



CONTINUITY

CONTINUITY: Business Continuity Managers Training Platform

R1 PANTA RAY Report

Project Number
2021-1-IT01-KA220-VET-000033287



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Surveys

Survey 1

State of the Market

Total Responses: 72

Survey Created on:

Monday, January 24th, 2022

Survey 2

Best Practices

Total Responses: 67

Survey Created on:

Monday, March 7th, 2022

Audience Organizational
Background: Industry

The Big Four

Although the surveys managed to capture a decent number of responses from a variety of market industries, the bulk of responses for both surveys (50-80%) came from one of the following industries:

- Information Technology
- Engineering
- Consulting
- Financial Services





Audience Organizational Background: Size

More Is More

Size of the organizations in which the respondents operate varied, with a more or less equal distribution among categories.

However, the overall audience of our two surveys displayed a slight preponderance towards very large organizations (ca 25% of respondents), defined as having 1000 employees or more.

Indeed, several respondents indicated that they operate within organizations with a global reach.

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Audience Professional
Profile

Managers And Upwards



Most respondent profiles consisted in management positions, starting from mid-level professionals to C-list executives.

A balanced mixed of managers and executives ensures that the surveys captured complementary perspectives on the various resilience disciplines.

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Audience Geographic
Composition

Mediterranean And Co.

The vast majority of respondents originated from areas connected to project partners – therefore, primarily from southern Europe.

That said, overall, the surveys collected responses from a significant number of EU countries, as well as a minor quantity of data from the US and UK.

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State of The Market

Main Takeaways



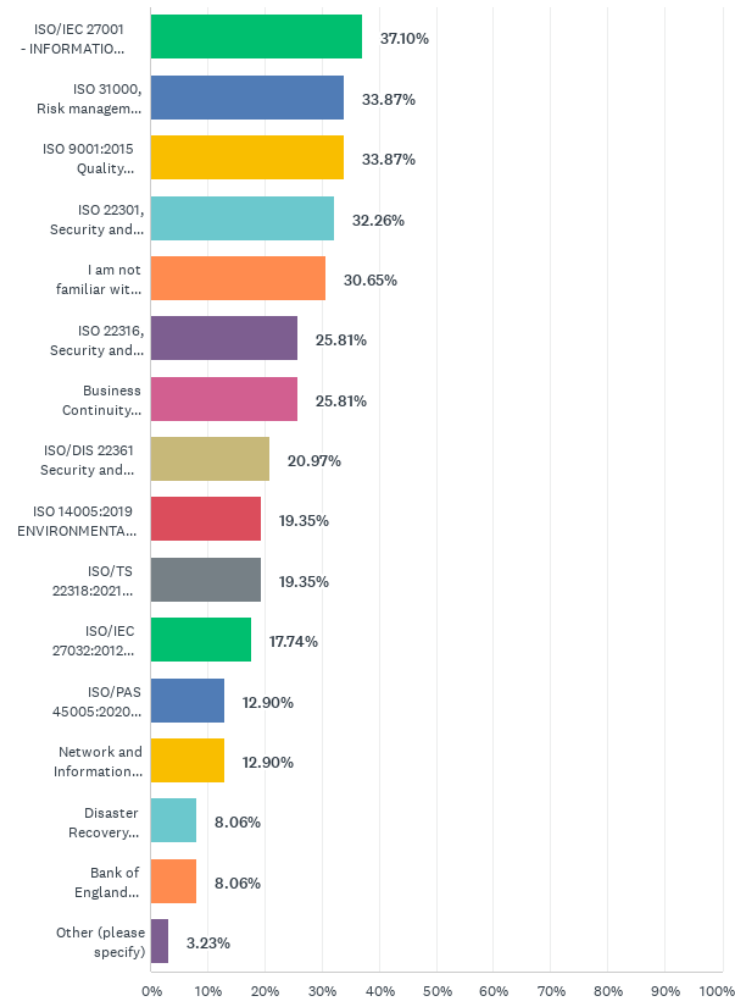
Familiarity with
Organizational Resilience
Disciplines

Knowledge Is Out There

Close to 70% of all respondents claimed some kind of familiarity with business continuity management as a separate discipline of organizational resilience.

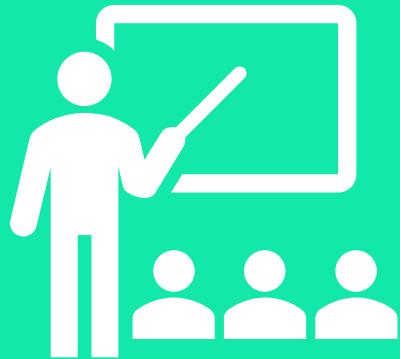
Likewise, appreciation of international standards as relevant to organizational resilience is widespread.

Which of the following documents, standards and regulations do you deem relevant to build organizational resilience?



Familiarity with Organizational Resilience Disciplines

There Is Still Work To Do

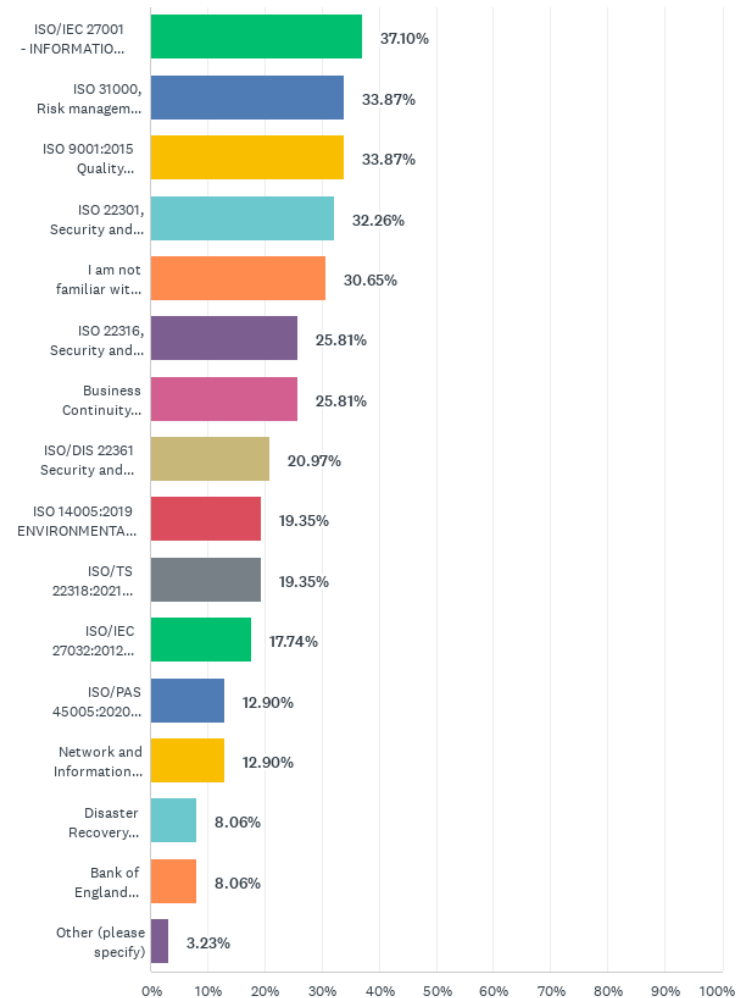


A sizeable portion of respondents (30%) indicated no familiarity whatsoever with **any** of the more common international standards.

Likewise, knowledge of single disciplines seems to be “siloed off”, and there is conflicting evidence on whether professionals currently adopt or even appreciate the need for an integrated disciplinary approach.

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Which of the following documents, standards and regulations do you deem relevant to build organizational resilience?





The Market's Concerns

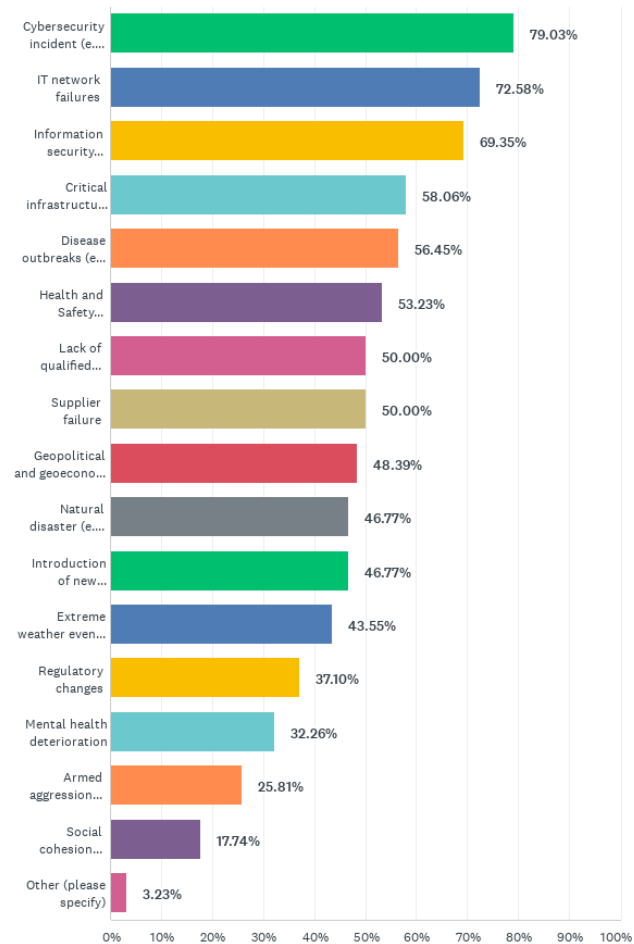
Hard Problems First

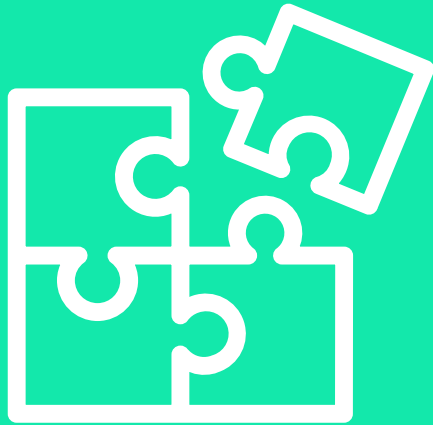
Organizational resilience concerns are most felt in the technology and infrastructure fields, risks regarding which are consistently ranked as top concerns.

Respondents display good awareness, however, of other “softer” or more indirect challenges to organizational resilience.

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Which of the following challenges do you consider relevant to your organization?





Obstacles to Resilience

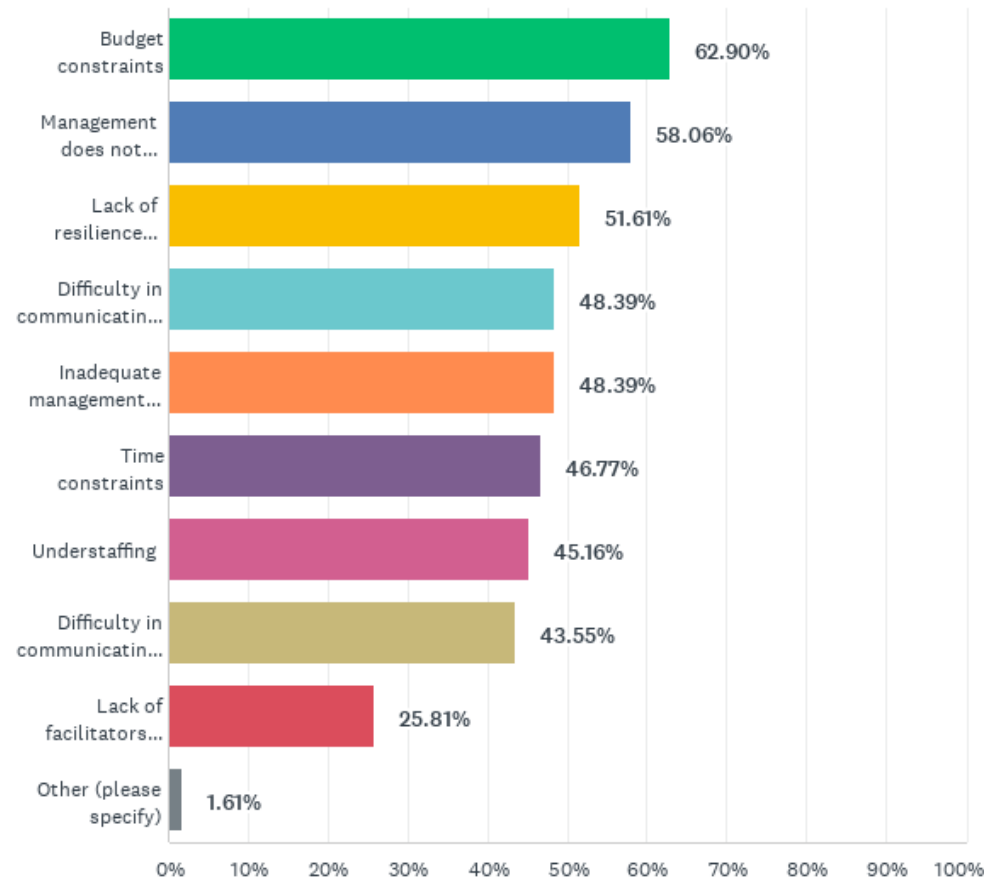
It Starts From The Start

Across disciplines, respondents display a consistent and marked attention to lack of discipline awareness, management support, and budgetary constraints as their main obstacles.

Indeed, other obstacles which produced high recognition in the respondents tended to be correlated with one of the three aforementioned elements.

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Which of the following do you consider to be challenges to building organizational resilience?



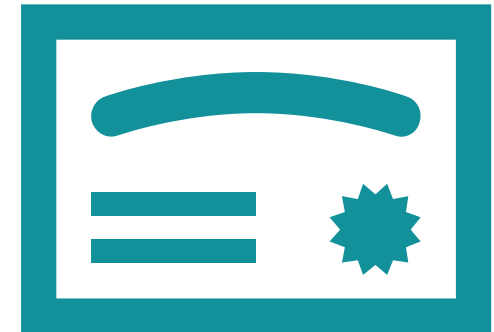
Findings About Best Practices

Key Finding #1: Significant Lack of Professional Certification Requirements

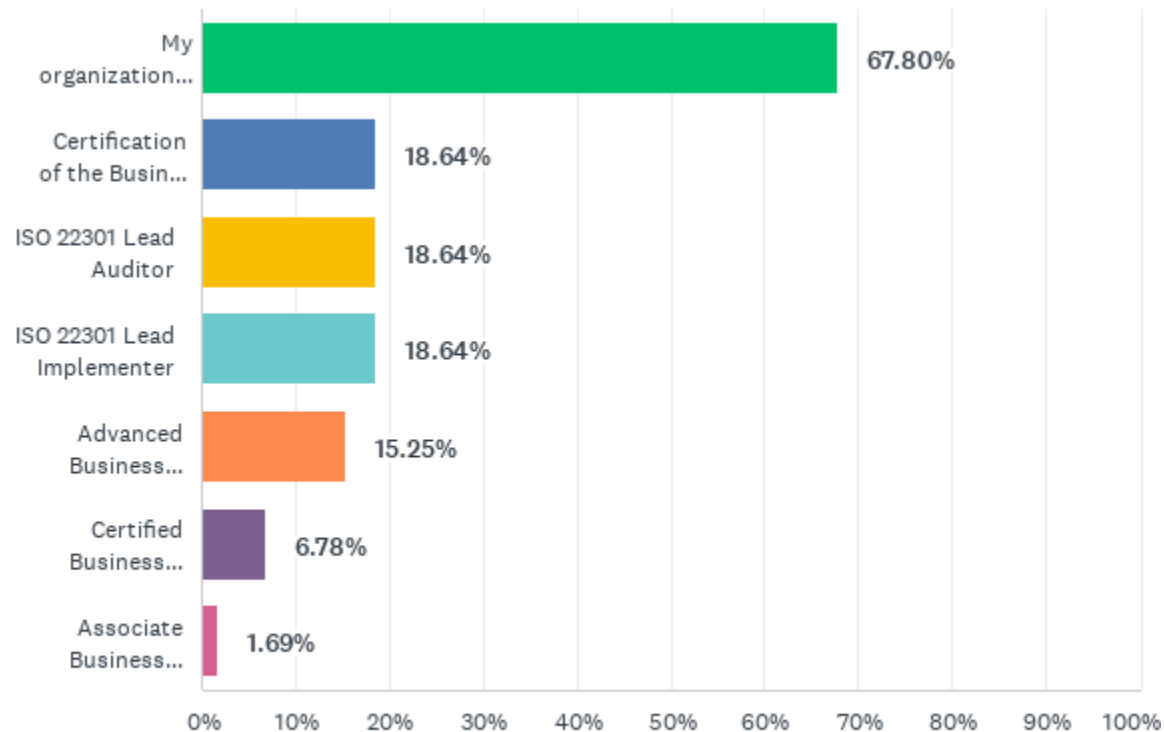
No Need for Education

Consistently across the various disciplines, an average of greater than 60% of respondents indicated that their organization does not require relevant professional certifications for its resilience team members.

This shows a clear weakness in the embedding of the resilience professions compared to other, even more common, organizational roles, such as, for example project management.



Which certification does your organization require of its business continuity professionals?



Key Finding #2: Lack of Urgency Towards Digitalization

Analogue Over Digital

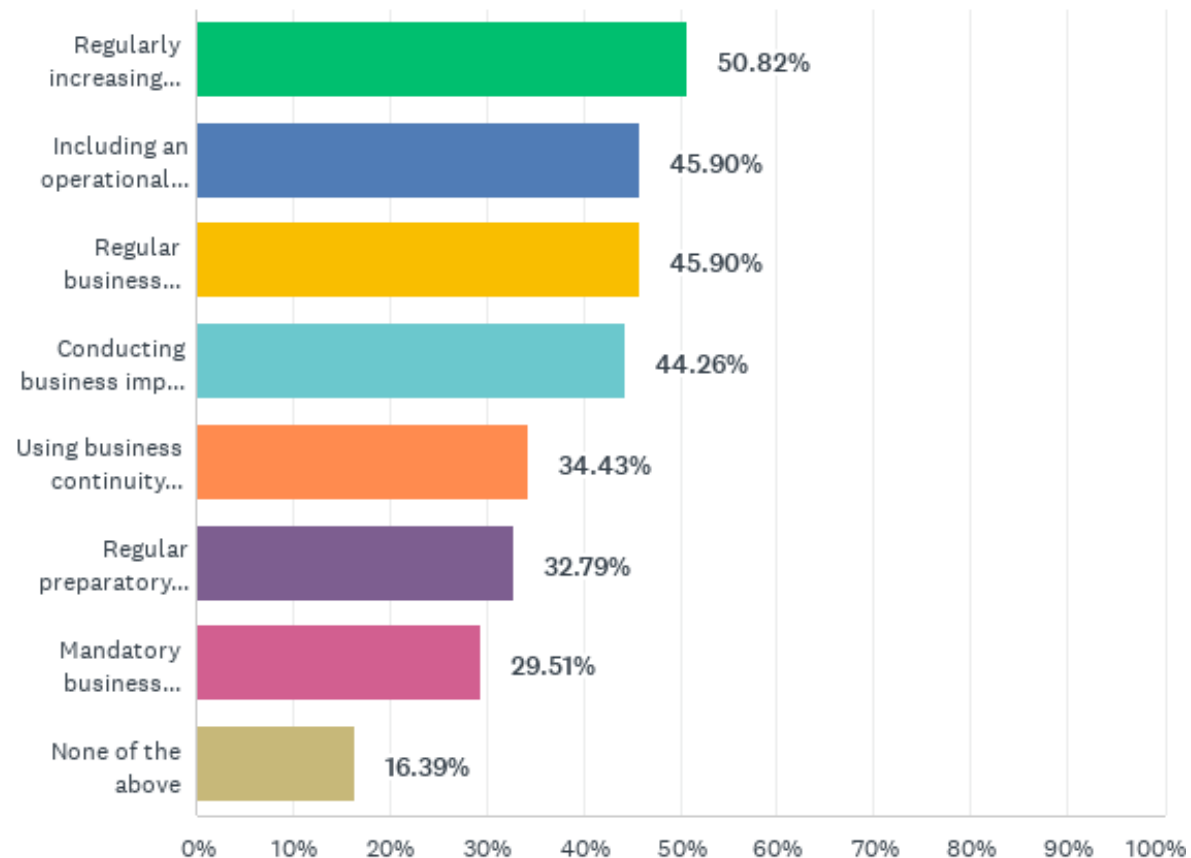
Only 34% of respondents consider adopting business continuity management software a best practice, while only 39% of respondents consider adopting a technological crisis management solution of any kind a best practice.

These findings point to a field of practice that is still resistant to the introduction of technological and/or software aid for resilience efforts.

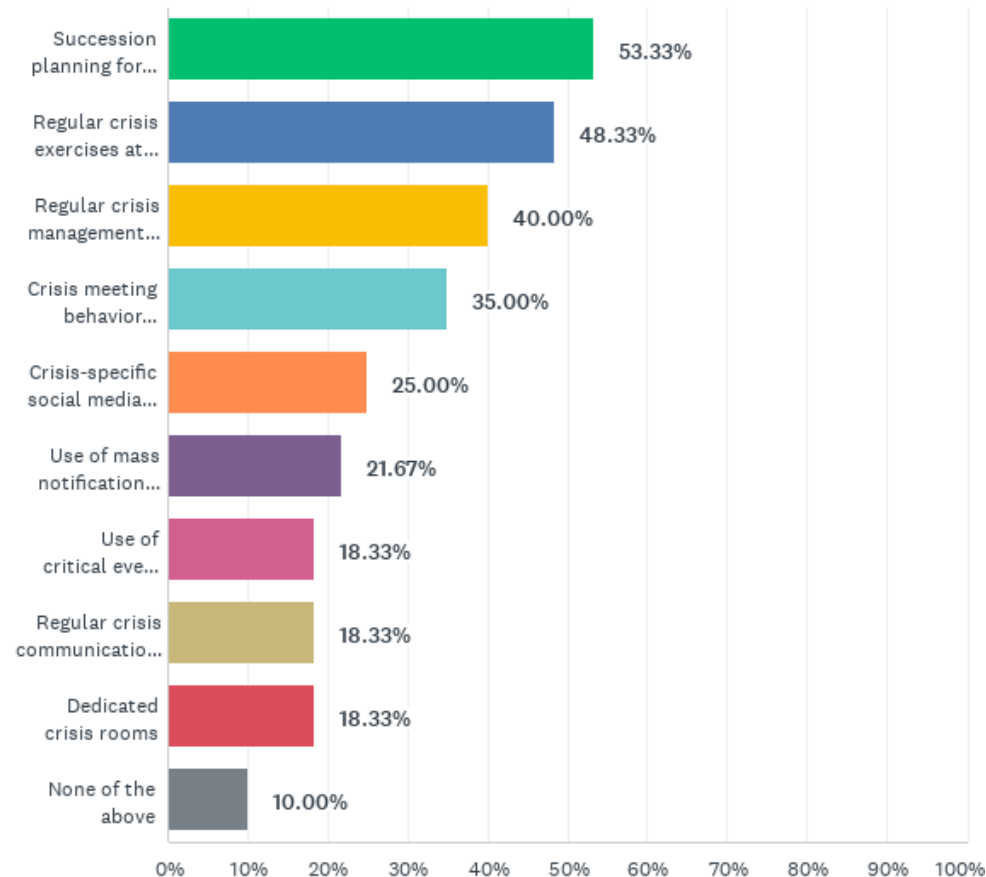


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Which of the following business continuity management best practices do you employ in your organization?



Which of the following crisis management best practices do you employ in your organization?

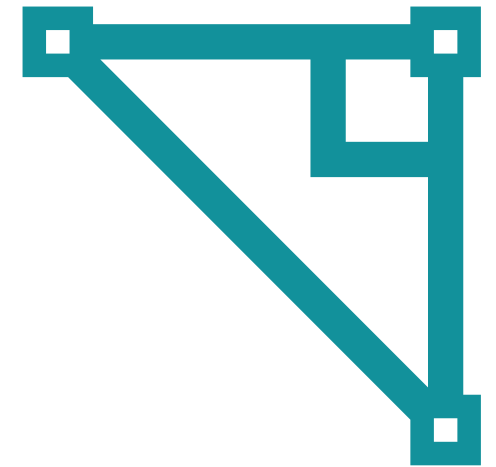


Key Finding #3: Embedding Activity Focus Is Too Narrow

So Close But So Far

Across disciplines, respondents do indicate that training efforts of different kinds are best-practices, but the kind of training efforts they recommend in greater numbers are “standard” training efforts, narrowly task-oriented.

Training as awareness and training as a purveyor of operational efficiency seem to be undervalued, when they should be pillars of any resilience effort.



Which of the following business continuity management best practices do you employ in your organization?

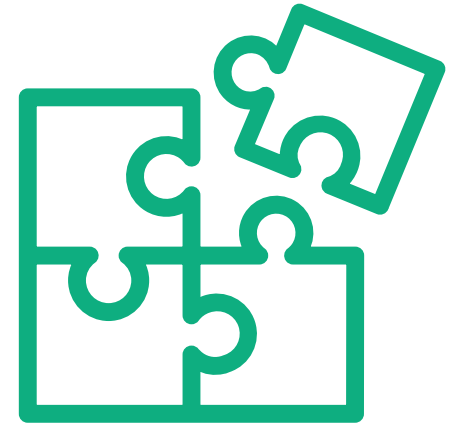
ANSWER CHOICES	RESPONSES	
Regularly increasing exercise and testing difficulties	50.82%	31
Including an operational risk and threat assessment in your analysis efforts	45.90%	28
Regular business continuity training for staff with key business continuity roles and responsibilities	45.90%	28
Conducting business impact analyses (BIAs) at multiple organizational levels	44.26%	27
Using business continuity management software	34.43%	21
Regular preparatory workshops to facilitate business continuity management activities	32.79%	20
Mandatory business continuity awareness for new hires	29.51%	18
None of the above	16.39%	10
Total Respondents: 61		

Key Finding #4: Cooperating Is Lacking

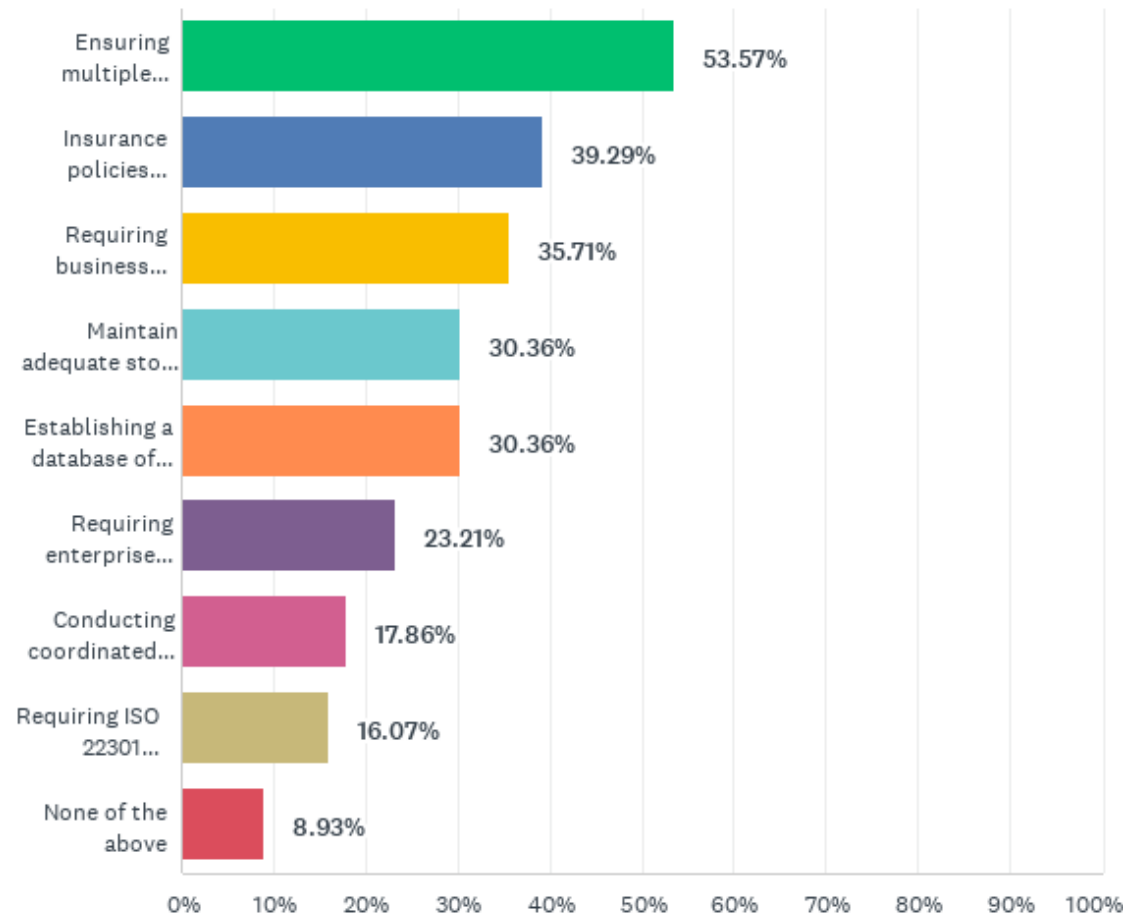
Walking Alone

No more than 18% of respondents work in organizations where coordinated exercises with suppliers are conducted and where cyber-attack-related information sharing with other affected companies occurs.

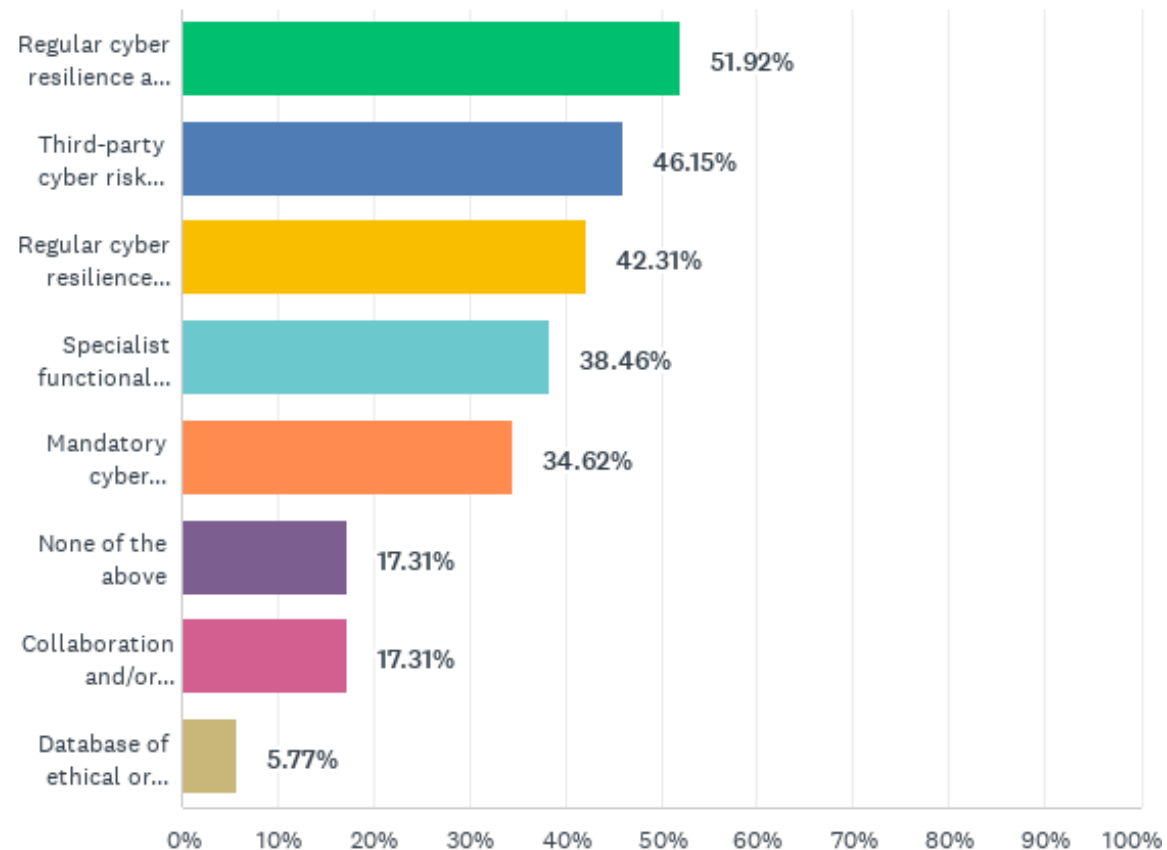
This indicates a widespread reluctance to foster, plan for, and commit to a systemic response in the face of systemic problems affecting organizations.



Which of the following supply chain resilience best practices does your organization employ?



Which of the following cyber resilience best practices does your organization employ?



THANK YOU!



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