BCI Global Research Summary – Key Trends, Influences and Conclusions Affecting the Profession

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Presentation Objectives

1. Summarize key findings from BCI-sponsored research
2. Solicit feedback and discussion regarding key take-aways

Research Documentation

- BCI/BSI Horizon Scan
- BCI Cyber Resilience Report
- BCI Emergency Communications Report
- BCI ISO 22301 Benchmarking Report
- BCI Supply Chain Resilience Report
- BCI Workplace Recovery Report

What is the BCI?

- Founded in 1994, a Member-Owned, Not-for-Profit Professional Association of Business Continuity Professionals
- A global membership and certifying organization for business continuity professionals
- Over 8,000 members in more than 120 countries working in an estimated 3,000 organizations in the public and private sectors
- We stand for excellence in the business continuity profession
- Our certified grades provide unequivocal assurance of technical and professional competency

What is the BCI?

- Provide fundamental business continuity skills and specialized business continuity training to develop individual knowledge, skills, and capabilities.
- Provide members with access to peer-based networking opportunities, enabling them to share experiences and knowledge.

It is the BCI's goal to be ESSENTIAL to a member's success in the business continuity and resilience profession.

What is the BCI U.S. Chapter?

- Founded in 2008, the USA arm of the BCI
- ~1000 members and growing rapidly
- U.S. Chapter Purpose: Promote a resilient world
- U.S. Chapter Niche: Empowering business continuity and resilience professionals to succeed

USA Chapter Board Members:

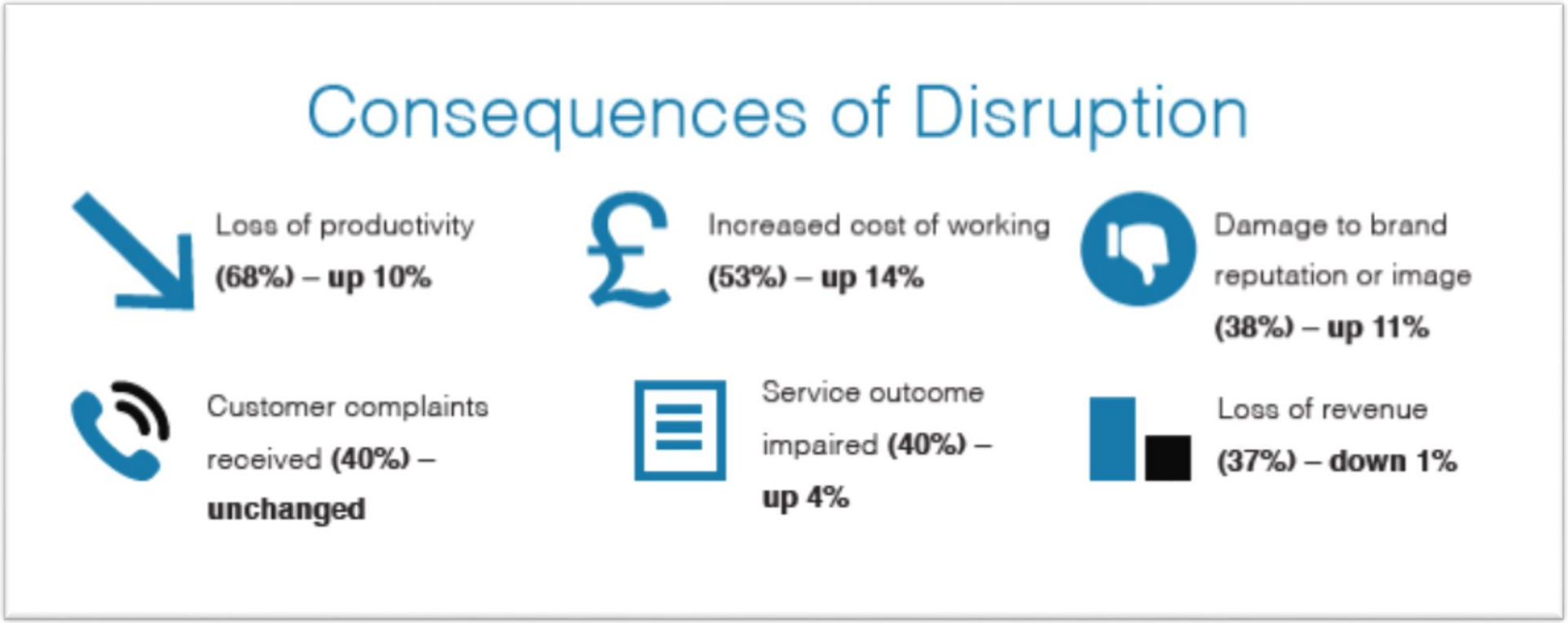
- Marilyn Boatman
- Rich Bogle
- Ted Brown
- Jill Frater
- John Jackson
- Alice Kaltenmark
- Frank Lady
- Heather Merchan
- Sean Murphy
- Frank Perlmutter
- Brian Zawada

2017 Horizon Scan

2017 Horizon Scan

Top 10 disruptions

2017 Horizon Scan



2017 Horizon Scan (conclusions)

- Threats added – new laws and regulations
- Threats removed – health and safety incidents
- Cause of disruptions generally mirror the threats we're most concerned about

BCI Cyber Resilience Report

369
respondents

61
countries

66%
report at least 1 cyber incident in the last 12 months

BCI Cyber Resilience Report

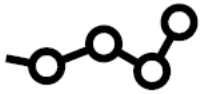
BCI Cyber Resilience Report

19%

take 4 hours or more to respond to cyber incidents after their discovery

55%

report top management commitment to cyber resilience



75%

have business continuity arrangements related to cyber incidents

19%

DO NOT validate their plans for cyber incidents

BCI Cyber Resilience Report (conclusions)

- The ‘human factor’ remains crucial in building cyber resilience
- Collaboration among management disciplines is essential
- Validation is key in building a robust capability
- Leadership must drive the cyber resilience agenda

BCI Emergency Communications Report

16% of organizations do not have an emergency communications plan

32% report that their employees travel to 'high risk' countries

BCI Emergency Communications Report

55% use 3 or more emergency communications processes

29% do not have training and education programmes

10% take more than 60 minutes to activate their emergency communications plan

62% are not confident about their preparedness for a location-specific security incident (e.g. workplace violence, act of terrorism)

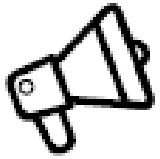
11% do not have top management support

64% would only consider an emergency communications plan after a business affecting event

BCI Emergency Communications Report

Emergency communications are commonly triggered by the following causes:

1. Unplanned IT and telecommunications outages (42%)
2. Power outages (40%)
3. Adverse weather (39%)
4. Facilities management incidents (23%)
5. Cyber security incidents, natural disasters (22%)



Organizations deploy different processes for emergency communications:

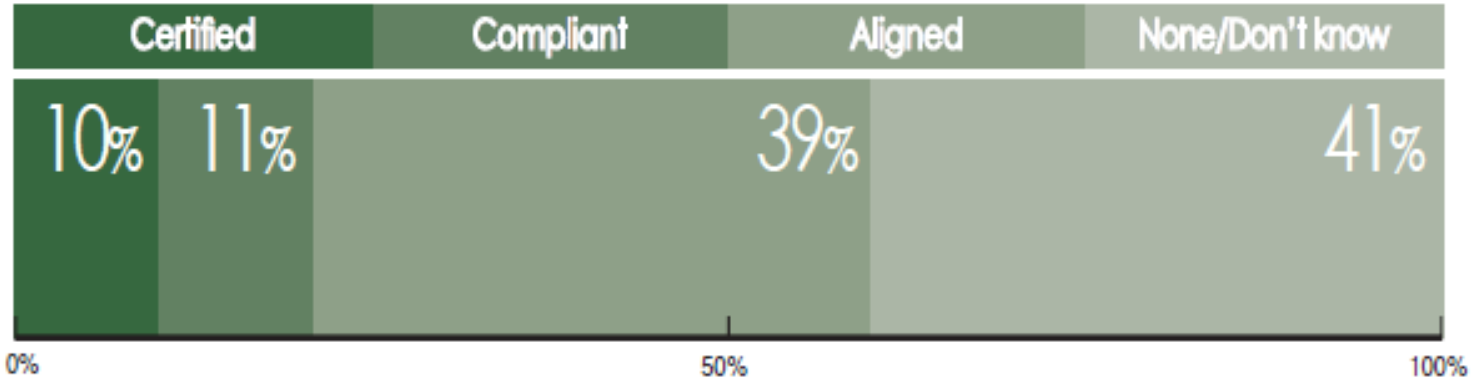
1. Internal emails (79%)
2. Text messaging (70%)
3. Manual call trees (56%)
4. Emergency communication software (50%)
5. Website announcements (46%)

BCI Emergency Communications Report (conclusions)

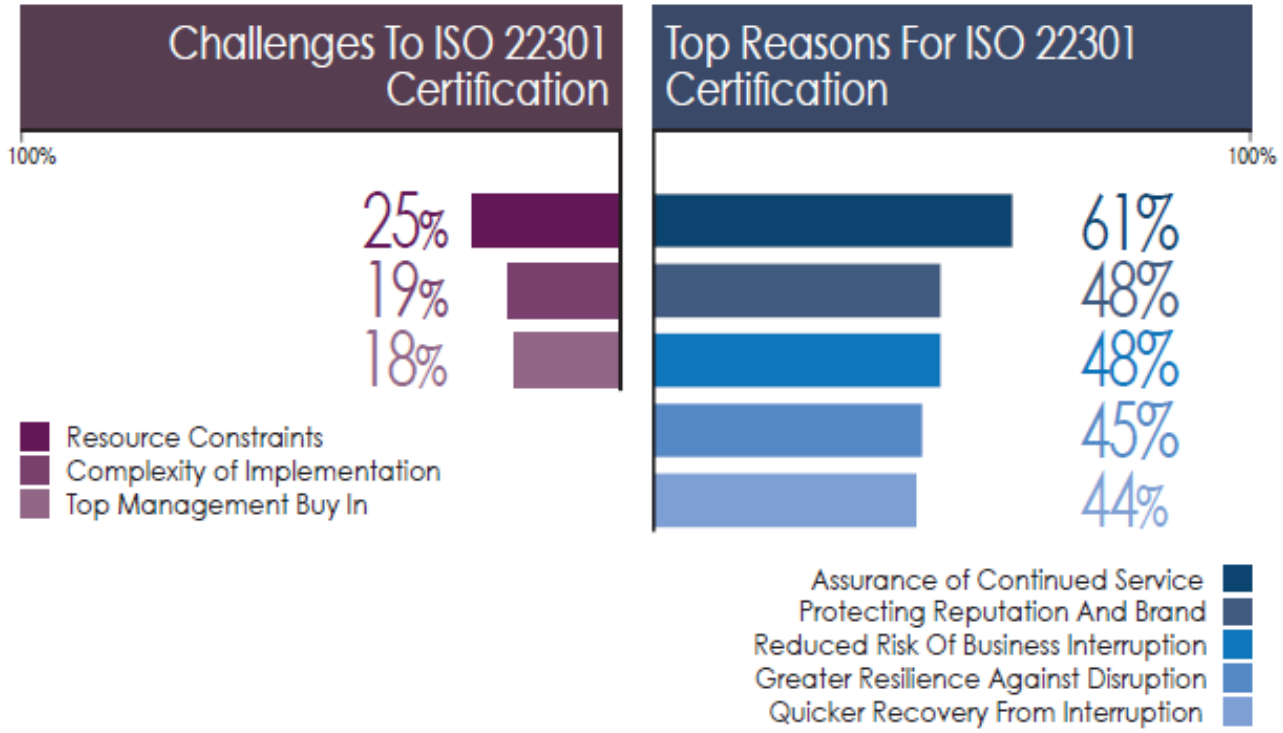
- Business continuity teams are required more than ever to deliver effective emergency communications plans
- Global organizations should account for the entirety of their staff, at home and abroad
- The human element of emergency communications has a significant role in its success

BCI ISO 22301 Benchmarking Report

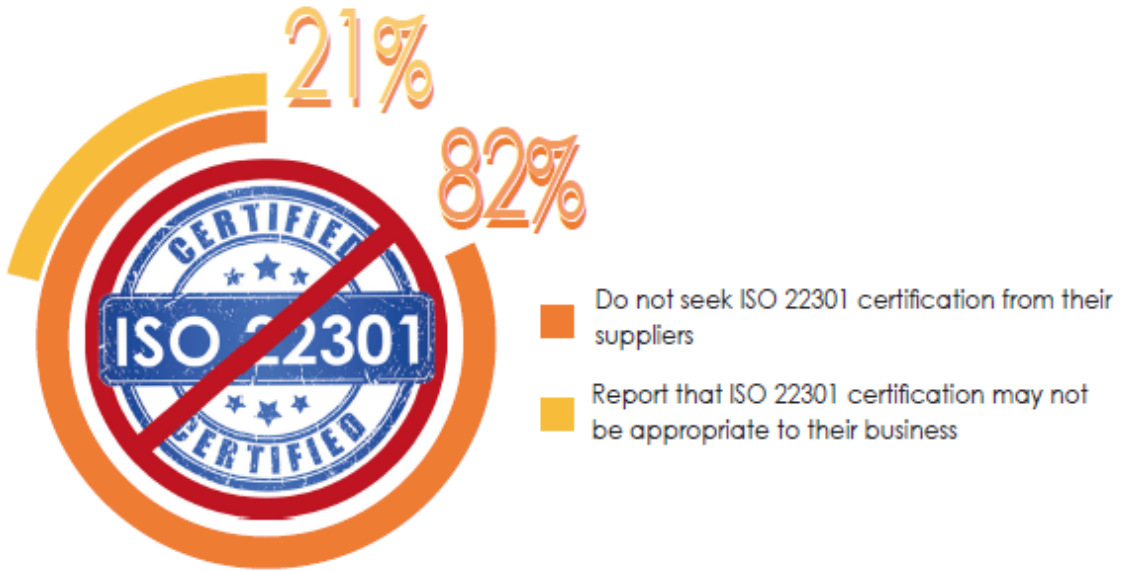
- 560 Respondents from 69 Countries
- Organizations with strong management commitment are more than 4x more likely to adopt ISO 22301 than those that exhibit little to no commitment at all.



BCI ISO 22301 Benchmarking Report



BCI ISO 22301 Benchmarking Report



BCI ISO 22301 Benchmarking Report (conclusions)

- The survey underscores the need for leadership
- Survey results affirm the relative complexity of standards benchmarking and certification, with organizations sharing the challenges behind ISO 22301 adoption
- More needs to be done in encouraging other organizations to validate their BC capabilities after benchmarking and certification against standards such as ISO 22301
- The most encouraging findings involve the growing recognition of ISO 22301 in upholding good BC practice

BCI Supply Chain Resilience Report

- 73% of organizations report having business continuity arrangements for their supply chains
- 14% of organizations do not identify their suppliers (up from 9%)
- 27% of respondents report high top management commitment to supply chain resilience – down from 33%

BCI Supply Chain Resilience Report (conclusions)

- Management commitment is required to drive supply chain resilience
- Obtaining supply chain visibility remains one of the biggest challenges to organizations
- Supply chain disruptions, more than ever, affects company reputation as much as the bottom line
- Business continuity arrangements for the supply chain should be ensured through improved supplier assurance and validation

BCI Workplace Recovery Report

Differences in priorities between employees and business continuity practitioners in case of disaster may lead to challenges in executing recovery plans

- 26% of end users and 16% of experts feel that their organization's business continuity priorities are not fully consistent with end user priorities
- End users place greater emphasis on the safety of their families than employers (Family safety ranked #6 out of 6 by experts vs #2 out of 6 by end users in case of event affecting organization's facilities)

Employees and experts differ in their perceptions of critical employee designation – many employees seem to overestimate the ability of their organization to offer them a workplace recovery solution

- Three-quarters of end users consider themselves critical, while 64% of experts believe only 20% of employees fall in this category
- Nearly four out of every five end users believe that there is a workplace recovery plan for them in the case of a disruption

Organizations adopt different workplace recovery arrangements, relying on own or 3rd party locations

- 45% of experts and 20% of end users expect to recover in one or multiple alternative locations owned by the organization, while 21% of experts and 13% of end users plan to recover in one or multiple alternative locations provided by a 3rd party

There is gap in attitudes regarding working from home as a workplace recovery arrangement between experts and end users

- Work-from-home received less consideration as a workplace recovery approach from experts than from employees (26% vs 44%)
- 45% of end users are not happy to work from home for more than 2 weeks
- When deciding whether to work from an alternative location or home, 32% of employees base their decision on ease of reaching alternative sites, while 20% focus on access to key enterprise systems and 15% on having appropriate office infrastructure

BCI Workplace Recovery Report

Organizations typically consider workplace recovery in order to support critical functions / customers and use it in cases of adverse weather or utility/IT outages

Top reasons that experts provide for using workplace recovery include critical function support (59%), customer support (16%) or regulatory compliance (9%); popular triggers include adverse weather (23%), utility supply issues (21%) or IT/Telecom outage (21%)

Some organizations that are exposed to significant operational risk due to lack of workplace recovery arrangements

While 12% of business continuity experts confirm that their business lacks a workplace recovery arrangement, 31% of end users state that their employers don't have any workplace recovery arrangements in place or they are unaware of such arrangements

Even organizations that have workplace recovery arrangements in place face risk and uncertainty when it comes to actual recovery plan implementation

One in every five experts feel uncomfortable that their organization's employees will execute their work area recovery solution as planned, while 17% of end users are not comfortable that they can carry on services in the case of an area-wide event

Insufficient consideration of employee preferences on workplace recovery can contribute to implementation risk in case of an event

37% of end users are either unaware or unable to provide feedback on their organizations' workplace recovery arrangements

BCI Workplace Recovery Report (conclusions)

- Working from home remains a common strategy in delivering workplace recovery
- Validation is key to the success of workplace recovery (or any other strategy) deployed as part of a business continuity response

Conclusions

- Much of the advice remains fairly basic and aligned with long-standing best practice
- The ‘human factor’ is a common cause of disruption and key success factor in the recovery effort

Discussion

- Surprises?
- Points of Disagreement?

Further Discussion

BCI USA – The Business Continuity Institute US Chapter

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