

Your BCI Benchmark

This issue examines two different facets of continuity highlighted by the Benchmark. The first relates to an excellent opportunity for organisations to extract more value from their BCI membership.

As you may know, the BCI operates a stand-alone association called the BCI Partnership. Established recently, this specifically enables organisations with partner status to work with the BCI to deliver an overall mission, namely: "Promoting the art and science of business continuity management worldwide".

Whilst the role of art in BCM is perhaps debateable, (art, according to wikipedia, is defined as "the process or product of deliberately and creatively arranging elements in a way that appeals to the senses or emotions"), readers with even the faintest scientific bent will recognise it inescapably relies on measurement. This is of course a fundamental concept allowing us to assess and compare qualities and quantities, information we can use to guide our organisations toward sought-after levels of attainment.

The BCI Benchmark offers important elements of this, freely measuring many aspects of BCM attainment for many organisations on a global scale. It should come as no surprise therefore, to learn that use of the Benchmark is extended to BCI Partners free of charge. Within the scheme, Bronze, Silver and Gold Partners are entitled to 5, 10 and 20 logins respectively, supported by an enhanced reporting package that allows closed comparison of BCM performance by elements within the organisation.

The implications of this are considerable, since as well as receiving the standard Member entitlement (which allows you to compare your organisation's BCM prowess with responses provided by other anonymous participating groups) under the Partner scheme you can also clearly see where individuals, locations or divisions stand within the organisation, compared using a total of 24 graphical metrics. This offers the potential for in-house benchmarking, trend analysis, focusing effort and resources in areas of weakness and helping establish true organisational norms for BCM against global standards. So, if you're a BCI Partner, contact the BCI now and make the most of it; if you're not, maybe consider joining or you can contact the BCI for other non-partner options.

Inside Track

On a different note, Inside Track examines current Benchmark data and offers a quick analysis of findings in an important area.

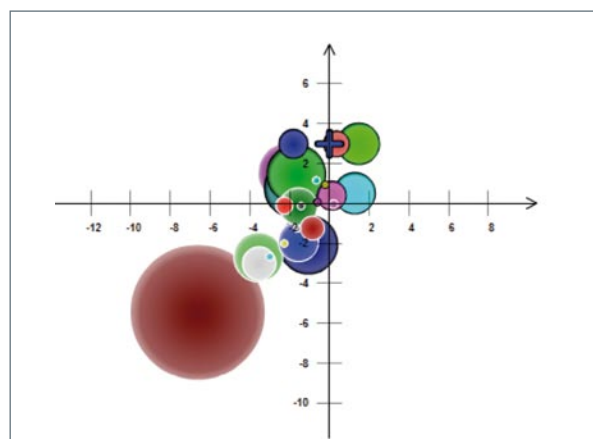
Arguably the most important step in developing an organisationally-aligned continuity capability lies in part 3 of the BCI Benchmark entitled 'Understanding'. It asks questions contributing to Content, Implementation and Control metrics, indicating the quality of business impact analysis and risk assessment in the organisation. Scores allow us to plot an updating view by industry sector using a Benchmark graph, illustrated

below. It has highlights that can be briefly summarised as follows: construction, emergency services, transport, R&D and electronics all scored above the Benchmark in all three metrics.

The top left quadrant represents firms with sound implementation but a reduced focus on analytic content; these include banking, insurance, ICT, food & drink and the media. Bearing in mind that this is an analytic component, this suggests a degree of 'glossing-over' and the possibility of ill-fitting BCM with all it entails, including over/under-spend, patchiness, vulnerability etc.

The white-edged nodes represent sectors where Control over the BIA and risk assessment components of BCM may be weak, casting doubt on the currency or validity of planned capability. Sectors strongly exhibiting this characteristic include energy and utilities, defence, software and computing, and healthcare.

Finally, the lower dark-blue node represents an organisation that scored far more strongly on the Control aspect than on either Implementation or Content... comments on a postcard please.



These brief observations beg questions for any BCM professional. "Are we fairly represented?" "Are we ahead of our competitors and is it acceptable?" These lead to other questions about supply chain, dependency on low-scoring sectors, and the need to audit beyond the organisation. Finally, they illustrate the depth of insight offered by the Benchmark.

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