)**

Answer Options	Response Percent
Less than 25	8.6%
25 to < 100	3.2%
100 to < 500	7.8%
500 to < 1,000	7.8%
1,000 to < 5,000	24.5%
5,000 to < 10,000	10.8%
10,000 to < 20,000	11.8%
20,000 or more	25.5%

**5. Which best describes your organization, entity, or enterprise? (Select only one response)**

Answer Options	Response Percent
Public company	45.3%
Privately-held company	34.8%
Government agency or Authority	9.6%
Education	2.5%
Not-for-profit organization	7.8%

**6. How would you describe the geographical range of your operations? (Select only one response)**

Answer Options	Response Percent
Local - Single site operation in one location.	9.3%
Regional - Multi-site operations in one region of one country.	20.3%
National - Multi-site operations throughout one country.	21.6%
Global - Multi-site operations worldwide.	48.8%

**7. Are your headquarters' operations AND your primary data center located in the same building or the same campus? (Select only one response)**

Answer Options	Response Percent
Yes – Same Building	25.2%
Yes – Same Campus	13.0%
No	61.8%

**8. If your organization has operations in multiple countries, in what country is the organization's headquarters located?**  
(Select only one response)

Answer Options	Response Percent
Australia	2.9%
Austria	0.2%
Bahrain	0.0%
Belgium	0.2%
Brazil	0.7%
Canada	3.9%
Chile	0.0%
China (Hong Kong and Macau)	0.2%
Columbia	0.0%
Costa Rica	0.0%
Denmark	0.2%
France	1.2%
Germany	0.7%
Hungary	0.0%
India	0.2%
Israel	0.0%
Italy	0.2%
Japan	0.0%
Malaysia	0.0%
Mexico	0.2%
New Zealand	0.0%
Poland	0.0%
Portugal	0.0%
Romania	0.0%
Saudi Arabia	0.2%
Singapore	1.2%
South Africa	0.2%
South Korea (Republic of Korea)	0.0%
Spain	0.5%
Switzerland	0.7%
Taiwan	0.5%
The Netherlands	1.0%
Turkey	0.0%
United Arab Emirates	0.5%
United Kingdom	5.6%
United States	68.4%
Venezuela	0.0%
Other country (please specify)	10.0%

**9. What are your company's approximate annual revenues in (\$US) for the last fiscal year (FY13)?**  
(Select only one response)

Answer Options	Response Percent
Less than \$10 million	10.0%
\$10 million to < \$50 million	4.4%
\$50 million to < \$100 million	2.2%
\$100 million to < \$500 million	5.6%

**9. What are your company's approximate annual revenues in (\$US) for the last fiscal year (FY13)?****(Select only one response) (cont'd)**

\$500 million to < \$1 billion	7.1%
\$1 billion to < \$5 billion	18.6%
\$5 billion to < \$10 billion	8.6%
\$10 billion or more	18.9%
Not Applicable	10.3%
Unknown	14.2%

**10. Which best describes your primary job function? (Select only one response)**

Answer Options	Response Percent
BCM or Business Resilience Management in Corporate Program Office	46.9%
BCM or Business Resilience Management in Business Unit/Site/Support Group	11.3%
Compliance/Internal Audit	2.0%
Consultant/Analyst	8.6%
Crisis Management/Emergency Management	5.2%
Enterprise Risk Management	3.4%
Employee Health and Safety	1.0%
Facilities Management/Real Estate	1.5%
Finance/Accounting	0.5%
Insurance/Liability Management	0.0%
IT Disaster Recovery Planning	8.4%
Legal	0.0%
Security Management	2.7%
Other (please specify)	8.6%

**11. How long has the BCM Program been in place in your organization? (Select only one response)**

Answer Options	Response Percent
Less than 1 year	4.0%
1 year to < 3 years	14.0%
3 years to < 5 years	12.4%
5 years to < 10 years	34.7%
10 years to < 20 years	24.3%
20 years or more	5.8%
Unknown	4.8%

**12. What are the primary reasons that your organization has established a BCM Program? (Select all that apply)**

Answer Options	Response Percent
Address Audit finding(s)	31.5%
Continuity of business operations	84.7%
Customer request or requirement	22.2%
Government regulations/Compliance	45.5%
Lower insurance premiums	8.2%
Reputation	40.7%
Required by law	13.0%
Unique competitive advantage	15.3%
Other (please specify)	4.2%



**13. How does your organization measure the performance of your BCM Program? (Select all that apply)**

Answer Options	Response Percent
Audit findings	50.5%
Benchmarking/comparison to industry norms	27.8%
Maturity modeling	24.9%
Metrics program (including executive reporting)	39.7%
Business Continuity performance reviews	32.0%
Business Continuity Plan exercises	64.0%
Service level monitoring	12.4%
Review program capabilities vs. standards	22.8%
Technology recovery test results	43.1%
Cost / Benefit Analysis	6.9%
Other - Please define: _____	1.6%
N/A - We do not measure BCM Program performance	15.6%

**14. In addition to any regulatory requirements that your organization may be required to meet, please select the business continuity standard(s) that your organization is using to support your BCM Program. (Select all that apply)**

Answer Options	Response Percent
NFPA 1600	23.5%
NIST SP 800	10.2%
ISO 22301	42.0%
ISO 27001	19.4%
ITIL	20.8%
None	27.2%
Other (Please select all that apply and identify other standard(s) as appropriate separated by a comma)	18.3%

**15. Is your organization utilizing social media in any of the following plans? (Select all that apply. However, if your response is a No response or you are Not Sure, please only select that response)**

Answer Options	Response Percent
Business Continuity Plans	13.8%
Crisis/Emergency Management Plans	32.8%
IT Disaster Recovery Plans	9.0%
Plans are in development	11.4%
No	49.2%
Not sure	6.6%

**16. Does your organization have a designated full time or part time lead BCM Program Coordinator authorized to administer and keep the BCM Program current? (Select only one response)**

Answer Options	Response Percent
Full Time	74.1%
Part Time	16.1%
No	9.8%

**17. Does your organization have a Senior Management Advisory or Steering Committee that provides input and assistance to the lead BCM Program Coordinator and BCM Program Coordination Team in the preparation, implementation, evaluation and revision of your organization's BCM Program? (Select only one response)**

Answer Options	Response Percent
Yes	71.2%
No	28.8%

**18. Which best describes the job title of the lead BCM Program Coordinator? (Select only one response)**

Answer Options	Response Percent
CEO/President	3.4%
Chief Financial Officer	1.1%
Chief Information Officer	1.9%
Chief Operating Officer	2.6%
Chief Risk Officer	2.6%
Chief Security Officer, VP/Director	4.2%
Director, BCM or Business Resilience	21.7%
Director, Information Technology	3.2%
Director or Manager, Risk Management	4.0%
Manager, BCM or Business Resilience	25.1%
Manager, Information Technology	2.9%
Vice President, BCM or Business Resilience	5.8%
Vice President, Information Technology	0.5%
Vice President, Risk Management	2.4%
Specific Department Director / Manager. Please identify the business function (name of department):	2.6%
Other (please enter job title)	15.9%

**19. Which best describes the C-Level executive with ultimate reporting responsibility for your BCM Program? (Select only one response)**

Answer Options	Response Percent
CEO	13.5%
Chief Administrative Officer	4.5%
Chief Compliance Officer	2.6%
Chief Financial Officer	9.8%
Chief Information Officer	12.7%
Chief Information Security Officer	3.2%
Chief Operating Officer	14.3%
Chief Risk Officer	11.6%
Chief Security Officer, VP/Director	6.6%
Chief Technology Officer	1.9%
General Counsel	2.4%
President	3.2%
Other C-Level Executive (Please identify the corporate/executive management title)	13.8%

**20. Please identify any certifications that your organization highly desires from employees that lead your program or have a significant role in your program: (Select all that apply)**

Answer Options	Response Percent
BCM specific certifications from the Business Continuity Institute	39.2%
BCM certified professionals from the Disaster Recovery Institute	65.1%
BCM certified specialties from the Disaster Recovery Institute	8.5%
IT specific certifications (i.e., CISSP, CISA, etc.)	16.9%
Non-Business Continuity specific certifications (i.e., PMP, CIPP, etc.)	21.4%
Other (please define)	17.2%

**21. Please identify the number of years of BCM program leadership experience of your BCM Program leader (Leading a Program): (Select only one response)**

Answer Options	Response Percent
Less than 1 year	5.6%
1 year to < 3 years	9.3%
3 years to < 5 years	10.3%
5 years to < 10 years	25.1%
10 years to < 20 years	29.4%
20 years or more	13.0%
Do not know	7.4%

**22. For the following question, please estimate the number of Full Time Equivalent (FTE) headcount who are dedicated to your BCM Program in your Corporate Program Office AND in your various Business Units/Functions (excluding contractors). (Select one answer for each line)**

Answer Options	Corporate BCM Program Office	Various Business Units / Functions	IT Disaster Recovery
0 to 2 FTEs	63.22%	64.74%	59.88%
3 to 5 FTEs	22.80%	10.64%	17.93%
6 to 9 FTEs	7.90%	8.21%	9.73%
10 to 20 FTEs	2.74%	7.60%	7.29%
More than 20 FTEs	3.34%	8.81%	5.17%

**23. Please estimate the total budget for the staff that is in place across the organization (i.e. in your Corporate Program Office AND in the organization's business units and corporate functions (excluding contractors). Use the Total Equivalent Headcount estimates from your response to Question #22 and use estimated loaded salaries, benefits, travel and living expenses. (Select one answer for each line)**

	Corporate BCM Program Office (employees)	Various Business Units/Functions (employees)	Crisis Management (employees)
Less than \$250,000	55.62%	70.21%	79.33%
\$250,000 to < \$500,000	19.76%	12.46%	9.42%
\$500,000 to < \$1 million	14.59%	7.90%	4.56%
\$1 million to < \$5 million	8.21%	6.08%	5.17%
\$5 million to < \$10 million	1.22%	2.13%	1.22%
\$10 million to < \$50 million	0.00%	0.61%	0.00%
\$50 million or more	0.61%	0.61%	0.30%

**23. Please estimate the total budget for the staff that is in place across the organization (i.e. in your Corporate Program Office AND in the organization's business units and corporate functions (excluding contractors). Use the Total Equivalent Headcount estimates from your response to Question #22 and use estimated loaded salaries, benefits, travel and living expenses. (Select one answer for each line) (cont'd)**

	Information Technology / Disaster Recovery (employees)	BCM Program Third- Party Consultants (Include program assessments, improving capabilities, etc)
Less than \$250,000	56.53%	83.59%
\$250,000 to < \$500,000	18.54%	6.69%
\$500,000 to < \$1 million	11.25%	4.56%
\$1 million to < \$5 million	11.25%	3.04%
\$5 million to < \$10 million	3.04%	3.04%
\$10 million to < \$50 million	0.91%	0.61%
\$50 million or more	0.30%	0.30%

**24. Please estimate individually your organization's additional budget for the following components of your BCM Program. (Select one answer for each line)**

	BCM Software and Hardware (Include plan-related document repository and emergency notification)	Work Area Recovery (Include recovery site costs, third-party service providers, etc.)	IT DR Costs (Include hardware, software, internal recovery capabilities, 3rd party service provider fees, etc.)
Less than \$250,000	82.07%	71.43%	43.16%
\$250,000 to < \$500,000	10.03%	13.98%	15.50%
\$500,000 to < \$1 million	3.34%	7.60%	16.72%
\$1 million to < \$5 million	2.13%	3.95%	13.68%
\$5 million to < \$10 million	1.82%	0.91%	5.78%
\$10 million to < \$50 million	0.00%	1.52%	2.74%
\$50 million or more	0.61%	0.61%	2.43%

	Training and Awareness Programs (Include internal and external training, fees, travel expenses for conferences etc.)	BCM Program Exercises (Include planning, conducting exercises, third- party participation, travel and living expenses, etc.)
Less than \$250,000	86.02%	83.89%
\$250,000 to < \$500,000	8.21%	9.73%
\$500,000 to < \$1 million	3.34%	2.74%
\$1 million to < \$5 million	1.52%	2.13%
\$5 million to < \$10 million	0.61%	1.22%
\$10 million to < \$50 million	0.00%	0.00%
\$50 million or more	0.30%	0.30%

**25. Which statement best describes how funds are allocated for BCM Program related initiatives?**  
**(Select only one response)**

Answer Options	Response Percent
On a case-by-case basis based on individual needs	40.4%
As an individual line item in each functional budget	19.5%
On a hybrid chargeback basis with a base fee plus additional usage charges	5.2%
As a percentage of the IT budget	9.1%
As a percentage of the risk management budget	7.6%
As a percentage of the individual functional budget	7.3%
Other (please briefly describe how funds are allocated (BCM Funding))	10.9%

**26. Indicate the BCM Program related software type packages your organization has implemented or plans on implementing in the next year. (Select all that apply)**

Answer Options	Response Percent
BCM software	52.0%
Business Impact Analysis software	24.9%
Change Management software	16.7%
Emergency Notification software	55.3%
Enterprise GRC (Governance Risk and Compliance) software	17.0%
Risk Assessment software	15.2%
Microsoft Office® Tools (i.e., Word®, Excel®, etc.)	54.4%
Other (please specify)	11.2%

**27. Which statement best describes your organization's current BCM program status? (Select only one response)**

Answer Options	Response Percent
There is no BCM program in place.	4.6%
We are currently in the process of establishing a BCM Program, defining program governance, scope, objectives, budgeting and format for plans.	6.4%
We are currently in the Assessment phase (i.e. Risk Assessment, Business Impact Analysis, Strategy Selection, etc.) for the first time in the program's lifecycle.	4.6%
We are currently developing Business Continuity Plans, Crisis Management Plans and IT Disaster Recovery Plans.	16.5%
We have a BCM Policy, Senior Management Steering or Advisory Committee, Business Continuity, Crisis Management and IT Disaster Recovery Plans in place and have developed a process for updating those plans on a regular basis to reflect changes in the business and lessons learned from exercises, tests or real events.	68.0%

**28. In your opinion, how would you rate the maturity of your organization's program? (Select only one response)**

Answer Options	Response Percent
Level 1 (Self Governed) – The state of preparedness is generally low across the enterprise.	7.9%
Level 2 (Supported Self Governed) - Senior Management may see value in a BCM Program but they are unwilling to make it a priority at this time.	14.3%
Level 3 (Centrally Governed) - A BCM Program Office or Department has been established which centrally delivers BCM Program governance and support services to the business units and other departments within the organization.	28.4%
Level 4 (Enterprise Awakening) – Senior management understands and is committed to the strategic importance of an effective BCM Program. All BCP's are updated routinely.	24.1%
Level 5 (Planned Growth) – A multi year plan has been plan has been adopted to “continuously raise the bar” for planning sophistication and enterprise wide state of preparedness.	19.5%
Level 6 (Synergistic) – Cross functional coordination has led participants to develop and successfully test upstream and downstream integration of their business continuity plans.	5.8%

**29. Does your organization maintain and foster relationships with external government agencies to ensure the recovery of your organization during a disaster? (Select only one response)**

Answer Options	Response Percent
Yes	65.3%
No	26.3%
Don't know	8.4%

**30. Are mission critical 3rd party service providers required to show evidence they have a viable BCM Program? (Select only one response)**

Answer Options	Response Percent
Yes	62.2%
No	28.8%
Don't know	9.0%

**31. What statement best describes the extent that the BCPs for 3rd party service providers (Utilities, Information Technology or Business Process Service Providers) are integrated within your BCM program? (Select only one response)**

Answer Options	Response Percent
Not integrated or not applicable	29.6%
In the process of being integrated	24.9%
Integrated for certain mission critical 3rd party service providers	28.3%
Integrated for all mission critical 3rd party service providers	15.9%
Integrated for all 3rd party service providers	1.2%

**32. What statement best describes the extent that the BCPs for key supply chain stakeholders “that you rely on to deliver your products or services to market” are considered and being managed within your BCM program?**  
(Select only one response)

Answer Options	Response Percent
Not integrated	33.4%
In the process of being integrated	27.2%
Integrated for certain supply chain stakeholders	35.3%
Integrated for all supply chain stakeholders	4.0%

**33. How well integrated is the BCM Program with the following capabilities? (Select one answer for each line)**

Compliance/Audit	Extremely	23.2%
	Very Much	32.0%
	Somewhat	33.5%
	Not at all/Not Applicable	11.3%
Corporate Security	Extremely	27.9%
	Very Much	35.1%
	Somewhat	27.0%
	Not at all/Not Applicable	10.0%
Crisis Management	Extremely	39.5%
	Very Much	33.5%
	Somewhat	20.7%
	Not at all/Not Applicable	6.3%
Employee Health and Safety	Extremely	21.6%
	Very Much	35.4%
	Somewhat	34.2%
	Not at all/Not Applicable	8.8%
Enterprise Risk Management	Extremely	22.6%
	Very Much	31.7%
	Somewhat	33.9%
	Not at all/Not Applicable	11.9%
Facilities/Real Estate Management	Extremely	18.2%
	Very Much	36.1%
	Somewhat	34.5%
	Not at all/Not Applicable	11.3%
Information Technology Management	Extremely	34.2%
	Very Much	42.6%
	Somewhat	18.5%
	Not at all/Not Applicable	4.7%
Information Security Management	Extremely	27.3%
	Very Much	38.6%
	Somewhat	26.3%
	Not at all/Not Applicable	7.8%

**33. How well integrated is the BCM Program with the following capabilities? (Select one answer for each line) (cont'd)**

Strategic Sourcing/Procurement	Extremely	9.1%
	Very Much	23.5%
	Somewhat	44.8%
	Not at all/Not Applicable	22.6%
Strategic Planning	Extremely	9.1%
	Very Much	21.6%
	Somewhat	42.0%
	Not at all/Not Applicable	27.3%
Relationships with Third Party Service Providers (Utilities, Telecommunications, Information Technology Service Providers or Business Process Service Providers)	Extremely	6.3%
	Very Much	26.6%
	Somewhat	50.8%
	Not at all/Not Applicable	16.3%
Relationships with Public Authorities (Police, Fire, EMS, Local Emergency Management Agencies, etc.)	Extremely	14.4%
	Very Much	25.7%
	Somewhat	41.7%
	Not at all/Not Applicable	18.2%
Management of Insurance Coverage	Extremely	12.5%
	Very Much	25.4%
	Somewhat	39.8%
	Not at all/Not Applicable	22.3%

**34. How often does your organization conduct Risk Assessments? (Select only one response)**

Answer Options	Response Percent
In response to business changes	13.8%
Semi-annually	4.7%
Annually	44.8%
Every two years	9.4%
Every three years	6.0%
Never	5.0%
Do not know	10.7%
Other (please specify)	5.6%

**35. Does your Alternate Data Center share the same infrastructure (e.g., power, water, telecommunications, etc.) as your Primary Data Center? (Select only one response)**

Answer Options	Response Percent
Yes	19.7%
No	80.3%



**36. How often does your organization conduct a Business Impact Analysis (BIA)? (Select only one response)**

Answer Options	Response Percent
In response to business changes	16.0%
Semi-annually	2.2%
Annually	40.8%
Every two years	12.9%
Every three years	7.2%
Never	6.3%
Do not know	5.3%
Other (please specify)	9.4%

**37. Hypothetically, what would you estimate is the total financial impact of a major disruption or outage to your organization that lasts for 5 business days? Please consider the estimated costs of delayed or cancelled product and service revenues from existing offers as well as new products and services delayed or cancelled, life time cost of lost customers and erosion/loss of brand value. (Select only one response)**

Answer Options	Response Percent
Less than \$25,000	4.7%
\$25,000 to < \$50,000	2.5%
\$50,000 to < \$100,000	2.5%
\$100,000 to < \$250,000	5.3%
\$250,000 to < \$500,000	6.0%
\$500,000 to < \$1 million	9.1%
\$1 million to < \$5 million	18.5%
\$5 million or more	29.5%
Do not know	19.7%
Other (please specify)	2.2%

**38. How much would you estimate business disruptions have cost your organization in both outlays and internal (soft) costs in the past 12 months? Please consider the estimated costs of delayed or cancelled product and service revenues from existing offers as well as new products and services delayed or cancelled, life time cost of lost customers and erosion/loss of brand value. (Select only one response)**

Answer Options	Response Percent
Less than \$100,000	35.7%
\$100,000 to < \$500,000	16.0%
\$500,000 to < \$1 million	8.5%
\$1 million to < \$5 million	7.2%
\$5 million or more	4.4%
Do not know	28.2%

**39. Has your organization experienced an incident or interruption in the past year that caused you to activate any documented business continuity plans, crisis management plans or Disaster Recovery plans? (Select one answer for each line)**

Answer Options	Yes	No
Earthquake	7.6%	92.4%
Fire	18.1%	81.9%
Flood	31.1%	68.9%
Severe Weather (i.e., Hurricane, Tornado, Winter Weather, etc.)	59.4%	40.6%
Civil Unrest	17.1%	82.9%

**39. Has your organization experienced an incident or interruption in the past year that caused you to activate any documented business continuity plans, crisis management plans or Disaster Recovery plans?**
**(Select one answer for each line) (cont'd)**

<b>Answer Options</b>	<b>Yes</b>	<b>No</b>
Indirectly Due to Supplier Issues or High Profile Neighbor	13.7%	86.3%
Power Outage	51.7%	48.3%
Privacy	11.1%	88.9%
Social Media Related	6.0%	94.0%
Terrorist Attack	4.1%	95.9%
Theft	11.4%	88.6%
IT Related - Change Management Issue, Data Corruption, Denial of Access, Virus, IT Security, etc.	36.8%	63.2%
IT Related - Hardware/Software in Production	31.4%	68.6%
IT Related - Telecommunications (i.e., Voice, Data, Converged, etc.)	33.3%	66.7%
IT Related – Third Party Service Provider in Production (Hosted Solution)	20.0%	80.0%
IT Related - Upgrade/Scheduled Outage	23.5%	76.5%

**40. For the most recent interruption that required you to activate one or more BCPs, how well were your recovery time objectives met? (Select only one response)**

<b>Answer Options</b>	<b>Response Percent</b>
Completely	32.7%
Mostly	33.3%
Somewhat	11.4%
Not at all	4.1%
Do Not Know	18.4%

**41. When was the most recent Business Continuity Plan exercise? (Select only one response )**

<b>Answer Options</b>	<b>Response Percent</b>
Within the past 6 months	60.3%
Between 6 months and 1 year	13.0%
Between 1 year and 2 years	9.8%
Greater than 2 years	2.5%
We do not exercise our plans	5.7%
Do not know	4.1%
Other (please specify)	4.4%

**42. What elements of your BCM Program have you exercised during your most recent exercise? (Select all that apply. However, if your response is None, please only select that response)**

Answer Options	Response Percent
Call Tree/Notification Process	65.1%
Integrated people, process and technology exercise for one or more processes	54.4%
Entire site-specific business and technology recovery exercise	29.6%
Alternate site (work area recovery) exercise	44.3%
Supply Chain Dependencies	11.1%
Mock crisis/emergency management exercise	45.6%
Social Media	7.8%
None	11.7%

**43. What external companies or agencies have been involved with your previous BCP exercises? (Select all that apply. However, if your response is None, please only select that response)**

Answer Options	Response Percent
Public sector agencies (i.e. police, fire, Center for Disease Control, local or regional emergency management agency, etc.)	23.8%
Supply Chain partners (i.e. suppliers, joint ventures, parent company)	19.5%
Service Providers (i.e. outsourced business process service providers, outsourced information technology service providers, utilities, telecommunications network service providers)	38.1%
None	45.3%

**44. What percentage of your Information Technology budget, does your organization spend on IT Disaster Recovery Plans? (Select only one response)**

Answer Options	Response Percent
< 1%	15.9%
1% to < 2%	12.7%
2% to < 4%	9.8%
4% to < 10%	8.9%
10% or more	4.8%
Do Not Know	47.9%

**45. Which statement best describes the status of your organization's bring your own device (BYOD) program? (Select only one response)**

Answer Options	Response Percent
There is no BYOD Program in place and the organization has no plans to establish one.	40.6%
We are currently in the process of establishing a BYOD Program in the next year.	20.3%
We have successfully established a BYOD Program that includes smartphones only.	8.9%

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**45. Which statement best describes the status of your organization's bring your own device (BYOD) program?  
(Select only one response) (cont'd)**


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Answer Options	Response Percent
We have successfully established a BYOD Program that currently includes smartphones with plans to include laptops and/or tablets.	8.3%
We have successfully established a BYOD Program that includes laptops, tablets and smartphones.	18.1%
We have established a BYOD Program that includes some implementation issues that we are addressing at this time.	3.8%

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**46. Has your organization addressed cyberterrorism in your BCM Program and related Business Continuity Plans, IT Disaster Recovery Plans, and/or Crisis Management Plans? (Select only one response)**


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Answer Options	Response Percent
Yes, included in current plans	41.6%
No, not included in current plans	35.9%
Plans are currently in development	22.5%

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**47. How frequently does your organization carry out full scenario testing of its IT Disaster Recovery plans involving relevant people, processes and technologies? (Select only one response)**


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Answer Options	Response Percent
In response to business changes	5.1%
Semi-annually	15.2%
Annually	39.0%
Every two years	8.6%
Every three years	1.6%
Never	15.6%
Do not know	9.5%
Other (please specify)	5.4%

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**48. What IT disaster recovery strategy/strategies does your organization have planned for the next twelve months?  
(Select all that apply)**


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Answer Options	Response Percent
Internal – Hardware and Software Solution	37.3%
External – Hardware and Software Solution	17.0%
Combination/Hybrid of Internal and External Solutions	36.3%
Move certain capabilities to a Public Cloud Vendor	10.3%
Move certain capabilities to a Private Cloud Solution	18.6%
No Changes Planned	22.8%
Other (please specify)	4.2%

**49. What is/are your organization's current IT disaster recovery strategy/strategies? (Select all that apply. However, if your response is none, please only select that response)**

Answer Options	Response Percent
Internal – Hardware and Software Solution	47.3%
External – Hardware and Software Solution	19.0%
Combination/Hybrid of Internal and External Solutions	46.3%
Move certain capabilities to a Public Cloud Vendor	8.4%
Move certain capabilities to a Private Cloud Solution	19.0%
None	6.1%
Other (please specify)	2.9%

**50. In regards to your organization's IT Disaster Recovery Plans in the cloud, please indicate which strategies your organizations has currently implemented: (Select all that apply. However, if your response is a no response or you are not sure, please only select that response)**

Answer Options	Response Percent
IaaS Strategies (Infrastructure-as-a-Service)	13.5%
SaaS Strategies (Software-as-a-Service)	24.1%
PaaS Strategies (Platform-as-a-Service)	8.7%
NaaS Strategies (Network-as-a-Service)	7.1%
Do Not Know	67.8%

**51. What percentage of application data is stored in the cloud? (Select only one response)**

Answer Options	Response Percent
None	28.9%
< 10%	14.1%
10% to < 25%	7.4%
25% to < 50%	3.2%
50% to < 75%	1.9%
75% or more	3.2%
Do not know	41.2%

**52. When was the most recent Business Continuity Plan exercise? (Select only one response )**

Answer Options	Response Percent
Within the past six months	57.6%
Within the last year	18.3%
Within the last two years	7.1%
More than two years ago	2.9%
Never	10.3%
Do not know	3.9%

**53. For which of the following capabilities do your IT Disaster Recovery Plans have documented procedures and written guidelines? (Select all that apply)**

Answer Options	Response Percent
Cloud applications	22.8%
Social Media	11.9%
Mobile applications	27.7%
Supply Chain Dependencies	28.9%
Bring your own device	10.9%
All of the above	9.0%
None of the above	40.8%

**54. What was your organization's investment in disaster/emergency management and BCM Program training this past year in comparison to the year before? (Select only one response)**

Answer Options	Response Percent
We will spend significantly more money in 2014 than in 2013	19.6%
We will spend approximately the same amount in 2014 as in 2013	67.5%
We will spend less money in 2014 than we did in 2013	12.9%

**55. What types of ongoing BCM Program training have your organization's employees utilized? (Select all that apply. However, if your response is None, please only select that response)**

Answer Options	Response Percent
Attend industry conferences	70.4%
Attend association meetings	66.2%
Attend continuing education courses at colleges/universities	20.3%
Attend internal company training	52.1%
Attend training provided by third-party companies	34.4%
Pursue professional certification course	46.3%
Undergraduate degree program	4.2%
Graduate degree program	8.0%
None	9.3%
Other (please specify)	2.3%