


9th
EDITION

BC Management Event Impact Report

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2021 EDITION

 **Castellan**

WITT O'BRIEN'S
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DISCLAIMER

The data included in this report was provided directly by participants to BC Management 9th Edition Event Impact Study. This report may be viewed as a representation of the companies and organizations that elected to participate in this survey.





About Witt O'Brien's – Study Partner

Witt O'Brien's provides the clients we serve with the ability to better withstand the consequences from negative events.

We support mid-market to Fortune 100 companies in building and advancing their business continuity, crisis management and crisis communications programs. This support ranges from refreshing business impact analyses, addressing gaps in BC plans, and building frameworks for 3rd Party BC programs-to-working with executives to enhance their personal crisis management and communications capabilities, sustaining trust through communications with stakeholders, and instilling process to organize leadership decision-making.

Witt O'Brien's mission is to help minimize disruption and get back to business as usual, as quickly as possible. Bottom line-- everything we do is designed to make our clients more resilient.

For more information, visit wittobriens.com.

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EXECUTIVE SUMMARY

TOP TRENDS

Integration

53% of organizations with “mature” and “very mature” programs indicated a holistic program equally focused on business continuity, crisis management and crisis communications

Maturity & Loss

6% of respondents noted \$10M+ in estimated financial losses, of those

- 50% Business Continuity programs were developed less than 4 years ago
- 60% never exercised Business Continuity plans

Executive Involvement

increased involvement in cyberspace attacks (25% in 2019 to 38% in 2020) & protests (19% in 2019 to 33% in 2020)

Small Teams

44% of respondents have 1-2 dedicated, internal program personnel

Program Reviews

58% are developing end-to-end program reviews/refreshes

COVID-19

consumed organizations with:

- Longest business resumption period (average of 206 days)
- Highest impact to critical processes (36% indicated more than 75% of critical processes were impacted)

Witt O’Brien’s is excited to be the corporate sponsor of the 9th Annual Event Impact Management Report. We followed the precedent set over the last eight years- to continually improve the survey design, to keep pace with the continuing progression found within the resilience disciplines themselves. We’re confident that this year’s study expanded the question set into a more well-balanced inquiry across the themes of: general resilience, business continuity, crisis communications and crisis management. The resulting survey data should be even more informative to resilience practitioners and leaders, as they continue to build and enhance their programs. Before you get into the details and insights found throughout the study, here are some key takeaways.

Integration Across Resilience Disciplines – The resilience disciplines of crisis management, crisis communications and business continuity continue to mature within corporations, as they realize the necessity to invest in these areas to mitigate risk and lessen the impacts of a disruptive event. However, data indicates that there is still a lot of maturing to do. Only half of those respondents who rated their program as “mature” or “very mature” said their programs were equally focused on business continuity, crisis management and crisis communications. This trend continues with those respondents who rated themselves “immature” or “very immature”, where only 17% were equally focused.

The Correlation Between Program Maturity and Financial Loss – In assessing the respondents who noted \$10M+ in estimated losses for an individual event in 2020, we noticed a marked immaturity in sheer program tenure and corresponding percentages of plans and processes that were never exercised. A sample from those findings: 50% of business continuity programs were developed less than four years ago, with 60% of business continuity plans never being exercised.

Increased Involvement From Executive Leadership – Events that involved increased executive leadership were also the same events in which respondents indicated the most significant estimated financial loss and the most impact to employees. Events that triggered the most active executive leadership were ‘pandemic/disease’ (89%); ‘cyberspace attack’ (38%- up from 25% in 2019); ‘health/safety issues’ (33%); and ‘protest’ (33%- up from 19% in 2019).

Small Teams, Big Responsibilities – Small teams continue to staff resilience programs. 44% of respondents indicated that they have 1-2 dedicated, internal personnel. Even with these small internal teams, 63% of respondents reported that they have no external contractors or consultants dedicated to the program.

Enhancing Resilience Capabilities – “Immature” and “very immature” programs are realizing the need to enhance their capabilities and are taking action, with 58% of respondents indicating that their companies are developing end-to-end program reviews/ refreshes.

Outsourced, Managed Resilience Services – Intriguing to some, not necessary for others. 30% of respondents were not sure about an outsourced approach, 12% are currently investigating this as an option; and 9% are considering it as a solution to their programmatic needs.

The Draining Effect of COVID-19 – The ‘pandemic/disease’ had a combination of draining effects on companies who were managing it throughout 2020:

RESPONSE TEAMS – employed response / recovery teams (89%)

EMPLOYEES – highest impact to employees (average 123,354 employees negatively impacted)

BUSINESS RESUMPTION – some of the longest business resumption (on average over 206 days)

FINANCIAL LOSS – some of the highest estimated financial losses (21% indicated over \$1M USD)

CRITICAL PROCESSES – some of the highest impact to critical processes (36% indicated more than 75% of critical processes were impacted).

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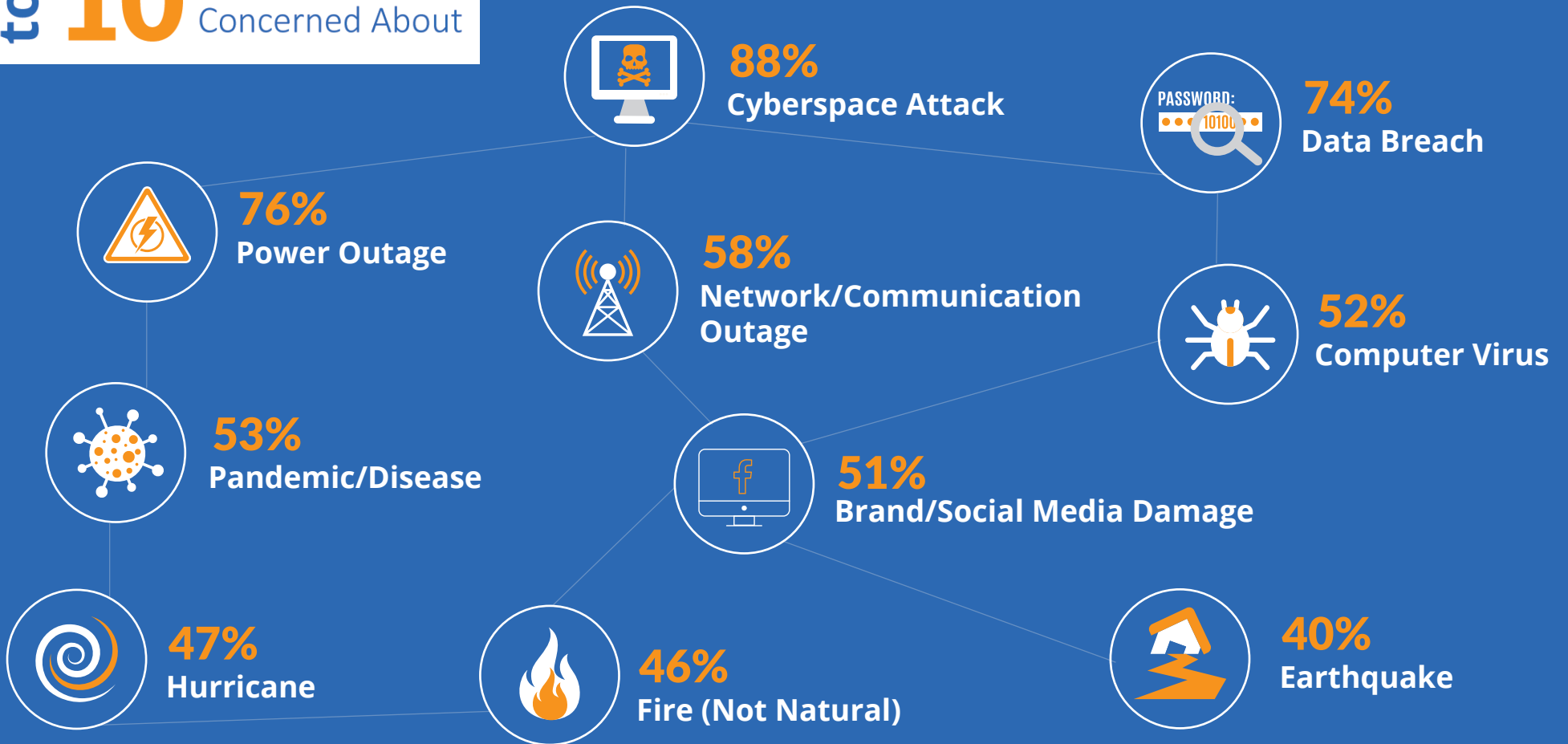
PRE-EVENT PLANNING



What Events are Your Organization Most Worried About?

Organizations are most concerned about Human/Business Disasters (33.0%), followed by Technical Disasters (29.4%), Natural Disasters (20.6%) and Accidents (17.0%).

top 10 Events Most Concerned About





top 5 Events Least Prepared for

51% Prepared



Respondents indicated they were **20%** extremely prepared, **23%** neutral, **5%** unprepared, and **2%** extremely unprepared for events.

18%
Disgruntled Employee

8%
Civilian Unrest/Political Instability

8%
Brand/Social Media Damage

7%
Supply Chain Disruption

6%
Workplace Violence

top 5 Events Most Prepared for

92%
Pandemic/Disease

90%
Fire (Not Natural)

89%
Ice Storm/Winter Weather

86%
Hurricane

85%
Health/Safety Issue

INSIGHTS

When cross-referenced with respondents' selections for the Top 15 Events in 2020, **Civilian Unrest / Political Instability and Supply Chain Disruption were two events that companies were least prepared for and that occurred the most frequently.** Companies employed response / recovery teams for Human/Business Disasters like Civilian Unrest / Political Instability, and Supply Chain Disruption 46% of the time (29% and 13%, respectively). Respondents also indicated that **Supply Chain Disruption had some of the longest business resumption (on average over 59 days) and some of the highest estimated financial losses (27% indicated over \$1M USD).**

Another point of interest is that **organizations significantly improved their preparation tactics for workplace violence** improving from being 22% unprepared in 2019 to 6% unprepared in 2020.

When cross-referenced with respondent's selections for the Top 15 Events in 2020, all five events that companies indicated they were the most prepared for occurred. The Pandemic / Disease showed a combination of effects companies were managing throughout 2020: employed response / recovery teams (89%), highest impact to employees (**average 123,354 employees negatively impacted**); some of the longest business resumption (on average over **206 days**) ; some of the highest estimated financial losses (**21% indicated over \$1M USD**); and, some of the highest impact to critical processes (**36% indicated more than 75% of critical processes were impacted**).

Looking back in comparison to 2019 it's not surprising to notice that organizations significantly improved their preparation for a pandemic/ disease; improving from 68% in 2019 to 92%.





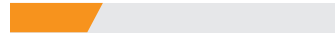
INSIGHTS

In today's technological landscape, **about one quarter (23%) of "mature" or "very mature" companies do not have their plans available in a mobile format.** The percentages are higher for "immature" or "very immature" companies, coming in slightly over one half (51%). **Yet, when selecting multiple options for how they would communicate throughout an event, 86% of respondents indicated that they planned to communicate on a mobile phone; 78% via text messages.** Having mobile versions of plans could ensure access to plans if company systems are down; enable functions and business lines to review the checklists they have already organized so action steps are not overlooked; and the process for analyzing the impacts, setting a strategy and assigning work streams is followed by those managing the response.

60% of respondents indicated that preparedness efforts prevented a disruption for their company. **Organizations and the resilience teams that invested time and energy in preparedness activities indicated that they fared well during events ranging from the pandemic itself, to civil disturbances, demonstrations, and even papal visits.** Respondents commented on the importance of monitoring and early identification of risks, especially as related to the movement of COVID across the globe. They also cited scenario planning as very beneficial, and incorporating lessons learned back into their programs/plans for sustaining operations at remote sites or from home (earthquake and hurricane business resumption was mentioned frequently). Frequent exercising was also noted as beneficial, to include training for alternate roles.

Plans Accessible in a Mobile Format

31%



No

67%



Yes

3% of respondents were not sure.

How do you Plan to Communicate throughout an Event

Sum Exceeds 100% Due to Multiple Selections



88%

Business Email



86%

Mobile Phone



78%

Text Messages



77%

Mass Communications Provider



53%

Business Phone



49%

Dedicated Conference Line



48%

Mobile App



36%

Personal Email



24%

Satellite Phone



24%

Social Media



9%

Other

Based on Preparedness Efforts, Have you Prevented a Disruption in the Past

40%



No

60%



Yes





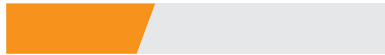
Ability for Real-Time Reporting (Software or Other) to Executive Leadership on Event-Driven Risks to Critical Processes

55%



Yes

39%



No

7% of respondents were not sure.



70%

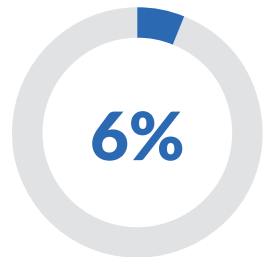
Mature or very mature programs



36%

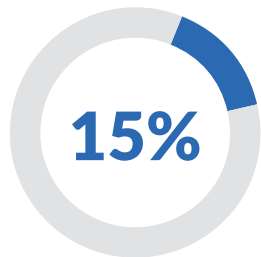
Immature or very immature programs

Importance of Business Continuity Software to Your Program in terms of Ability to Identify Event-Driven Risk to Critical Process in Real-Time



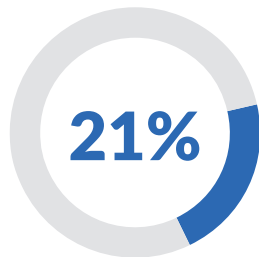
6%

No importance



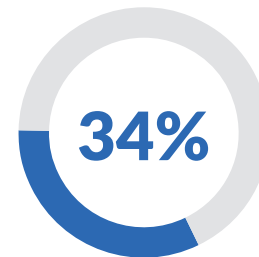
15%

Little importance



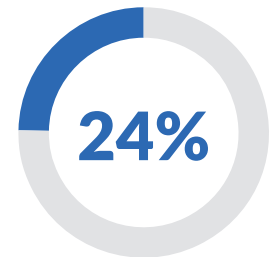
21%

Neutral



34%

Important



24%

Very Important

Do You Have a Defined, Corporate-Level Crisis Management Team

9%

No defined corporate-level Crisis Management Team, we assemble business as usual and executives manage a crisis

68%

Yes, both 'primary' and 'alternate' roles identified and filled

4%

Yes, but no pre-defined 'Crisis Leader'

19%

Yes, but we only have 'primary' roles identified and filled



92%

Mature or very mature programs

"Yes, both 'primary' and 'alternate' roles identified and filled"



39%

Immature or very immature programs

"Yes, both 'primary' and 'alternate' roles identified and filled"





Top 4 greatest challenges

Mature or very mature programs



Immature or very immature programs



INSIGHTS

Corporate-level crisis management teams get involved when a crisis threatens the brand, reputation, position in the marketplace and the very viability of the company. They assemble to deal with the consequences of the event and determine the strategic ‘what’ to do. **However, leading and managing a crisis is very different than leading and managing business as usual. No matter how strong your leadership team is, there are always areas for improvement across the process they use to assemble, analyze the event, determine a strategy, and develop work streams/assign actions.**

Survey results show that “immature” or “very immature” programs cite “missing definition around what relative success looks like when coming out of a crisis” as one of their greatest challenges. Defining relative success can be visionary or aspirational. It should define what the company wants to achieve as well as how the company wants to be remembered. Most importantly, **defining success needs to consider both the internal viewpoint and external perceptions.** Striking a balance between both will help the crisis leadership team define what they are looking for as an outcome for the company and all those involved, and create shared understanding across functional teams and business lines in terms of what needs to ultimately be accomplished through their work streams and actions.

“Mature” and “very mature” programs cite “agreement on level of transparency in crisis communications” as one of their greatest challenges. Today, transparency may be a fore-gone conclusion, with sustaining consistency between actions and communications being a greater consideration. In this era of citizen journalism, more active regulatory oversight and ready access to information by anyone willing to invest time in research, any piece of information may eventually be discovered and aggressively distributed on both traditional and social media channels. **However, deciding what information to discuss publicly and when to discuss it is often a serious challenge.** In making this determination, some basic guidelines to follow are:

- Always consider your most important stakeholders (internal and external) – what do they need to know to understand the situation?
- If injuries (or worse) have occurred, no specific information about the victims should ever be released until the families have been notified.
- Always provide media channels with as much clearly stated, non-technical information possible to ensure they have all they need to fully communicate the story.
- Always ensure that any internal communications use the same information and messaging as external statements.

Both “mature” and “very mature” and “immature” and “very immature” programs cite **“clarity on when they are notified and activated” and “muddled workstreams without clear owners or expectations, timelines”** as one of their greatest challenges. Some programs have defined roles that help them determine when to notify or assemble the corporate-level crisis management team. Someone like a ‘crisis coordinator’ can help assess the type and level of event that needs to be managed, and what level of leadership to inform or assemble. **Formal, event-level definitions (i.e., emergency, incident, crisis) can help create further clarity on the level of event unfolding, the potential impacts, and the level of leadership that needs to engage.**

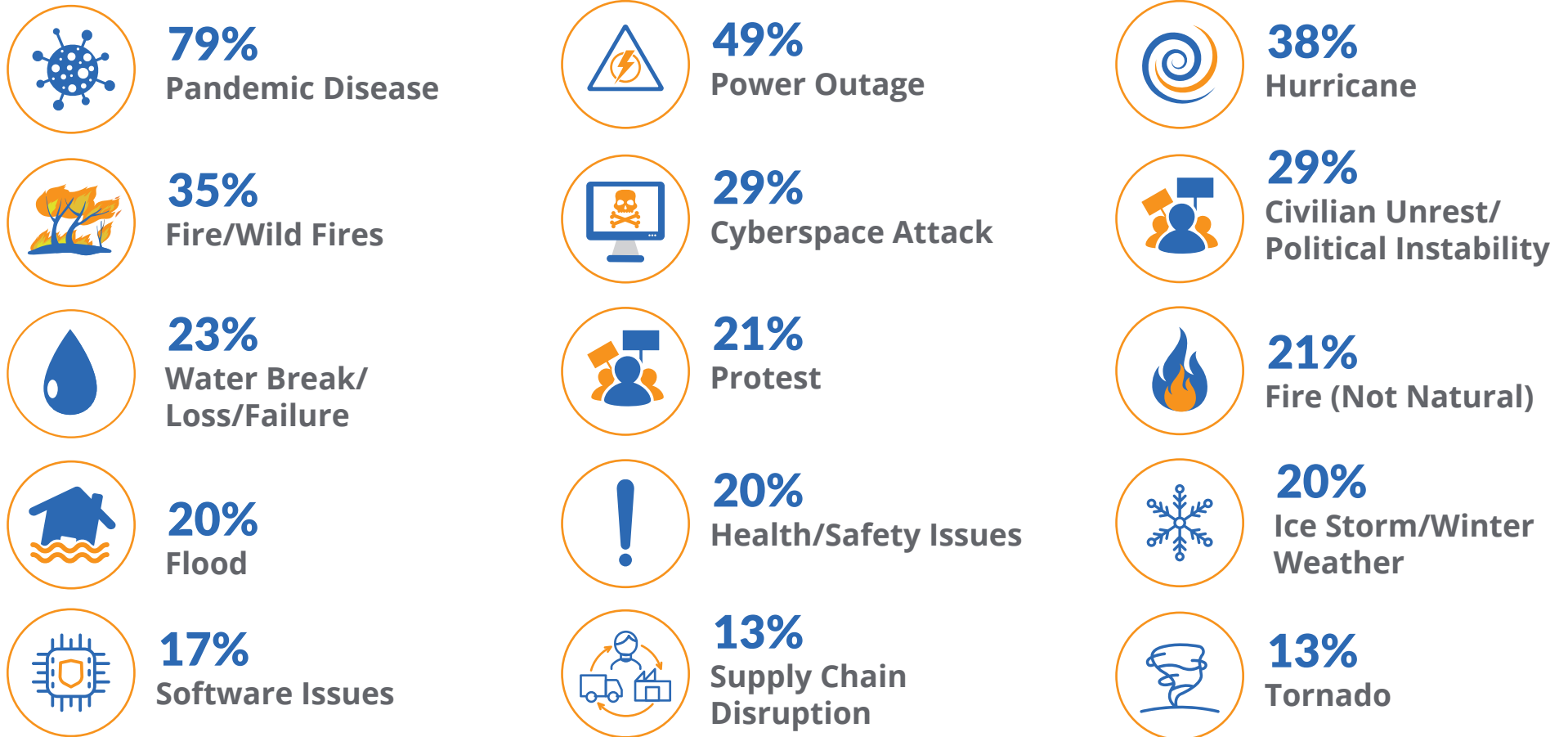


TOP 15 EVENTS IN 2020 & THE IMPACTS TO ORGANIZATIONS



Top 15 Events Leading to Employing a Response/ Recovery Team in 2020

Organizations employed response/ recovery teams more often for **Human/ Business Disasters (46%)**, followed by **Natural Disasters (30%)**, **Technical Disasters (23%)** and **Accidents (23%)**.



In comparing the top events in 2020 to the previous year we noticed a significant increase in the following.

Pandemic increased from **5%** to **79%**

Civilian unrest increased from **7%** to **29%**

Fire/Wild Fires increased from **25%** to **35%**

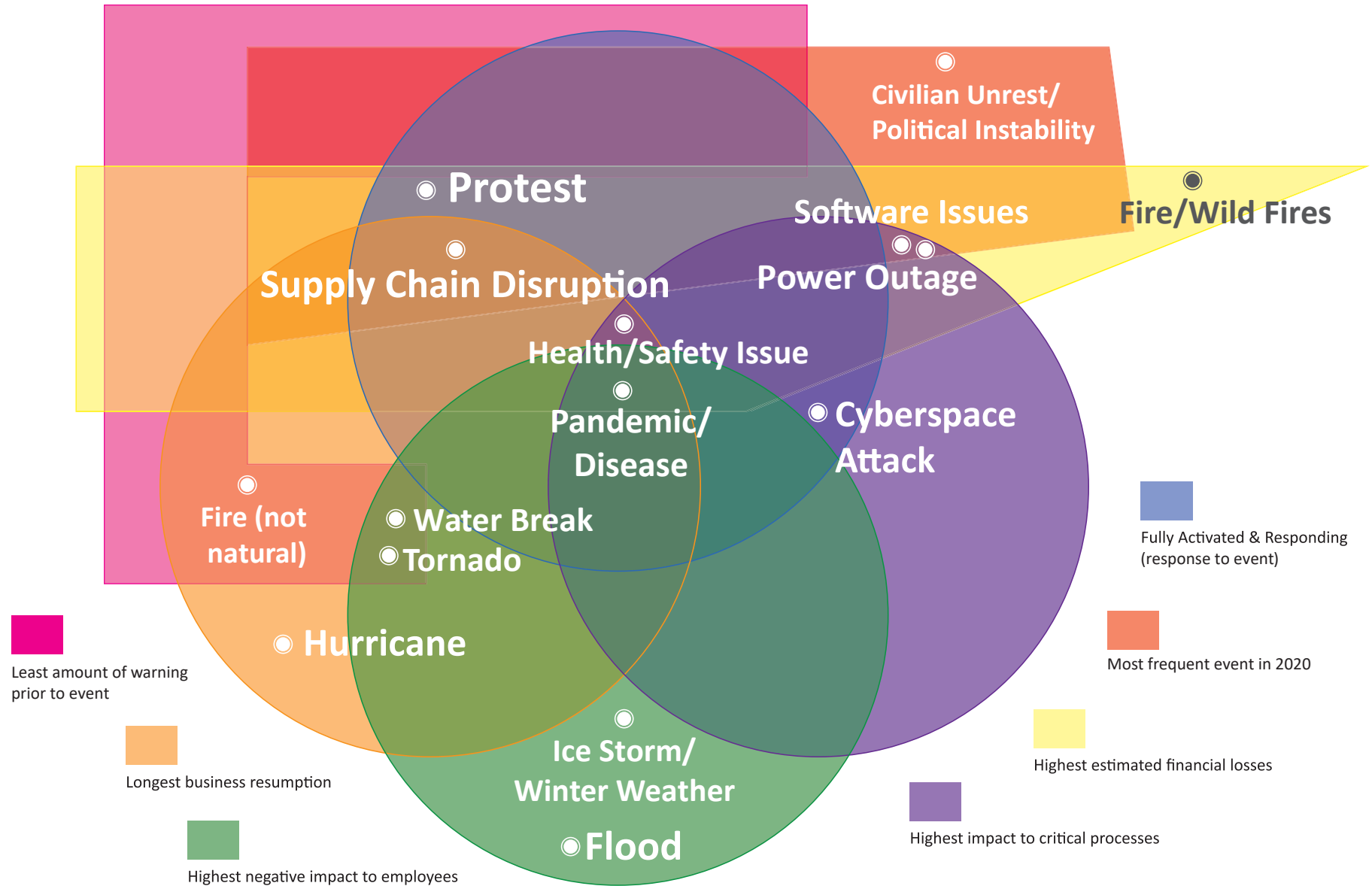
Protest increased from **11%** to **21%**





An Assessment of How the Top 15 Events in 2020 Impacted Organizations

This data graph highlights how each of the top 15 events impacted organizations in 2020. As an example, power outage was one of the most frequent of the events to occur along with having the least amount of warning and a high impact on critical processes. Hurricanes registered one of the longest business resumption periods.






Frequency of Each Event Occurring During the Last Year

Highlighting events that occurred 1 time and events that occurred 10+ times


Occurred 1 time:

83%
Pandemic/Disease 

57%
Flood | Water (main break) 

46%
Health/Safety Issues 

38%
Cyberspace Attack 

32%
Power Outage 

23%
Ice Storm/Winter Weather 

74%
Fire 

50%
Tornado 

42%
Fire/Wild Fires 

36%
Supply Chain Disruption 

26%
Civilian unrest/Political instability 

20%
Hurricane 

Occurred 10+ times:

48%
Protest 

33%
Software Issues 

26%
Civilian unrest/Political instability 

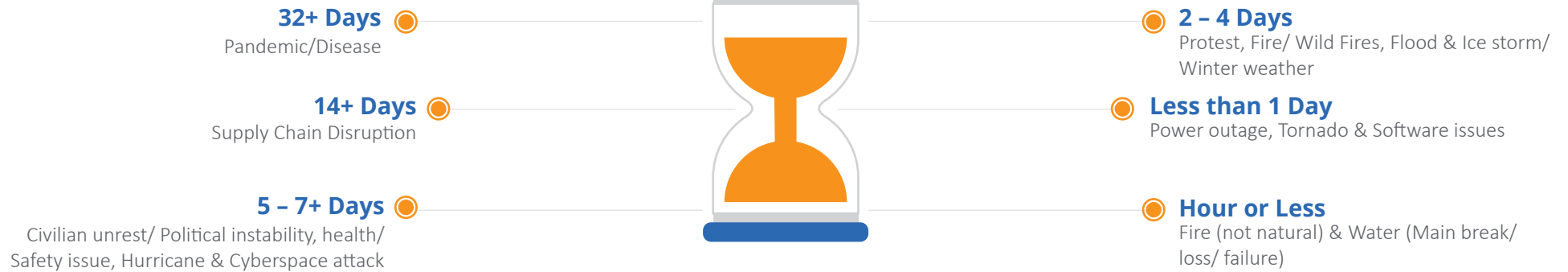
21%
Supply Chain Disruption 

20%
Power Outage 



Advance Warning

For the top 15 events in 2020, organizations noted the following:



INSIGHTS

The events in which there was very minimal advance warning included Fire (not natural) (on average less than an hour), Water (main break/ loss/ failure) (on average 1.7 hours) and Power Outage (on average 9.1 hours).

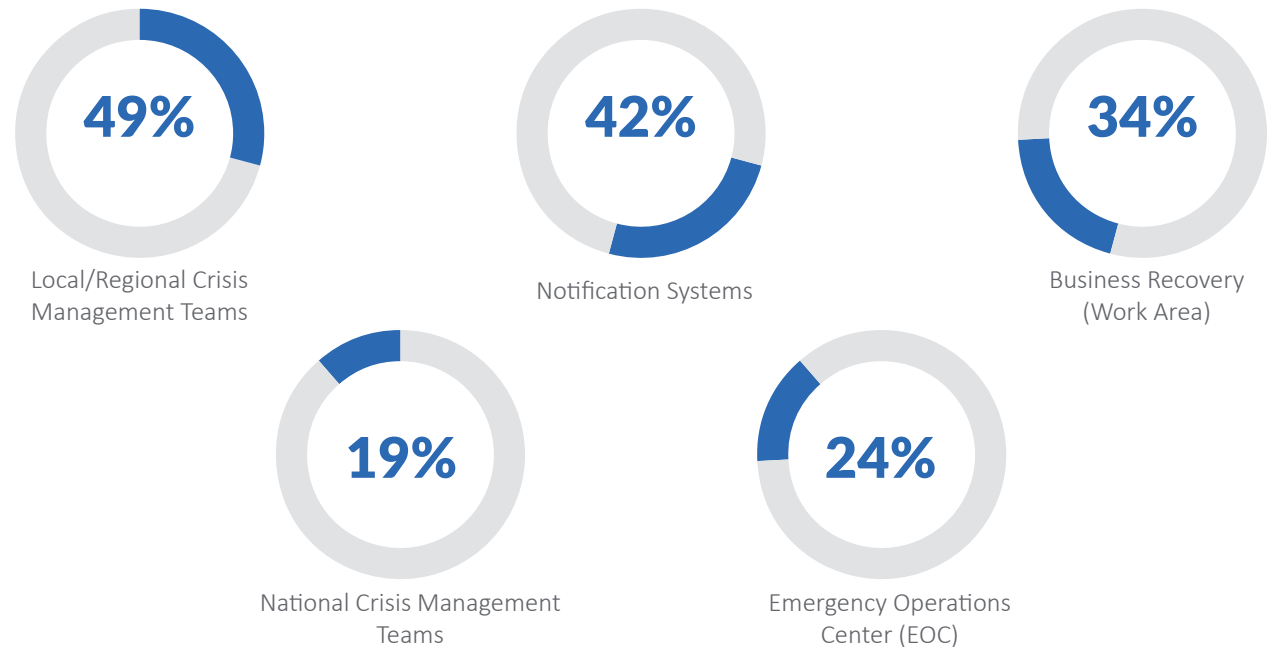
Interestingly enough, when reviewing the top 15 events from 2020 the Human/ Business Disasters events utilized the National Crisis Management Team during activation. **Only the Pandemic/ Disease triggered a Global Crisis Management Team, which was 44% - all of which were global organizations.**

National Crisis Management Team Activated for:

- 22% Health/ Safety issue
- 21% Protest
- 17% Supply chain disruption

What was Activated for the Top 15 Events in 2020

Sum Exceeds 100% Due to Multiple Selections & only the top responses are highlighted below.





For the top 15 events that occurred in 2020, organizations were most impacted with:

Top responses are highlighted below.

34%
Facilities or Infrastructure

26%
Customer Service

20%
Operational and/ or Supply Chain Disruptions/
Product or Service Delivery

15%
Employee Moral Collapse/ Workforce/
Increased Employee Turnover

INSIGHTS

When reviewing the top 15 events from 2020 the Human/ Business Disasters were the only events that impacted **Employee Moral Collapse/ Workforce/ Increased Employee Turnover**, which was largely from the **Pandemic/ Disease (47%) and Civilian Unrest/ Political Instability (30%)**. Only those respondents who indicated a Cyberspace attack also noted a “Legal Regulatory” impact to the business, which was 13%. Also, 6% of respondents noting a Supply Chain Disruption also indicated Negative Media Coverage/ Reputation/ Brand.

Additionally, when looking back to 2019 we noticed that the impact to Facilities or Infrastructure increased from 22% to 34%.

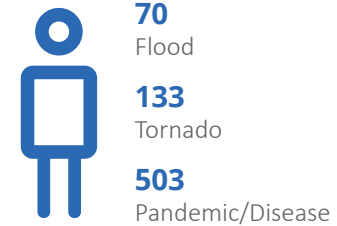
Impact to Employees for the Top 15 Events in 2020

Highlighting events with the most severe impact on employees

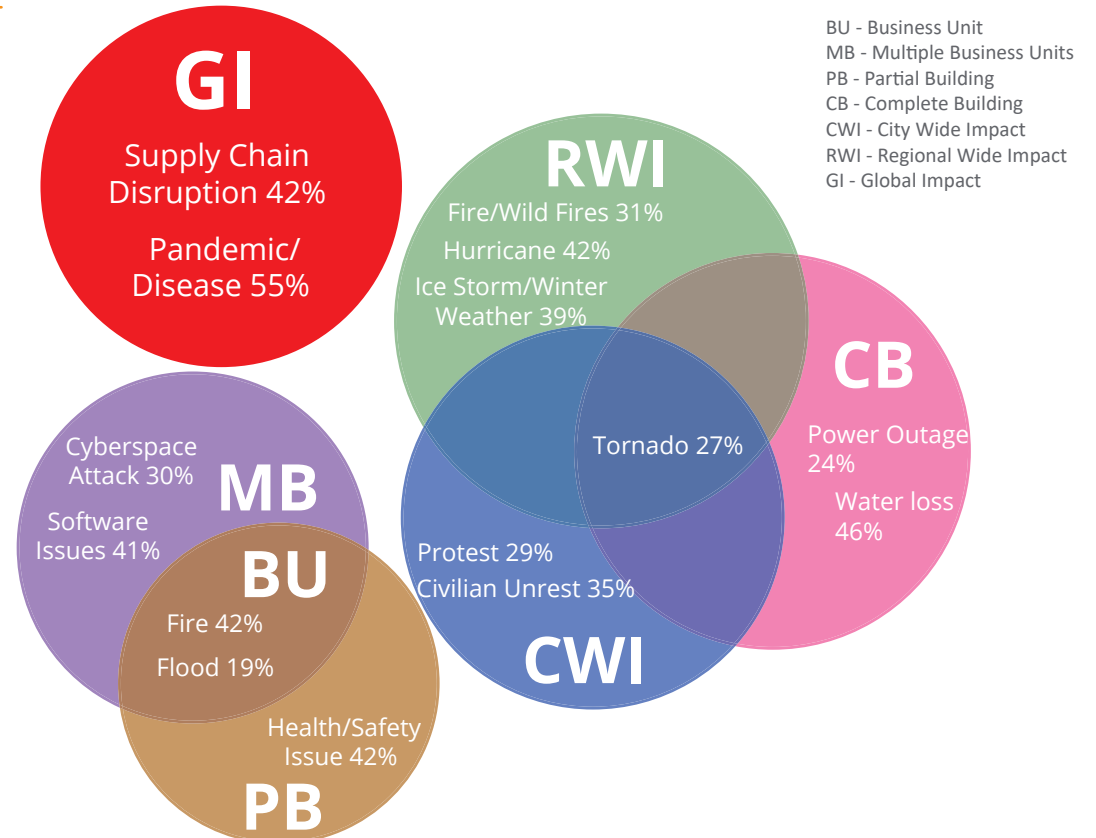
Negatively Impacted



Placed at Recovery Site



Scale of Impact for the Top 15 Events in 2020





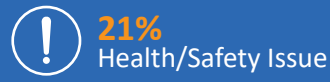
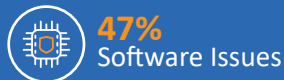
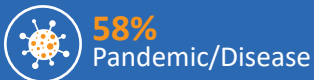
INSIGHTS

While reviewing what aspects of the event might have led to increased executive leadership involvement we discovered that each of these events also registered a “Fully Activated and Responding” to the event versus a “Pre-event/Preparation” or “Notification Only”. Additionally the **events that involved increased executive leadership were also the same events in which respondents indicated the most significant estimated financial loss and the most impact to the employees.**

We noticed when looking back to 2019 that executives were more involved in responding to a crisis. **Involvement with Cyberspace attacks increased from 25% to 38% while involvement with Protest events increased from 19% to 33%.** Perhaps executives were in constant crisis management/incident response mode while navigating through the COVID-19 pandemic.

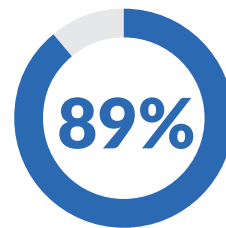
Five of the Top 15 events from 2020 that most compromised critical processes.

(percent of respondents noting 25%+ critical processes impacted.)



Executive Leadership Involvement for the Top 15 Events in 2020

The events that triggered the most active executive leadership are (indicated below as “very involved”):



Pandemic/Disease

38%
Cyberspace Attack

33%
Health/Safety issue

33%
Protest

Business Resumption for the Top 15 Events in 2020

Top responses are highlighted below.

205+ Days
Pandemic/Disease

46+ Days
Health/Safety Issue

6+ Days
Fire (not natural)

60+ Days
Supply Chain Disruption

7+ Days
Hurricane

Estimated Financial Loss for the Top 15 Events in 2020

In assessing the respondents who noted **\$10M+ in estimated losses** for an individual event we noticed:

50% of the Business Continuity programs were developed less than 4 years ago.

20% of the Crisis Management programs were developed less than 2 years ago.

50% of the Crisis Communication programs were developed less than 2 years ago.

50% of the Pandemic Plans have been under development in the last 12 months.

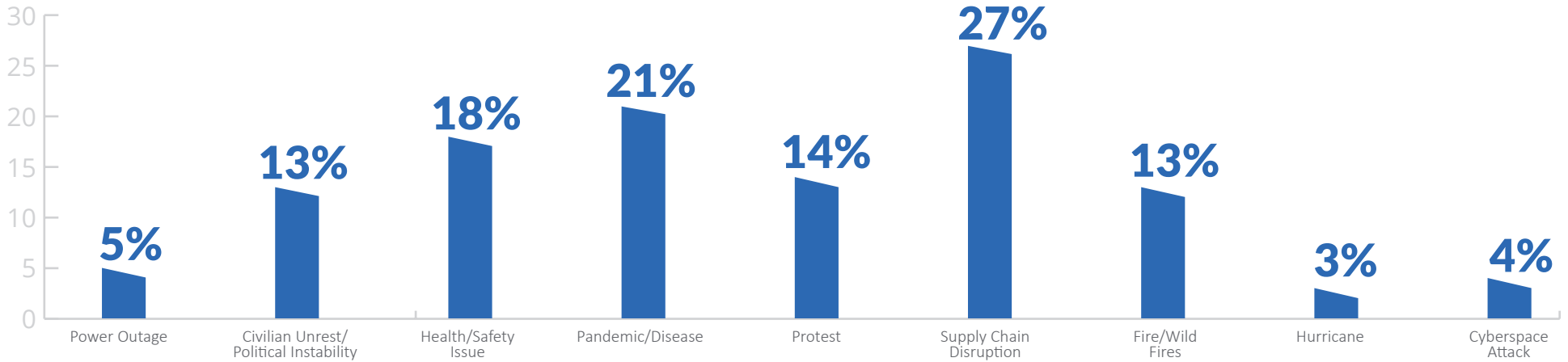


40% of Crisis Communication plans were never exercised and 60% had a lack of understanding across the organization. 50% of Pandemic Plans didn't exist while 50% were never exercised.



Percent of Respondents Noting Over \$1,000,000 USD in Estimated Financial Losses for the Top 15 Events in 2020

Sum is Not Meant to Equal 100%



What Outcomes were noted as Very Successful a result of Employing Resilience Capabilities

Top responses are highlighted below.



67%

Reputation/community trust was preserved

66%

The organization remained in compliance with regulatory requirements

62%

Organizational value was preserved



14%

Minimal to no impact to employees and customers

9%

Minimal to no impact to operations

7%

Revenue was preserved



INSIGHTS

How companies are maturing based on 2020:

Refinement of how the executive team was structured for the corporate-level crisis management team, to better enable them to work across levels of leadership and with functions and business lines.

Stressed importance of capturing lessons learned in an After Action Report but, more importantly, creating and supporting a lessons learned loop so any improvements actually make their way back into plans and processes used by those leading response.

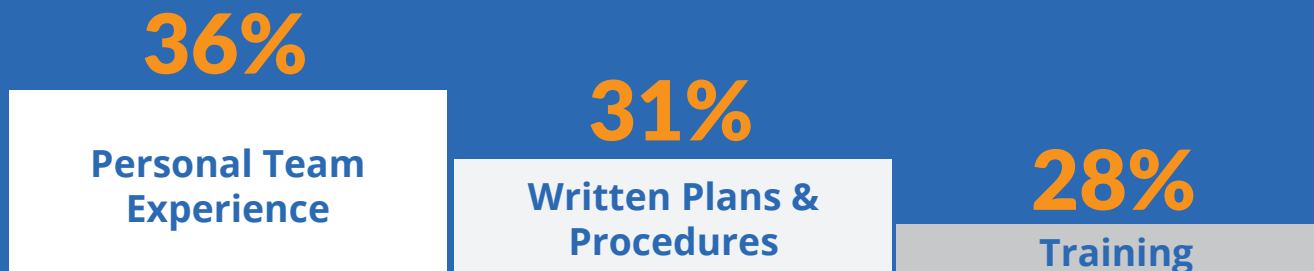
Enhancing crisis communications and providing additional training so the voice of the company conveys sincere empathy when communicating during a crisis, communicates the companies awareness of being a part of the community, how they act as a member, etc...you're aware of the hardships the crisis may have caused and you're doing all you can to resolve the situation while taking care of anyone directly affected. This is important from both a crisis management perspective as well as long-term corporate/brand reputation.

New risk assessments to include 3rd party risks. **Importance of understanding manual work around and what is truly involved – impact on process itself, how risk is truly defined for critical process, etc.**

Changes/Improvements after an event | Open text responses from study participants:

- AARs are completed after every SEV1 event.
- Refinement of the processes and key leaders.
- Crisis Communication review and Behaviors of concern training
- Add questions about 3rd party vendors vs internal services
- New Risk Assessment
- Refinement of Incident Command structure at the executive level, cadence and level of communications were improved, and partnerships among lines of business were strengthened.
- Plan Enhancements
- Full after action report
- Modification of escalation trigger points
- More manual workaround explored

Most Beneficial During a Response



COVID-19 ASSESSMENT



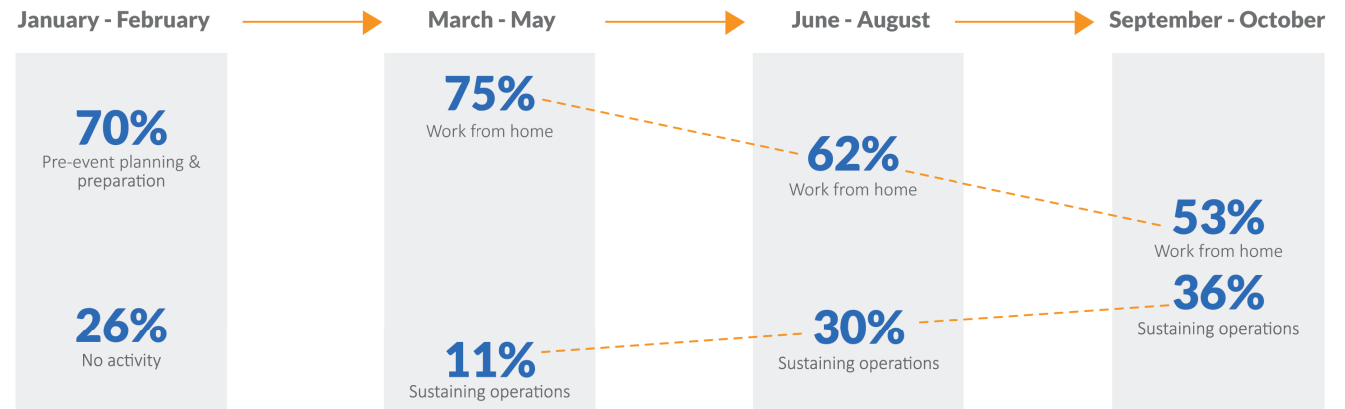
INSIGHTS

Respondents from companies with “mature” or “very mature” programs indicated the following progression of response to COVID-19 in 2020: Jan – Feb 80% were pre-event planning and making preparations; **Mar – May 76% were working from home**; Jun – Aug 53% **continued to work from home** with 9% returning to office; Sep – Oct slight shift in **working from home at 48% and returning to the office up slightly to 12%.**

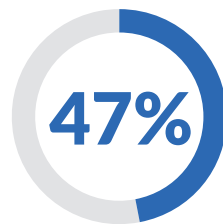
Across industries, Jan – Feb: 87% of financial organizations were conducting pre-event planning and preparation; while healthcare (50%), technology services (48%), and government (39%) noted no pre-event planning and preparation activity.

COVID-19 Response

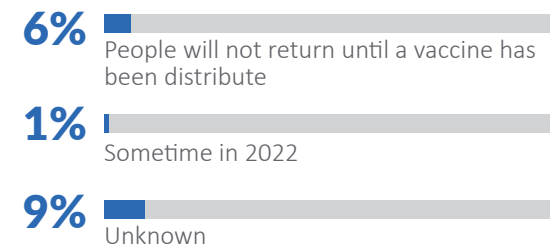
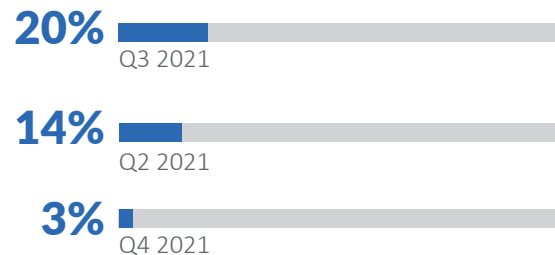
(in 2020)



When will Employees Return to Work On-Site

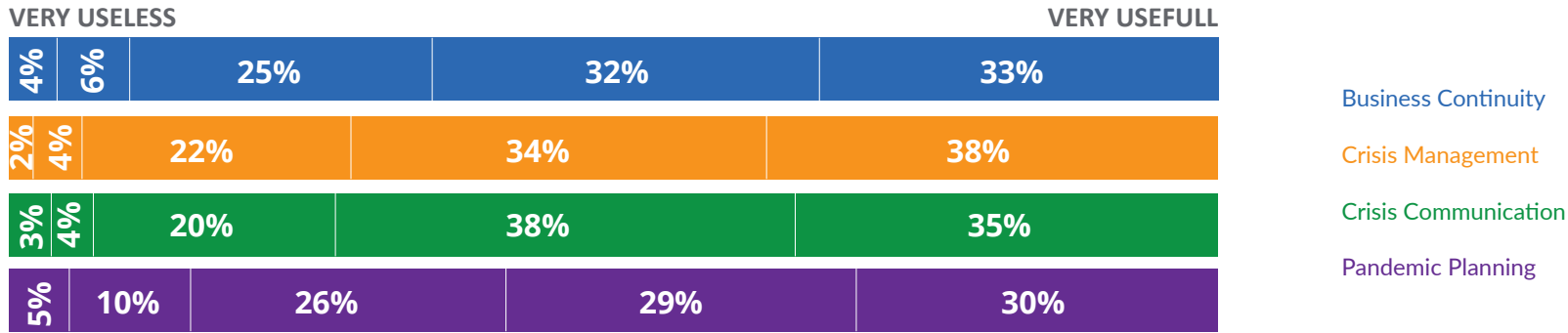


47% of the respondents noted that some or all people have returned to work on-site



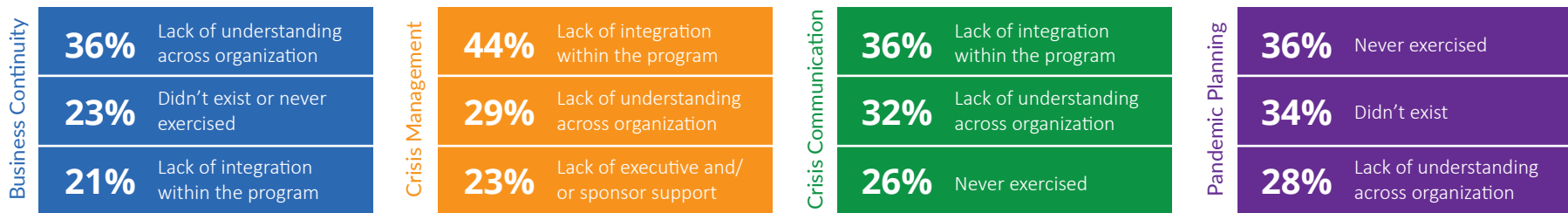


How Successful Were the Plans in Response to COVID-19



What are the Reasons If Plans were Unsuccessful with the COVID-19 Response

Sum doesn't equal 100% as only the top reasons are highlighted below.



INSIGHTS

There is a **clear disparity between the usefulness of plans within "mature" or "very mature" programs and "immature" or "very immature" programs: BC: 53%/13%; CM 55%/18%; Comms: 50%/15%; and Pandemic: 47%/18%**, respectively. Plan utility is important because during response they establish clear roles and responsibilities across functions and business lines, and provide structure and process for impact analysis, strategy development and assignment of work streams and actions.

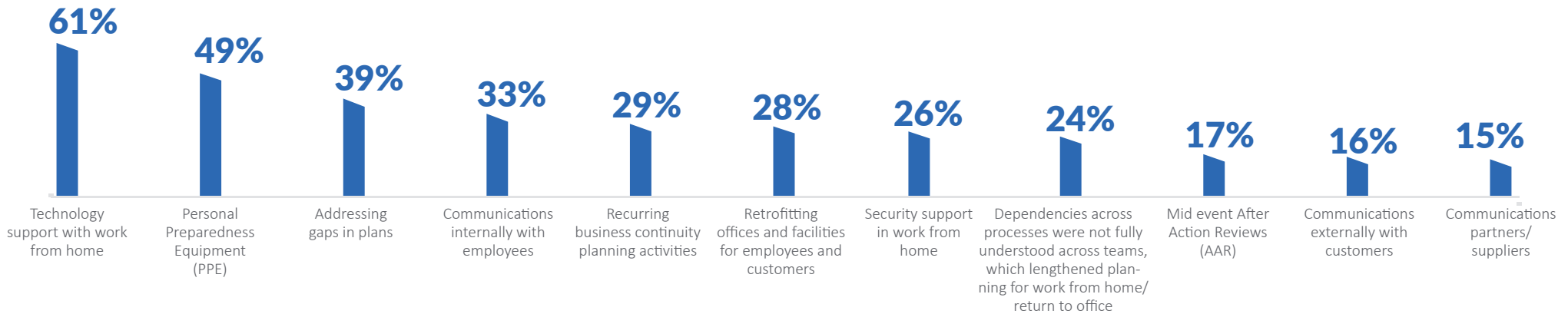
Work continues for business continuity programs, to ensure that a company's functions, business lines, ITDR programs and enterprise risk programs are having well informed cost/risk discussions to define what risks the company is investing in or accepting of. This work also continues to make sure that critical processes are prioritized appropriately through a shared understanding of dependencies from other organizations in the company. **47% of respondents from companies with "mature" or "very mature" programs cited "lack of understanding across the organization" as the reason business continuity plans were unsuccessful with the COVID-19 response. 39% of respondents from "immature" or "very immature" business continuity programs stated that "never exercised" was the reason plans were unsuccessful during 2020. Both "mature" and "very mature" (55%), and "immature" and "very immature" (38%) of programs cited "lack of integration within the program" as the reason crisis management plans were unsuccessful.**





How did COVID-19 Overwhelm Your Program’s Internal Resources

Sum Exceeds 100% Due to Multiple Selections



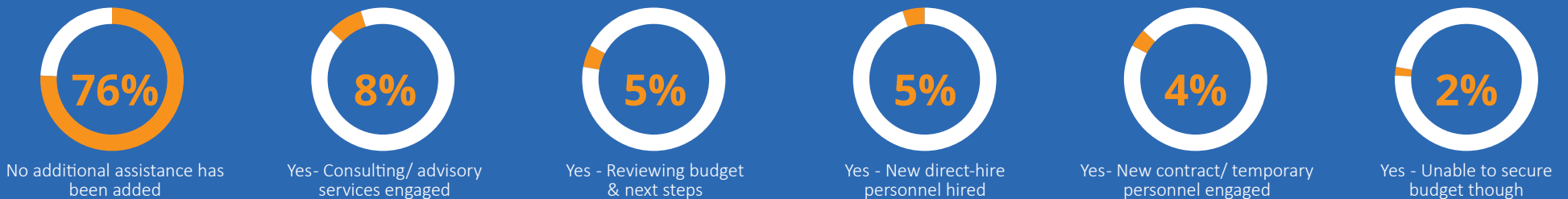
INSIGHTS

Which sector is the best communicator? **Financial organizations were better equipped for communications** as respondents cited communication challenges lower than other sectors: communicate internally with employees (15%), communicate with partners/suppliers (7%), communicate externally with customers (3.7%). **Healthcare was most overwhelmed with external communications** in noting communications externally with customers and communications with partners/suppliers, both 36%. **Technology firms were generally overwhelmed with communications** noting communications internally to employees (50%), externally with customers (35%), and externally with partners/suppliers (25%).

Securing program resources to bolster efforts during the pandemic is imperative. **Respondents from Healthcare and Government resilience programs stated that they reached out and secured consulting/advisory support during COVID-19, 25% and 23%, respectively.** Technology firms utilized direct hire staff to fill program needs: business continuity (22%); crisis management (22%); crisis communications (19%); and pandemic planning (13%).

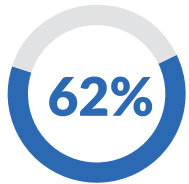
During COVID-19 Did You Require External Resources to Support Your Program

In 2020 13% of organizations with immature programs engaged consulting/ advisory services and 13% of organizations hired new permanent personnel, while 87% of organizations with mature programs did not need additional assistance.

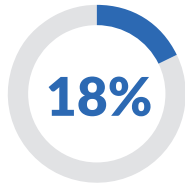




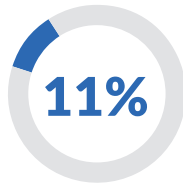
Do You Anticipate an Increase in Resources to Support Your Program



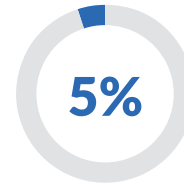
No additional assistance is anticipated



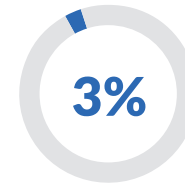
Not sure



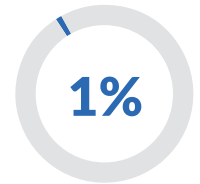
Yes - Reviewing budget & next steps



Yes - New direct-hire personnel needed



Yes - Consulting/advisory services needed

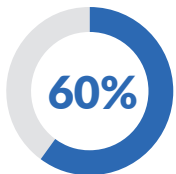


Yes - New contract/temporary personnel needed

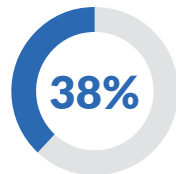
Technology firms indicate that they will continue using a direct hire staff strategy to close gaps in program staff numbers and skill sets: business continuity (23%); crisis management (18%); crisis communications (10%), and pandemic planning (10%). **Healthcare organizations are primarily reviewing budgets and next steps to address resilience program** needs: business continuity (36%); crisis management, crisis communications, and pandemic planning, all at 20%.

Looking forward, 73% of organizations with mature programs do not anticipate needing additional assistance while **18% of organizations with immature programs are anticipating the need to hire new permanent personnel to support their Business Continuity planning initiatives.**

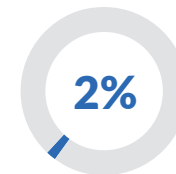
Level of Impact from 3rd Party Partners/ Suppliers Response/ Management of COVID-19



3rd party partner plans resulted in no impacts



3rd party partner plans resulted in moderate impact to produce goods and/or services



3rd party partner plans resulted in severe impact to produce goods and/or services

INSIGHTS

Organizations with “mature” or “very mature” programs fared only slightly better than “immature” and “very immature” programs when it came to the level of impact their 3rd party partners/suppliers plans had on their own company, 62% versus 60%, respectively, stating that there were no impacts on their ability to produce goods and services. **Financial organizations were the most mature with 69% indicating their oversight resulted in no impacts.**

PROGRAM CHARACTERISTICS



INSIGHTS

The resilience disciplines of crisis management, crisis communications and business continuity continue to mature within corporations, as they realize the necessity to invest in these areas to mitigate risk and lessen the impacts of a disruptive event. However, data indicates that there is still a lot of maturing to do. Only half of those respondents who rated their program as “mature” or “very mature” said their programs were equally focused on business continuity, crisis management and crisis communications. **This trend continues with those respondents who rated themselves “immature” or “very immature”, where only 17% were equally focused.** These responses are indicative of program maturity during 2020 and may not yet account for how leaders are using lessons learned from their COVID-19 responses to further integrate programmatic efforts.

2020 confirmed that pandemic planning programs lagged behind programs for communications, crisis management and business continuity – in terms of ‘tenure’ within an organization. This is understandable as companies over the last ten years were just starting to accept the need to plan for ‘black swan’ cyber events, to keep pace with their occurrence; let alone having to prioritize for a 100-year virus. Slightly more than half of respondents indicated they had “mature” or “very mature” business continuity programs for 10+ years. **Crisis management programs of the same maturity and tenure were almost as common, at 46%. Crisis communications programs followed at 40%, with pandemic planning programs in place for 10+ years at a third of respondent companies.** It will be interesting to see if the percentage of companies with “mature” or “very mature”, 10+ year crisis management and crisis communications programs increases in the coming years based on efforts that have already been made to mature these programs to address the consequences of events and how they impact brand, reputation, license to operate in an evolving risk landscape and with the speed of social media continuing to grow.

Department Owner

Highlighting the top departments by percent of respondents

Business Continuity Office



Emergency/Crisis Management



Risk Management



Corporate Offices



Information Technology



Senior Lead Sponsor

Only highlight top sponsors by percent of respondents

Chief Risk Officer



Chief Human Resources Officer



Chief Security Officer/Chief Information Security Officer



Chief Communications Officer



Chief Operating Officer



Chief Information Officer/Chief Technology Officer



Executive VP, Executive Director, General Manager, VP/Director



Senior VP, Senior Director, Senior Manager



KEY:

Business Continuity

Crisis Communication

Pandemic Planning

Crisis Management





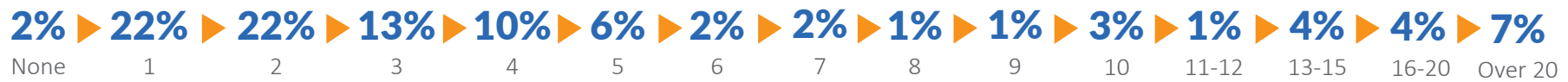
INSIGHTS

Does the effort to organize and integrate resilience disciplines underneath the appropriate leaders and hierarchies in companies continue? Respondents that rated their company's business continuity and crisis management programs "mature" or "very mature" are organizing these programs under the CRO around 17% and 16%, respectively. When compared to "immature" or "very immature" companies organizing these programs under the CSO/CISO around 18%. Historically the budgets for these programs could be managed within an IT budget, hence the alignment to the CSO/CISO. As companies mature, and 'risk' programs become better business partners across the business, shifts in program ownership and governance are occurring.

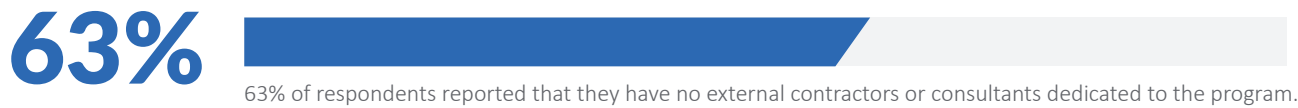
Small teams continue to staff resilience programs. 44% of respondents indicated that they have 1-2 dedicated, internal personnel. Even with these small internal teams, 63% of respondents reported that they have no external contractors or consultants dedicated to the program.

Resources Dedicated to Program

Total Internal Personnel



Total External Contractors/Consultants



Considering an Outsourced, Managed Resilience Services



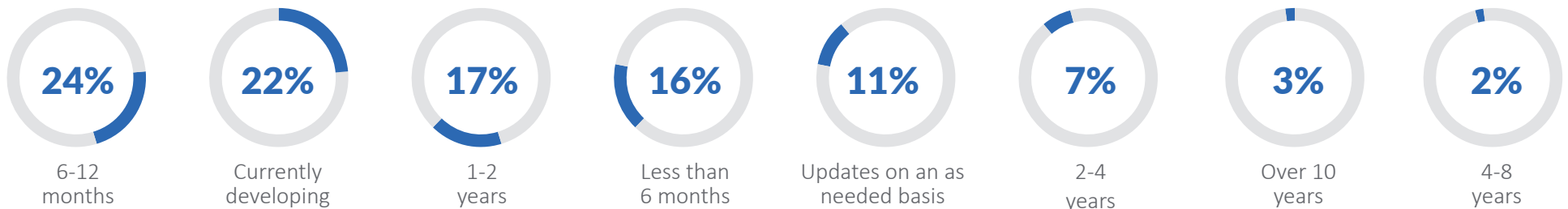


INSIGHTS

Organizations that have dedicated staff and/or distinct resilience programs have historically not needed to outsource as heavily for capabilities across business continuity, crisis management and communications. 61% of respondents coming from “mature” or “very mature” programs are not considering resilience as a managed service. Size of company, consolidation of resilience roles based on down-sizing, leadership commitment to resilience, current marketplace and financial conditions- are all factors that need to be weighed as forms of outsourced solutions are considered by other organizations. There are also divergent views on what resilience as a managed service is. Some think it is software. Others think it is useful checklists or playbooks. Some value the concept from their perspective within a specific discipline, others more holistically.

Costs and specifics on what comprises the managed service also need more definition (58% of respondents not sure of costs). When broken down by sector, technology companies are most interested in resilience as a managed service with (18% yes to considering; 13% anticipating a budget of \$75-100k; 6% more than \$200k). Government is most active in researching this as an option (23% currently investigating; 15% yes to considering). 18% of healthcare respondents are currently investigating resilience as a managed service.

Program End-to-End Review or Refresh





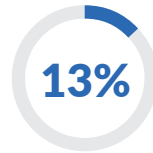
INSIGHTS

“Immature” and “very immature” programs are realizing the need to enhance their capabilities and are taking action, with **58% of respondents indicating that their companies are developing end-to-end program reviews/refreshes.**

45% of respondents indicate that their companies have a minority awareness of a definition for ‘crisis’ (25%), use it interchangeably across events being managed (15%) or have no standard definition at all (5%). **Clear definitions for types of events directly impact a company’s ability to apply the right level of leadership to manage it** and the effectiveness of how the next level of leadership is informed or assembled throughout the event.

Program Maturity

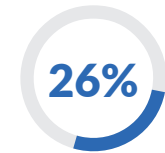
(Self Rating)



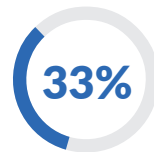
Initial (chaotic, ad hoc, individual heroics)-the starting point for the use of a new or undocumented repeat process.



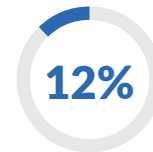
Repeatable- the process is at least documented sufficiently such that repeating the same steps may be attempted.



Defined- the processes defined/confirmed as a standard business processes.



Managed- the processes quantitatively managed in accordance with agreed-upon metrics.



Optimized- process management includes deliberate process optimization/improvement.

Standard Definition of ‘Crisis’



Standard definition of crisis is used to ensure the appropriate level of the organization responds and manages



Majority awareness of a crisis definition and distinctions between types of event being managed



Minority awareness of a crisis definition and distinctions between types of event being managed



The term ‘crisis’ is used interchangeably across events being managed (i.e., event, issue, incident, emergency, crisis)



No standard definition exists



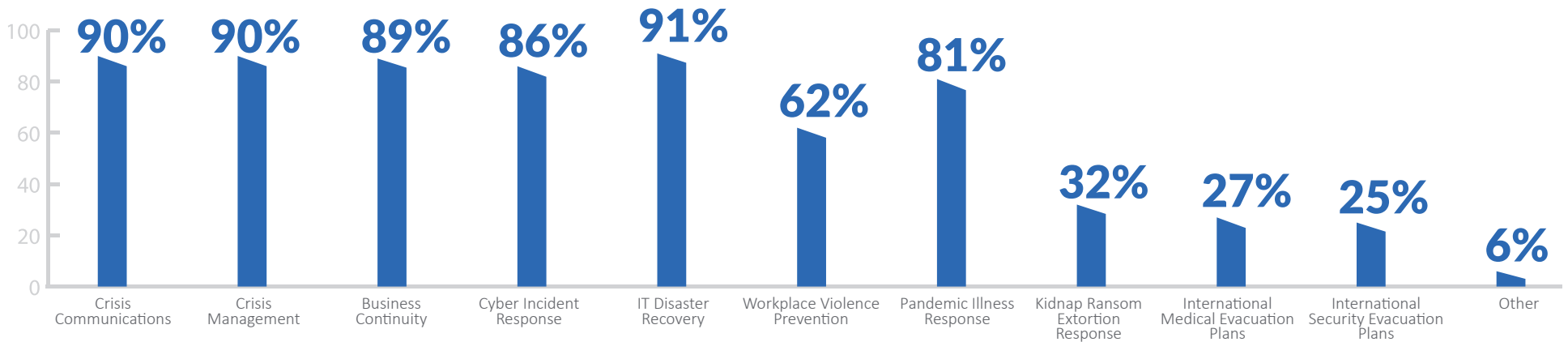
Other - please specify



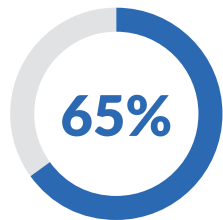


Processes/ Plans in Place

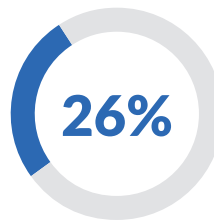
Sum Exceeds 100% Due to Multiple Selections



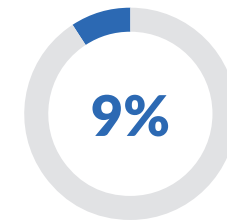
Source of Plans



Custom built internally



Utilized approaches/ content from previous job/ experiences



Outsourced/ developed by a consultant

INSIGHTS

“Mature” programs tend to custom build their plans internally (71% crisis communications; 69% business continuity; 67% crisis management; and 66% pandemic planning). This is a direct route that aligns with the **best practices of fitting plans to company culture, level of maturity, unique business processes and/or organizational structures**. When viewed across sectors, technology companies and financial organizations were most likely to custom build their plans: crisis management (81%/72%); pandemic plans (80%/75%), respectively. Government entities were more likely to outsource the build of their business continuity plans (31%). Healthcare organizations utilized previous job/ experiences to build their pandemic plans (33%).

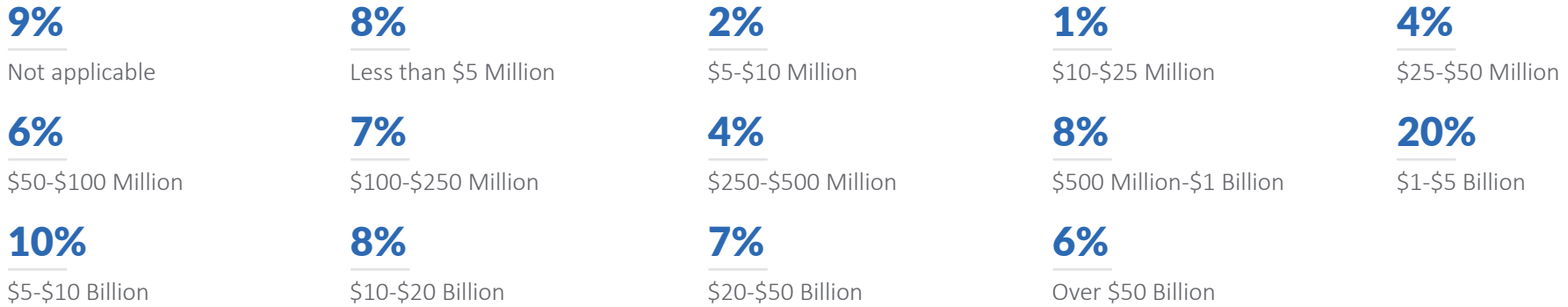


PARTICIPANT CHARACTERISTICS



Organizational Revenues

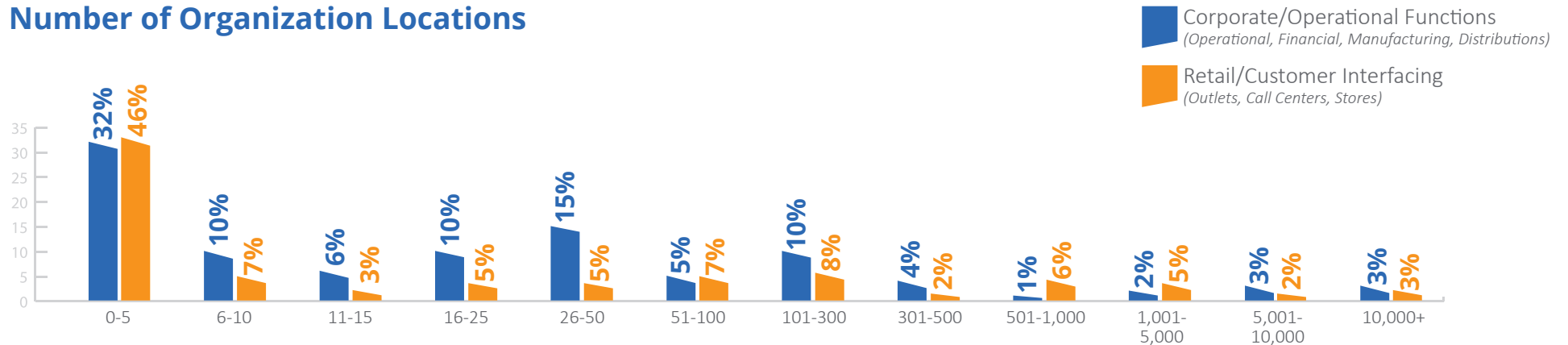
Annual Gross Revenues - USD



Organizational Distribution



Number of Organization Locations





Number of Employees

9% Less than 99	10% 500-999	16% 2,000-4,999	15% 10,000-19,999	4% 25,000-29,999	2% 45,000-59,999	1% 80,000-99,999	1% 200,000-249,999	3% 300,000+
6% 100-499	8% 1,000-1,999	10% 5,000-9,999	5% 20,000-24,999	4% 30,000-44,999	2% 60,000-79,999	3% 100,000-149,999	1% 250,000-300,000	

Industry

(Sum Exceeds 100% due to Multiple Selections)

1%

Aerospace/Defense | Chemical | Education- K-12 | Financial- Credit Union | Government- City | Legal | Marine

2%

Biotechnology | Education- Higher Education | Entertainment | Food Services- Manufacturing & Distribution | Food Services- Retail | Government - County | Government- National | Hospitality | Logistics | Manufacturing- Other | Transportation- Aviation | Transportation- Shipping | Utilities- Water

3%

Communications/Media | Consumer Products | Internet/E-Business Manufacturing- Industrial | Non-profit | Oil & Gas | Pharmaceutical | Real Estate | Transportation- Trucking

4%

Government- State/Providence | Healthcare/Medical- Hospital | Technology- Cloud Services | Technology- Hardware | Utilities - Energy

5%

Telecommunications

6%

Financial- Mortgage | Healthcare/Medical- Service Provider | Manufacturing- Consumer Products | Retail/Wholesale

7%

Financial- Credit Card

8%

Consulting Services | Insurance- Healthcare | Technology- Services

9%

Financial- Brokerage | Technology- Software | Other

10%

Insurance- Commercial Lines

11%

Financial- Investment | Insurance- Personal Lines

12%

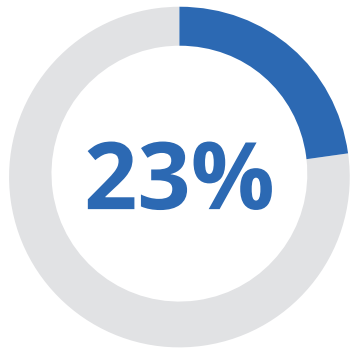
Financial- Other

16%

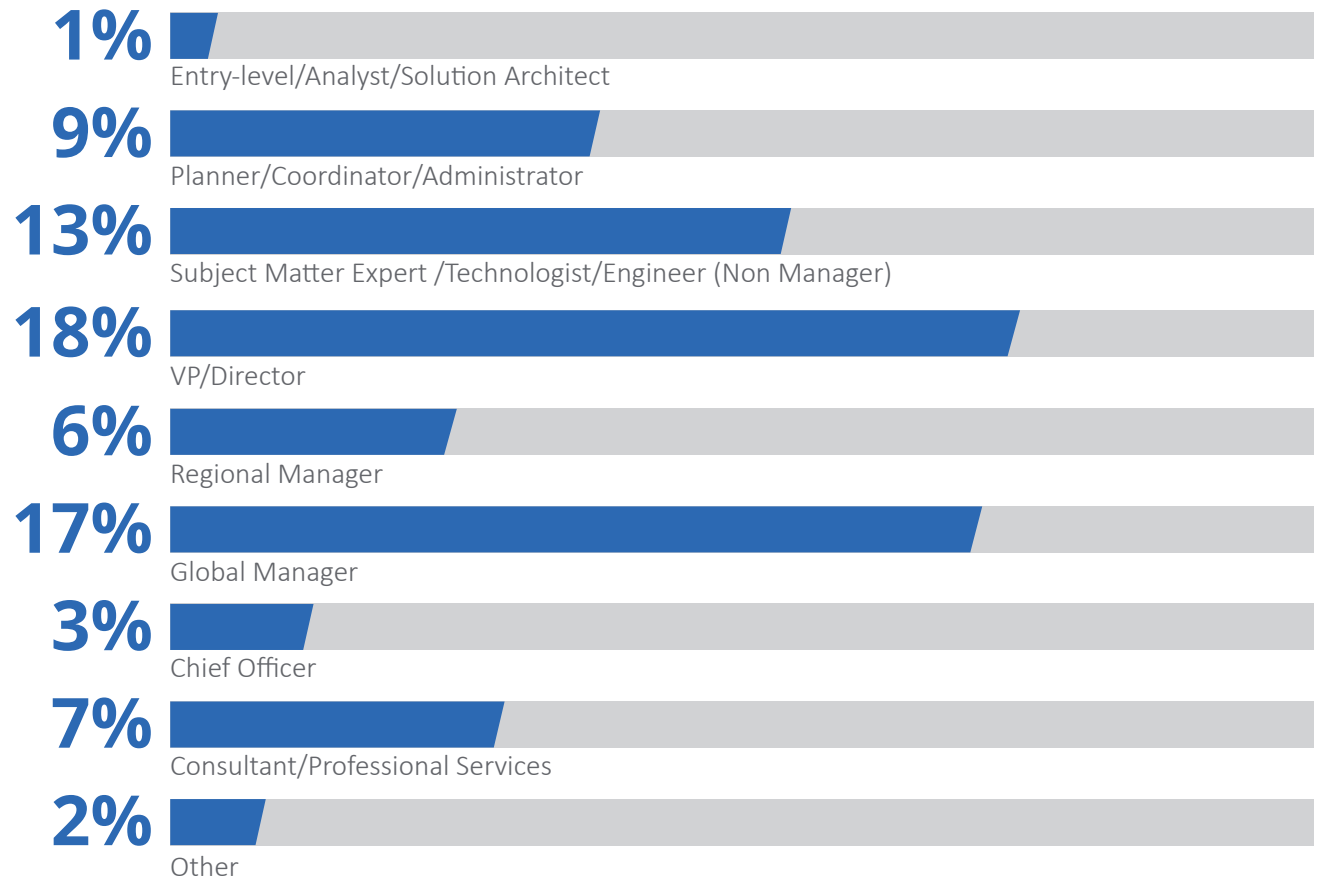
Financial- Banking



Current Role



Manager/Assistant VP/Program Manager



Level of Separation from Executive Management

(Number of People between You and Executive Team)



BCM RESEARCH OVERVIEW



183

study professionals from

19

countries participated in the study assessment from October 20, 2020 to January 10, 2021. Incomplete/partial study responses were included as appropriate within the report.

Complete responses were received from the following countries: Azerbaijan, Canada, China, Colombia, France, India, Ireland, Japan, Malaysia, New Zealand, Pakistan, Serbia and Montenegro, Singapore, South Africa, Spain, Switzerland, United Kingdom, United States of America and Venezuela.

REPORTING HISTORY

Since 2001, BC Management 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 in conjunction with Witt O'Brien's 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. The study was launched in October 20, 2020 and remained open through January 10, 2021. Participants were notified of the study primarily through e-newsletters and notifications from BC Management, Witt O'Brien's and from many other industry organizations. All participants are given the option of keeping their identity confidential.

ASSESSMENT OF DATA & REPORTING

BC Management is continuously reviewing and verifying the data points received in the study. Data points in question are confirmed by contacting the respondent that completed that study. If the respondent did not include their contact information, then their response to the study may be removed. Data findings in many of the figures were rounded to whole numbers, thus the total percent may not equal 100%.



ADVISORY BOARD & SPONSORS



Thank you to BC Management's International Benchmarking Advisory Board

BC Management's International Benchmarking Advisory Board was instrumental in reviewing the study to ensure it focused on the topics that are of the greatest interest to continuity professionals today. The goal was to develop a credible reporting tool that would add value to the business continuity profession.

Larry Chase

CBCP, Comp TIA A+ (USA Focus)

Larry is the Director/Chief Auditor, Operational Resilience and Technology Risk Management, CitiGroup. A United States Air Force veteran, Larry is a recognized and highly regarded industry leader in Operational Risk and Resiliency Management for nearly 30 years. Credited with establishing global programs at Pfizer, Motorola, Symantec, and most recently with Humana. His professional accomplishments include the 2017 BCI Continuity & Resiliency Team of the Year, 2015 DRI Program Leader of the Year, 2010 BCI Asia Group Excellence Award and the 2005 W.E Upjohn Award for Leadership. Larry is a highly touted speaker, and continues to serve the industry through numerous industry positions. He spends a good portion of his downtime serving in industry leadership roles including the DRI Foundation's Veterans Outreach Program providing scholarships to our returning heroes, and as a professional musician. Larry has been a Certified Business Continuity Professional in good standing since 2003.

Kevin Cunningham

MS, CEM, CBCP (USA Focus)

Kevin is currently the Director of the Business Continuity Program Officer at Equinix Inc. Previously, he had spent 4 years as Vice President and Head of Global Business Continuity, Crisis Management and Emergency Services at NBCUniversal. Until May of 2013, he was Americas Regional Head of Business Continuity, Crisis Management for UBS AG. Prior to his tenure at UBS, Mr. Cunningham worked for the City of New York as a Preparedness Specialist for the New York City Office of Emergency Management.

Ing. Jorge Escalera

MBA, CT31000, MBCP, LA 22301 (Mexico)

Jorge Escalera Alcazar is President of the Organization Resilience Institute (IRO), Practice leader of Enterprise Risk Management, Business Continuity Management Systems, IT Disaster Recovery, Risk Management, and Insurance. More than 25 years of experience. Consultant for private sector multinational corporations and public-sector institutions. Chemical Administrator Engineer from Tec de Monterrey. MBA from EGADE Business School. Master Business Continuity Professional (MBCP) and Instructor by Disaster Recovery Institute International. Certified Risk Management Professional and Trainer (RM31000) by IRO. Former President of the Mexican Technical Committee ISO/TC262 Risk Management. Coordinator of WG2 Business Continuity of ISO/TC292 Security and Resiliency. Convenor of the Spanish Translation Task Force of ISO TC262/STTF – Risk Management. First President and founder of the RIMS Mexico Chapter.

Robert Fucito

(USA Focus)

Experienced executive with a demonstrated history of working in the financial services industry. Skilled in Crisis Management, Enterprise Risk Management, IT Service Management, and IT Strategy. Strong professional with a Certificate focused in Design Thinking & Problem Solving from Massachusetts Institute of Technology- Sloan School of Management.

Guy Gryspeerdt

AMBCI (USA Focus)

Guy Gryspeerdt BA (Hons), AMBCI, has a strong experience in aligning the risk, business resilience and crisis management functions to the organization's strategic business goals and managing both the change process and subsequent organizational systems. He is outcome focused and sees a robust resilience program as a key business enabler to deliver a competitive advantage to the organization and value to customers. He has worked internationally across industry sectors, managing risk, business resilience, crisis management and security in the financial, retail, manufacturing and government sectors and has managed high level projects in these areas for leading organizations globally. Organizations have included Ernst & Young, Goldman Sachs, Reinsurance Group of America, The Westfield Group and Bridgewater.





Gayle Hedgecock

(UK Focus)

Gayle has over 20 years of Business Continuity experience in Financial services and less than 6 months in legal services, covering the full continuity lifecycle from completing BIA's through to creating and implementing BC policies and everything in between. Gayle was the chair of the BCI London Forum for 4 years.

Ashley Helmick

AMBCI (USA Focus)

Over the past four years, I have worked with a variety of organizations to implement and maintain successful Business Continuity and IT Disaster Recovery Programs. I have helped clients identify and mitigate risk and respond to disruptions. I have also worked to integrate business continuity and IT disaster recovery into organizations' cultures. The industries in which I've worked include healthcare, manufacturing, utilities, technology services/software, legal services, and financial services. I have also worked with several international organizations.

Evan Hicks

CBCP (USA Focus)

Evan began his Business Continuity career in Blacksburg, VA implementing Emergency Notification Systems across the United States for local government agencies. Motivated by the events of the 2007 Virginia Tech shooting, Evan moved to New York City to pursue a Master's Degree in Emergency Management from John Jay College of Criminal Justice. While completing his graduate studies, Evan held positions at Goldman Sachs' Crisis Management Center and NYC OEM's Training & Exercise division. This unique experience in both the public and private sector, led him to Washington, DC where he held multiple roles across Fannie Mae's Corporate Incident Management Team, Business Continuity Office, Risk and Controls, and Credit Portfolio Disaster Relief Team. In 2016, Evan pursued an opportunity in Portland, OR to establish a Business Recovery program for Nike's world headquarters and global business operations. During his tenure with Nike, Evan elevated Business Continuity to the Board of Directors, authored the COVID-19 Return to Work Playbook, and implemented a global continuity planning process inclusive of incident management, third party risk, technology recovery, facility management, enterprise risk management, supply chain, HR and other enterprise partners. Today, Evan is applying his crisis management expertise to his community in Portland where he's helping local charities address and resolve the social vulnerabilities revealed by COVID-19 and the BLM movement.

Alberto Jimenez

CBCP, PMP (Latin America Focus)
– Based in USA)

Alberto is a founder and director with MiaTomi, a provider of business continuity management consulting services. Alberto has over 20 years of cross-industry experience, helping clients meet their business continuity, risk, compliance, and IT transformation needs. Prior to founding MiaTomi, Alberto was a national practice director at Datalink, Senior Manager at SunGard, Associate Director at Protiviti, and technology manager at Accenture.

Sohail Khimani

MBA, MBCP, AFBCI, OSSNHS, ISO
22301 LA (Middle East Focus –
Based in UAE)

An award-winning risk and resilience luminary with over 16 years of experience in all facets of risk and resilience. He is considered as an expert in providing and implementing bespoke end-to-end risk solutions and is a qualified and well-versed risk and resilience thought leader assisting organizations survive and thrive in challenging times.

Nicola Lawrence

BCom, MBCI (UK Focus)

Nicola Lawrence a business continuity professional that has worked in the Banking and Finance industry for 18 years, involved all aspects of resilience from planning and implementing BCM program to developing training and awareness opportunities. She is an active member of both The Investing and Saving Alliance (TISA) and Investment Association (IA) Operational Resilience Working Groups with the purpose of developing guidance for its member firms regarding the upcoming regulatory changes to Operational Resilience in the UK.





Irfan Mirza

(USA Focus)

Irfan Mirza leads the enterprise continuity and resilience program across Microsoft. He has over 25 years of experience in the software and technical services industries in roles ranging from policy and compliance leadership in security, privacy, continuity, to software and service development, alongside enterprise, system and business architecture. He lectures frequently on technology topics and about policy design, implementation and measurement, as well as delivering periodic university lectures in political sociology.

Desmond O'Callahan

FBCI (Canada Focus)

Des O'Callaghan, FBCI, is a practitioner with 30 years of experience in building, leading and assessing business continuity programs in Canada. Much of his career has involved directing in-house programs in the financial sector. He also has over 10 years of wide-ranging consulting experience across multiple sectors. Des has been an educator in BCM for over 12 years, teaching at George Brown College in Toronto for 4 years and currently delivering Business Continuity Institute courses across North America. Des became a Fellow of the BCI in 1996 and is presently Vice President and Secretary of the Canadian Chapter. He was appointed as Lead Assessor for the BCI in 2018. Des frequently presents at conferences and has received a national Canadian Award of Excellence in 2009 and a gifted grade Global BCI Achievement Award in 2015.

Jayaraj Puthanveedu

CISSP, MBCI, ISO Lead Auditor
(UK Focus)

Jayaraj is a Senior Executive with over 21 years of experience in Cyber Security, Risk Management and Resilience, primarily focused on helping board level and CXO stakeholders in Tier1 Financial Services institutions in shaping their digital strategy to improve their Cyber Security and Resilience posture. In his current role as the Managing Director in BNP Paribas, he is the Global Head for Cyber Fraud, Cyber Resilience, Third Party Tech Risk, Data Breach Management, Business Continuity, IT Resilience and overall Operational Resilience. Prior to this, he has held various leadership roles in Deutsche Bank, Goldman Sachs, Northern Trust etc. covering Operational Risk, Cyber & Technology Risk and Resilience areas.

Malcom B. Reid

FBCI, CBCP, CPP, CFE (USA Focus)

Malcolm is a globally recognized, risk and resiliency thought leader. Among his many accomplishments includes the national critical infrastructure assessment of one of the top Liquefied Natural Gas (LNG) exporting nations. He has also led enterprise business continuity, security and risk advisory engagements for large global organizations. Malcolm is a graduate of the United States Military Academy at West Point and holds Masters degrees from Norwich University, Webster University and the University of Reading. He is a Fellow of the Business Continuity Institute and is Board Certified in Security Management. Malcolm is a member of a number of industry and community based boards including that of the BCI-USA chapter and the 2020 global board of ASIS International.

Wong Tew Kiat

CBCP, FBCI, CITBCM(S), CITPM(S),
COMIT(S), Fellow SCS (Asia Pacific
Focus – Based in Singapore)

More than 30 years of experience in IT Infra, Data Centre Infrastructure & Operations, Business Continuity Management, Pandemic Preparedness, Crisis & Incident Response, IT Disaster Recovery, Emergency Management and Data Centre (DC) Risk & Health Check. Managed a 100,000sqft Data Centre for the 30 years. Currently appointed as Chairman for the Data Centre Special Interest Group (DC SIG) by Singapore Computer Society (SCS) as a national platform for DC professionals to network and sharing of research & innovative ideas to meet the changing trends of the DC landscapes. A CBCP by DRII(USA) since 1997 and Fellow of BCI-UK since 2005. Also a Certified IT Project Manager, Certified Outsourcing IT Manager and Certified ITBCM Manager (CITBCM) by SCS. He was the President for the Business Continuity Group, a chapter in SCS from 2005–2008 & 2010–2011. In addition, he chaired the CITBCM Resource Panel to develop the Body of Knowledge and also chairs the Board of Assessors and he is also the authorised training provider for this CITBCM Certification Course.





Gilberto Tiburcio Freire Junior (LATAM Focus)

More than 45 years of experience with solid business knowledge in Sales of IT Services, with experience in IBM Brazil, IBM United Kingdom and REGUS. More than 20 years working as People Manager leading Services Organization (Infrastructure Services, Business Resilience Services, Business Continuity, Disaster Recovery, IT Security). He was responsible to implement a Business Recovery Organization in a IBM Brazil, afterwards he was responsible for this Business in all Latin America for more than 10 years. He is currently responsible in REGUS (IWG Parental company) for Workplace Recovery services in Latin America since 2016

Sanjiv Tripathy (India Focus)

Sanjiv is a senior Risk leader and has managed Resilience & BCM for a global banks India set up (RBS Technology) comprising of ~15000 headcount size distributed over multiple locations working with Senior management / Silver & Gold global Incident management teams, partnering with businesses such as Banking business, Operations, Financial services and Risk services for India wide organisation (~25000 team size). Conceptualized & implemented fit for purpose Business Resilience, BC and Disaster Recovery strategies, reviewed them and implemented improvements as part of major incident review and Regulatory review. Fostered strong stakeholder relationships, developed specialised team, managed Resilience & BC critical processes, reviewed BCM program framework and standards, assessed large global critical 3rd party service providers BCM capabilities, assessed organizations effectiveness of BC/ Resiliency and presented BCM preparedness to Internal audit, External auditor and Regulators.

Thomas Wagner CBCP, MBCI (USA Focus)

Tom is a recognized expert and innovative thought leader in the Business Continuity Management space with over 25 years' experience as a practitioner, management consultant and technology executive in the financial services industry. Tom is currently the Managing Director for a major trade association and he previously served in senior BCM roles at HSBC, Marsh, Gartner, Booz Allen and the NYSE. While at Booz Allen, Tom consulted to the President's Commission for Critical Infrastructure Protection (PCCIP), the White House Critical Infrastructure Assurance Office (CIAO / Homeland Security) and Intelligence Communities where he conducted risk assessments and helped develop strategies to protect the financial services industry from terrorism and natural disasters. Tom is also a recognized thought-leader in the IT Controls and Risk Management space having served as a SME with ISACA ITGI for the on-going development of CobiT and the IT Risk and Governance frameworks.

Kiyoshi Yoshikawa (Asia Pacific Focus – Based in Japan)

Mr. Yoshikawa has been a BCM professional for over 15 years in the financial and manufacturing industries. He started his career as an IT network engineer and build backup data centers and sites. He brings a sound knowledge of the financial regulations of the APAC countries and understands the residual risks in the production lines and supply chain.





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