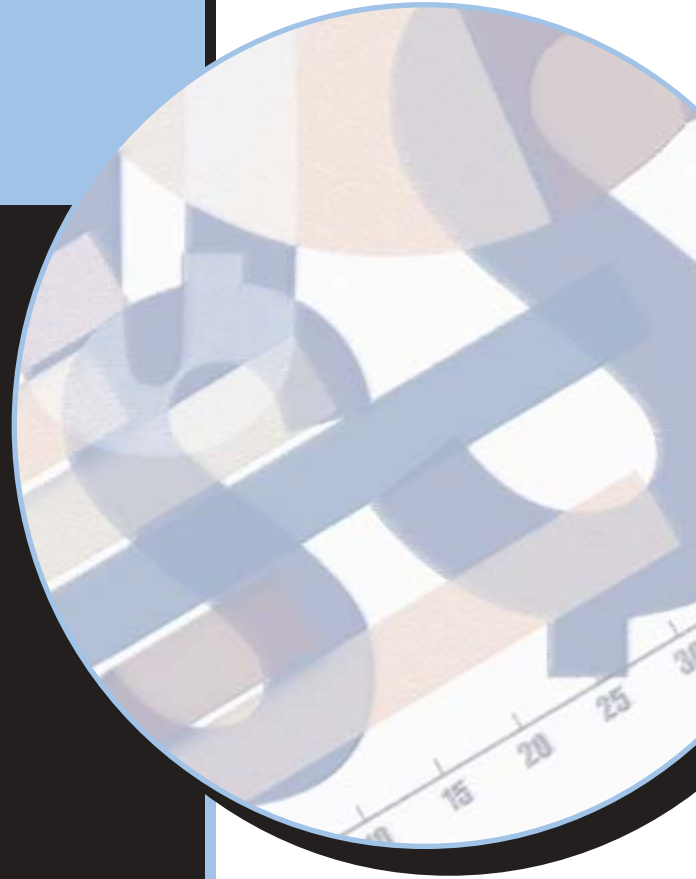


BUSINESS CONTINUITY
BENCHMARKING STUDY



• A Review of the Factors Influencing

Business Continuity

Strategies to Assure Integrity, Availability and Security
CONTINUITY
insights

KPMG

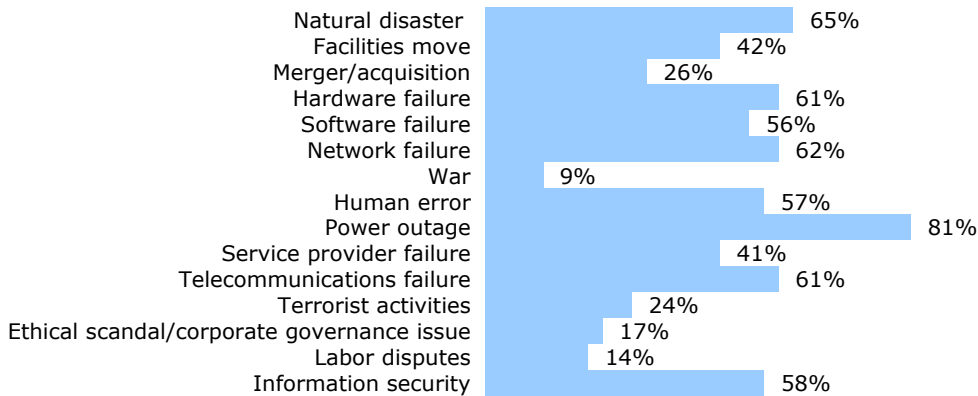
Business Continuity Benchmarking Study

A Review of the Factors Influencing Business Continuity

Business continuity has evolved over time from its predominantly tactical origins to that which involves greater strategic discussion. As such, the value of compelling, timely and usable information becomes increasingly important to upper management when making those critical decisions that ensure their organization's continuity, security, and integrity of its assets. In seeking answers to many of these key questions, The Business Continuity Benchmarking Study, a cosponsored study by *Continuity Insights* magazine and KPMG, will convey important information, identify significant trends, and reveal areas of vulnerability and areas in need of improvement.

1

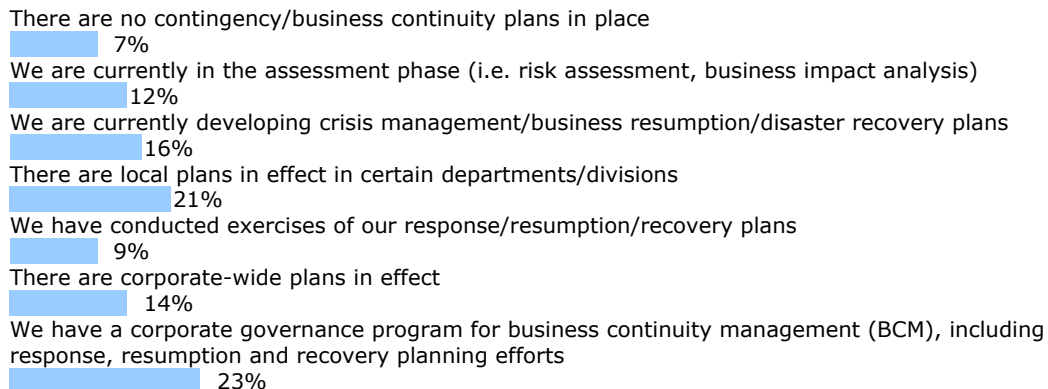
Has your company been affected by, or at risk for, any of the following interruptions? (Select all that apply)



Other responses included: value chain disruption, government intervention, fire, labor shortage, SARS human virus outbreak, functional obsolescence crisis, water outage, air crash, activist demonstration/attacks, bomb threat, power surges, virus, flood, denial of access, and financial crisis.

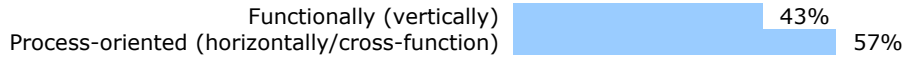
2

Which best describes your company's current program status?



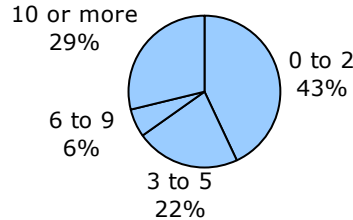
3

How does your organization manage business continuity?



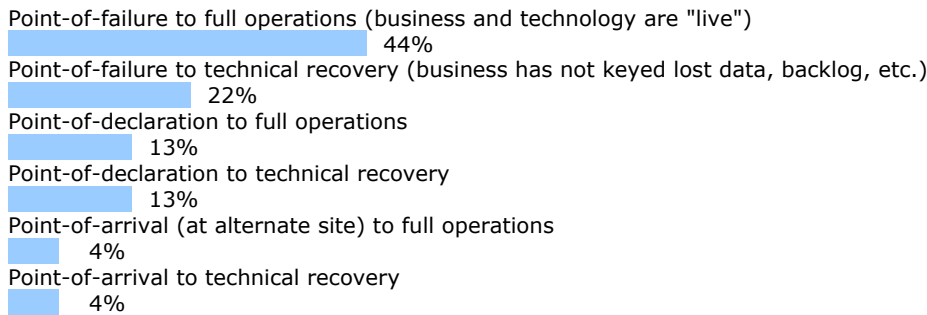
4

How many individuals are dedicated to the response, resumption and recovery activities/functions across your organization (full-time and part-time)?



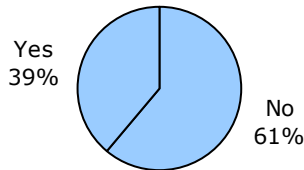
5

How do you measure RTOs (recovery time objectives) within your organization?



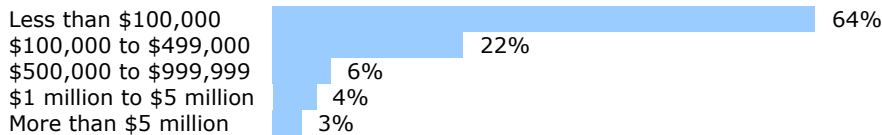
6

Do you measure/validate service delivery objectives (SDO)—electronic or nonelectronic—against your stated MTOs (maximum tolerable outages), RTOs (recovery time objectives) and/or RPOs (recovery point objectives)?



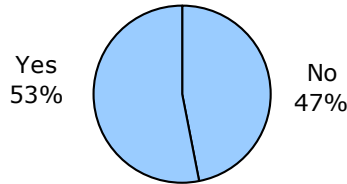
7

How much would you estimate business disruptions have cost your company in the past twelve months?



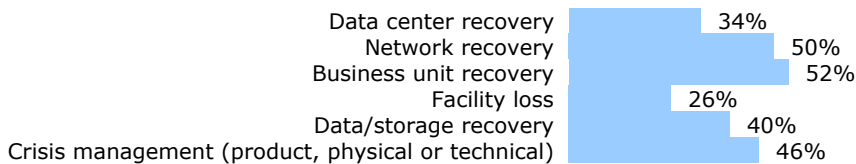
8

Have you ever experienced an interruption that caused you to activate any documented recovery steps?



9

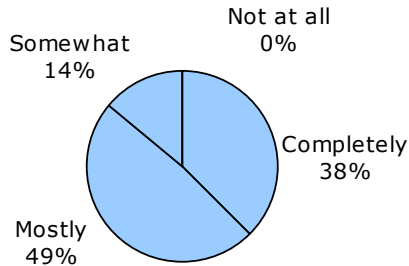
Have you ever experienced an interruption that caused you to activate any of the following documented recovery steps? (Select all that apply)



Other responses included crisis media management and partial facility loss.

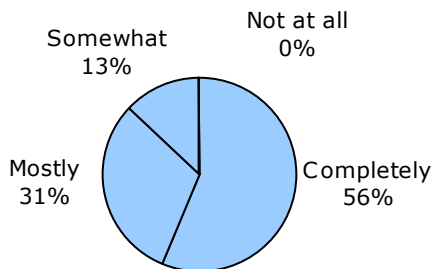
10

For the most recent interruption, how well were recovery objectives met?



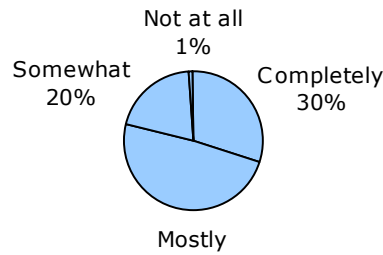
11

For the most recent interruption, how well was data integrity established?



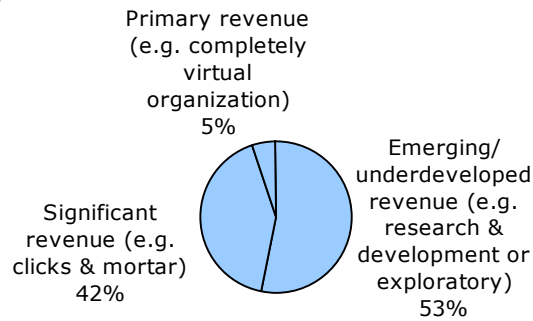
12

For the most recent interruption, how well were service levels maintained?



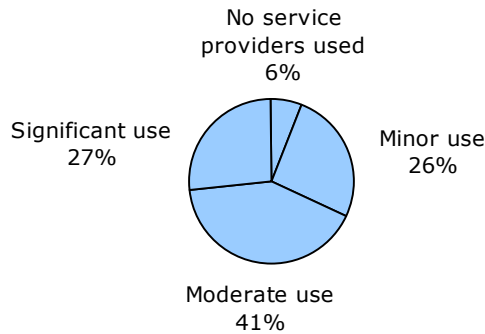
13

Which best characterizes the maturity/application of e-commerce in your organization?



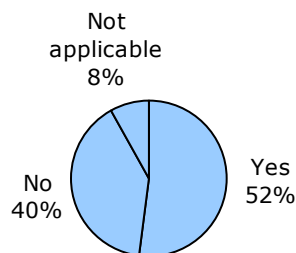
14

Which best characterizes the extent that third-party or service providers are used in your organization's operations?



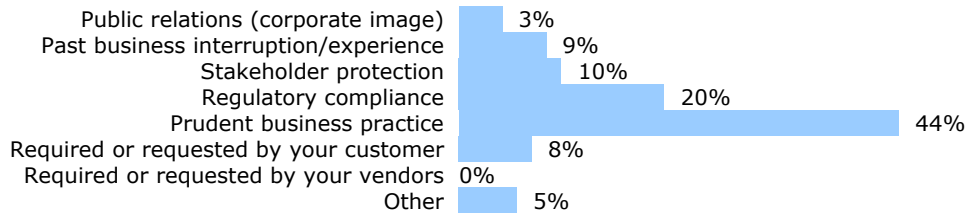
15

If third-party or service providers are used in your organization's operations, do you review their response, resumption, and recovery plans to ensure that they meet your supply chain and recovery time requirements?



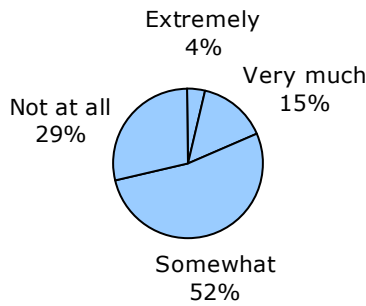
16

What is the primary reason for BCP within your organization?



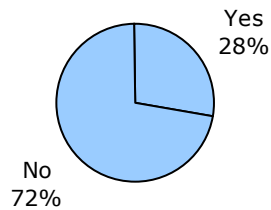
17

How will the Sarbanes-Oxley Act affect your organization's BCM processes and documentation efforts?



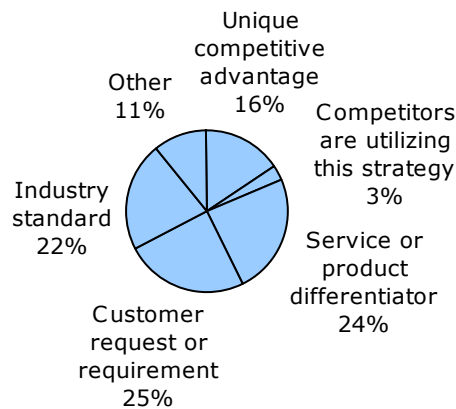
18

Does your organization currently make strategic marketing use of its business continuity management program?



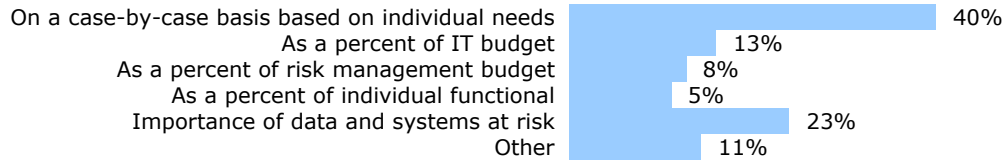
19

What is the primary reason that your company is using its BCM program?



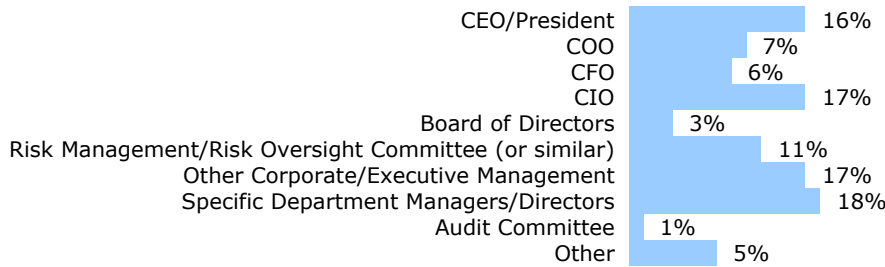
20

Which best describes how funds are allocated for business continuity initiatives?



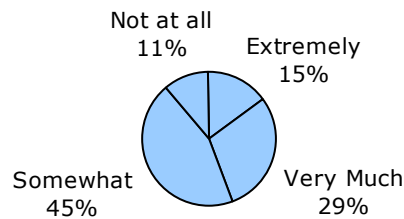
21

Which best describes who is the primary owner of BCM in your organization?



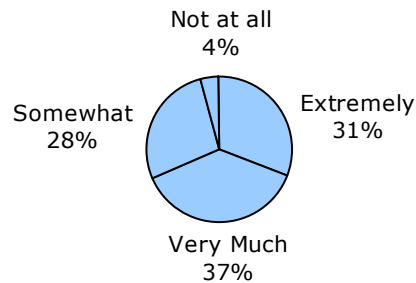
22

How well integrated is BCM with Information Security?



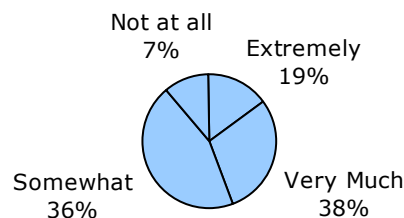
23

How well integrated is BCM with Information Technology/Disaster Recovery?



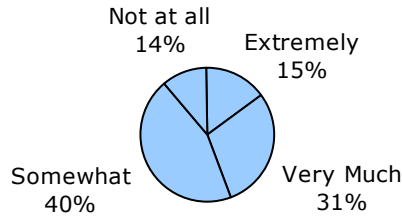
24

How well integrated is BCM with Facilities/Physical Security Management?



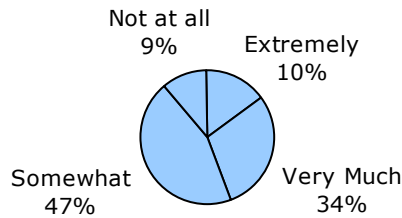
25

How well integrated is BCM with Risk Management?



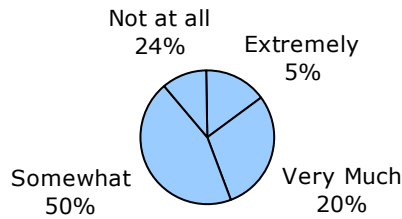
26

How well integrated is BCM with Corporate/General Management?



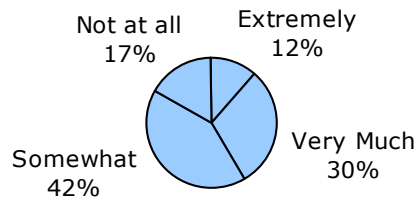
27

How well integrated is BCM with Legal/General Counsel?



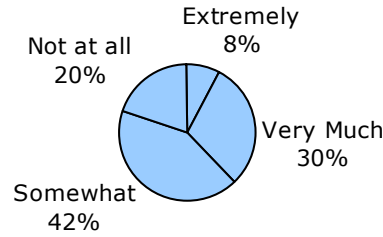
28

How well integrated is BCM with Internal Audit/Regulatory?



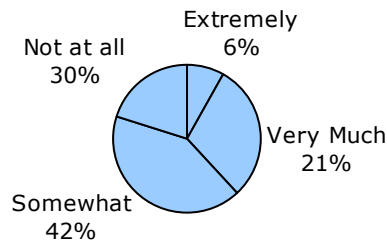
29

How well integrated is BCM with Compliance?



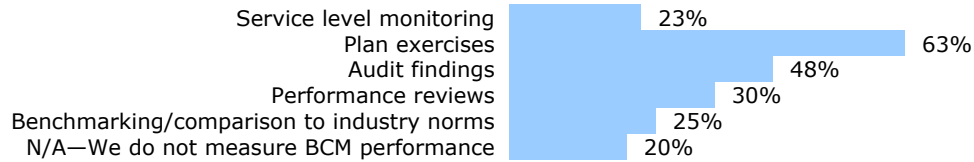
30

Has your BCM program been enhanced by the threat of terrorist activities?



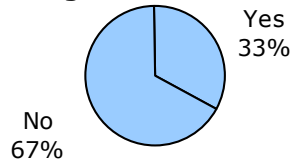
31

How do you measure the performance of your BCM? (Select all that apply)



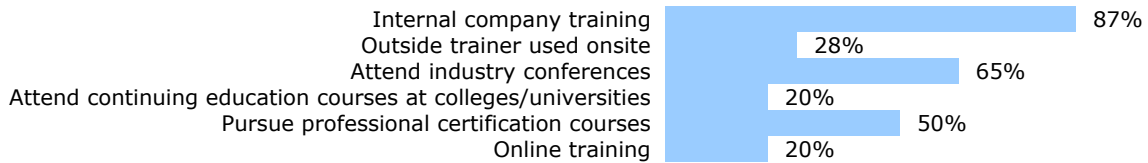
32

Do your employees get sufficient disaster recovery/business continuity planning training?



33

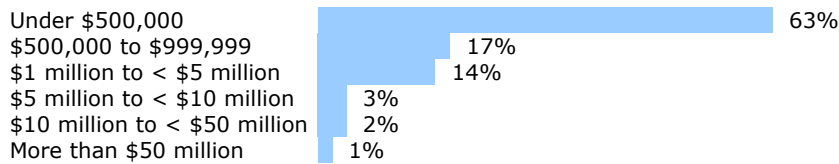
What types of training have your employees utilized? (Select all that apply)



Other responses included: internal and outside, participation in test exercises, quarterly reviews, disaster organization sponsored educational meetings, teach as an adjunct professor, and attend quarterly regional BCP organizational meetings.

34

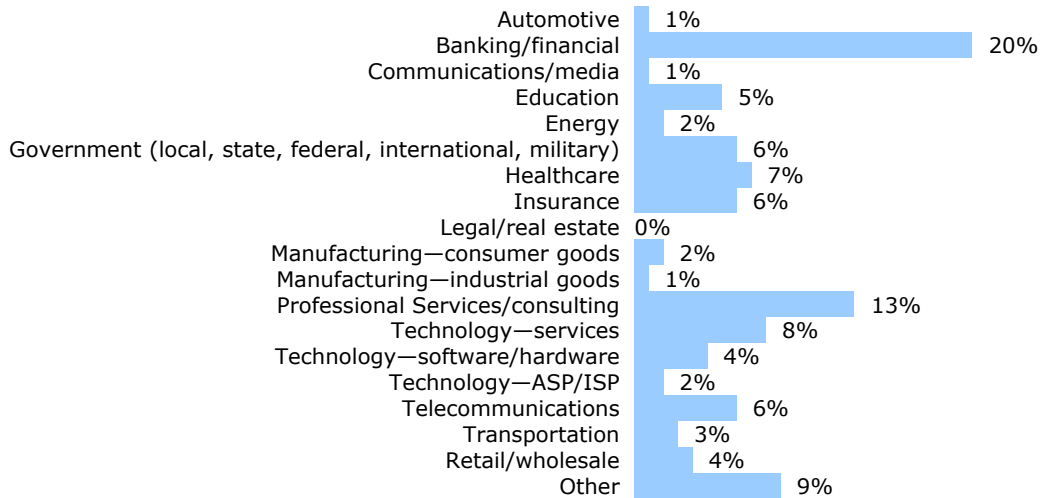
What is your organization's approximate annual budget for BCM products and services (response, resumption and recovery)?



Question #35—Start of demographic information—no responses required for Question #35

36

Which best describes your company's primary type of business at this location?

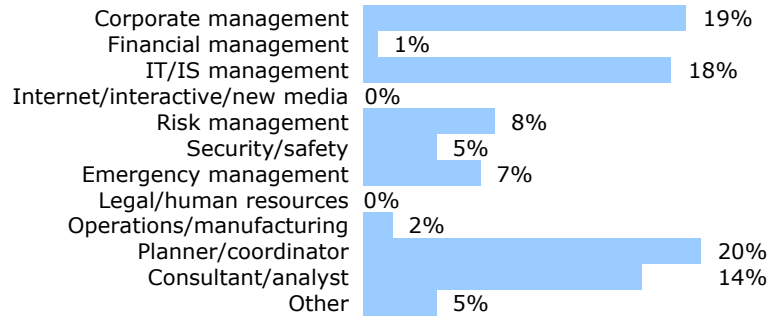


Question #37 is the "Other" subquestion to Question #36

Other responses included: Real estate/hospitality, educational publishing, cultural/community institution, publishing, check authorization/collections, support for our commercial records storage facilities, biotech, biotechnology research, development and commercialization, agriculture seeds and genomics, legal information provider—print and online services, trade association, consumer goods manufacture, market data and related services by subscription, utility, self-employed/unemployed, pharmaceutical, benefit consulting HR outsourcing, public safety, fast food operations, nonprofit human services, pharmaceutical research and development, manufacturer of semiconductor devices, pharmaceutical, student loans—charity organization, research & design/regional headquarters, commercial records storage company, hospitality, fast food operations, public museum, library, garden, bioengineered human pharmaceuticals, branded consumer goods, non-profit, ag bio tech, print, service provider, and travel.

38

Which best describes your primary job function?

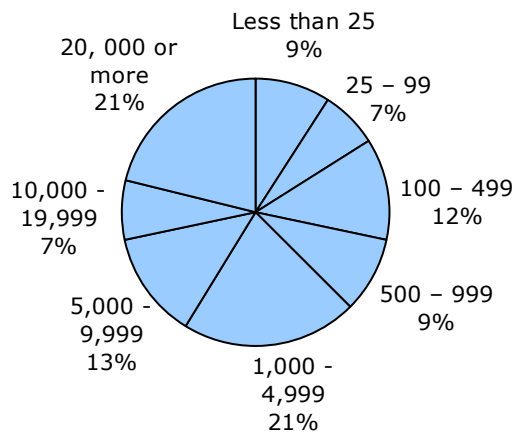


Question #39 is the "Other" subquestion to Question #38

Other responses included: BCP management, project manager, FVP application continuity & disaster recovery, project lead, IS/BCP, facility management, editor, director of corporate wide business continuity staff & program, business continuity—internal audit, marketing, records manager, global BCP manager, office service manager, lead it auditor, educator and researcher, business continuity management, facilities engineer, disaster recovery planner, coordinator, implementer, sales, IT project manager, and IT project management

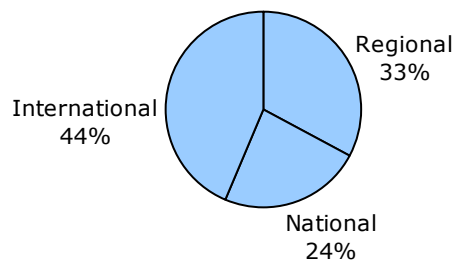
40

How many people are employed at your company (at all locations)?



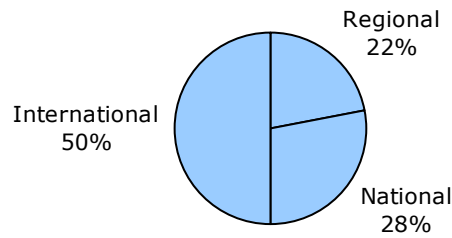
41

How would you describe the geographical range of your company's facilities?



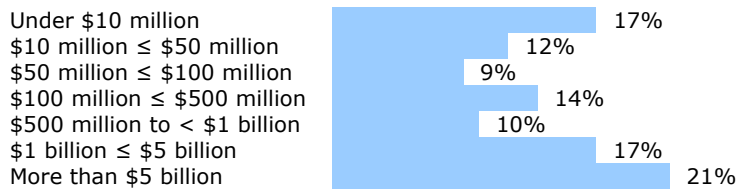
42

How would you describe the geographical range of your market and/or



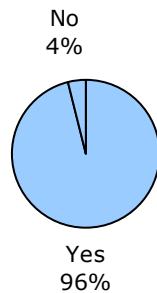
43

What are your company's approximate annual revenues?



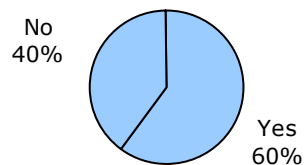
44

Would you like to receive a FREE copy of the study's final results?



45

Would you also like the opportunity to benchmark your organization against the study's final results, FREE with complete confidentiality and without obligation?



Study Methodology

The sample for the *Continuity Insights*/KPMG Business Continuity Benchmarking Study was obtained from the circulation of *Continuity Insights* magazine via its printed publication, its web site, and e-mail notification. Respondents were directed to a web site to complete this survey online. The survey consisted of forty-five questions, with an average time of 10.5 minutes required to complete the questionnaire. As an incentive, respondents were offered a copy of the study results and the opportunity to benchmark their responses to specific study criteria of their selection. The study was closed on October 31, 2003, at which time 410 responses had been received.

Preparation of the online survey, tabulation, and reporting was conducted by i-OP, a company that specializes in data integration solutions.

Continuity Insights



Continuity Insights addresses the corporate-wide priorities that mandate the need for continuity planning at the highest levels of the organization. It speaks directly to the strategic view, embracing the issues and concerns of senior-level managers. It is a discussion of the "why's" of business continuity and its prominence within the organization. For more information on *Continuity Insights* magazine and its conference and exhibition, visit www.ContinuityInsights.com.



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