

BRM SALARY SURVEY



2016
BRM Salary Survey

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INTRODUCTION **03**

DEMOGRAPHICS **04**

Participating Countries	04
Industry Affiliation	05
Organization Size	06
Years of Experience	07
Job Level	08
Job Title	08
Partner Groups and Represented Business Functions	09
Education Level and Certifications	10

COMPENSATION ANALYSIS **12**

United States	12
Canada	15
United Kingdom	17
Australia	19
Denmark	21
India	23
Mexico	24
Belgium	25
Brazil	26
Italy	27

CONCLUSIONS **28**

CLOSING REMARKS **29**

Business Relationship Management Institute (BRM Institute) is the world's premier membership, professional development, and certification organization dedicated to serving the global business relationship management (BRM) community.

BRM Institute provides world-class professional membership and development programs to advance the art and discipline of business relationship management and help maximize the BRM capability within organizations. Incorporated as a nonprofit corporation in February 2013, BRM Institute has seen a rapid growth in membership and enthusiastic adoption of its professional training and certification offerings in a short amount of time.

This report presents the results of the Institute's second BRM Salary Survey, based on the responses of over 600 BRM professionals across the globe. BRM Institute would like to thank every survey participant who contributed towards an improved understanding of current BRM compensation trends, as well as Instrumental BRM for their sponsorship of this research and their continued support of the global BRM community.

This report is divided into two sections: Demographics and Compensation Analysis. The former provides a summary of demographic data supplied by survey respondents, whereas the latter section provides a more detailed overview of survey responses from countries that provided an adequate number of responses for substantive analysis. All compensation data was reported using local currency, with the U.S. dollar currency conversion rate provided for reference. The U.S. dollar currency conversion rates are based on published data from February 20, 2017.



PARTICIPATING COUNTRIES

The survey invitations for the 2016 BRM Institute Annual Salary Survey were distributed to the global BRM community via BRM Institute member periodicals and social media channels. We received responses from the following 50 countries, an increase from the 40 participating countries from the prior year:

Country of Residence	%	Country of Residence	%	Country of Residence	%
United States	46.5%	Malaysia	0.5%	Colombia	0.2%
United Kingdom	13.6%	Norway	0.5%	Costa Rica	0.2%
Canada	12.8%	Poland	0.5%	Croatia	0.2%
Australia	5.7%	Argentina	0.3%	Cyprus	0.2%
Denmark	1.7%	Egypt	0.3%	Czech Republic	0.2%
India	1.6%	Finland	0.3%	Dominican Republic	0.2%
Mexico	1.4%	Hong Kong (China)	0.3%	Greece	0.2%
Belgium	1.3%	Ireland	0.3%	Hungary	0.2%
Brazil	1.3%	Isle of Man (UK)	0.3%	Indonesia	0.2%
Italy	1.1%	New Zealand	0.3%	Japan	0.2%
France	0.9%	Peru	0.3%	Kuwait	0.2%
Netherlands	0.8%	Saudi Arabia	0.3%	Nigeria	0.2%
Spain	0.8%	Sweden	0.3%	Philippines	0.2%
Germany	0.6%	Switzerland	0.3%	Portugal	0.2%
Singapore	0.6%	US Virgin Islands (USA)	0.3%	Russia	0.2%
South Africa	0.6%	Austria	0.2%	United Arab Emirates	0.2%
El Salvador	0.5%	Burma	0.2%		

Figure 1. Survey Responses by Country



INDUSTRY AFFILIATION

Among the survey responses received, 628 of 632 respondents specified their organization's industry affiliation, with 21 industries represented:

INDUSTRY	% of Responses
Government	12.7%
Education	11.1%
Manufacturing	10.9%
Healthcare and Pharmaceuticals	10.4%
Finance and Financial Services	7.8%
Telecommunications, Technology, Internet and Electronics	7.0%
Professional Services	6.8%
Utilities, Energy, and Extraction	5.7%
Insurance	4.9%
Retail and Consumer Durables	3.5%
Other	3.3%
Food and Beverages	2.8%
Automotive	2.8%
Nonprofit	1.9%
Construction, Machinery, and Homes	1.7%
Agriculture	1.4%
Business Support and Logistics	1.3%
Transportation and Delivery	1.3%
Airlines and Aerospace (including Defense)	1.1%
Entertainment and Leisure	0.6%
Advertising and Marketing	0.3%

Figure 1. Survey Responses by Industry



ORGANIZATION SIZE

Among the 628 responses received, 59.8% of the respondents reported working as BRMs in organizations with more than 5,000 employees; 24.1% reported working for organizations that employ between 1,000 and 5,000 people; 8.3% reported working for medium-sized organizations that employ between 250 and 1,000 people; and 7.8% of survey participants reported working for organizations with fewer than 250 employees (Figure 2). This growth trend aligns with other industry data, including reports distributed and events held by Leading Edge Forum (LEF), a research and advisory firm that publishes work relevant to the field of business relationship management. Both BRM Institute and LEF agree that enterprise health is supported by “the creation of value from technology strategy”¹—the truest measurement of effective business relationship management practices within an organization. Additionally, while the role and practice of business relationship management has deepest roots in technology, other teams including finance, human resources, and facilities are leveraging BRM capabilities to drive greater value from investments via solid strategic planning paired with more Agile delivery models.²

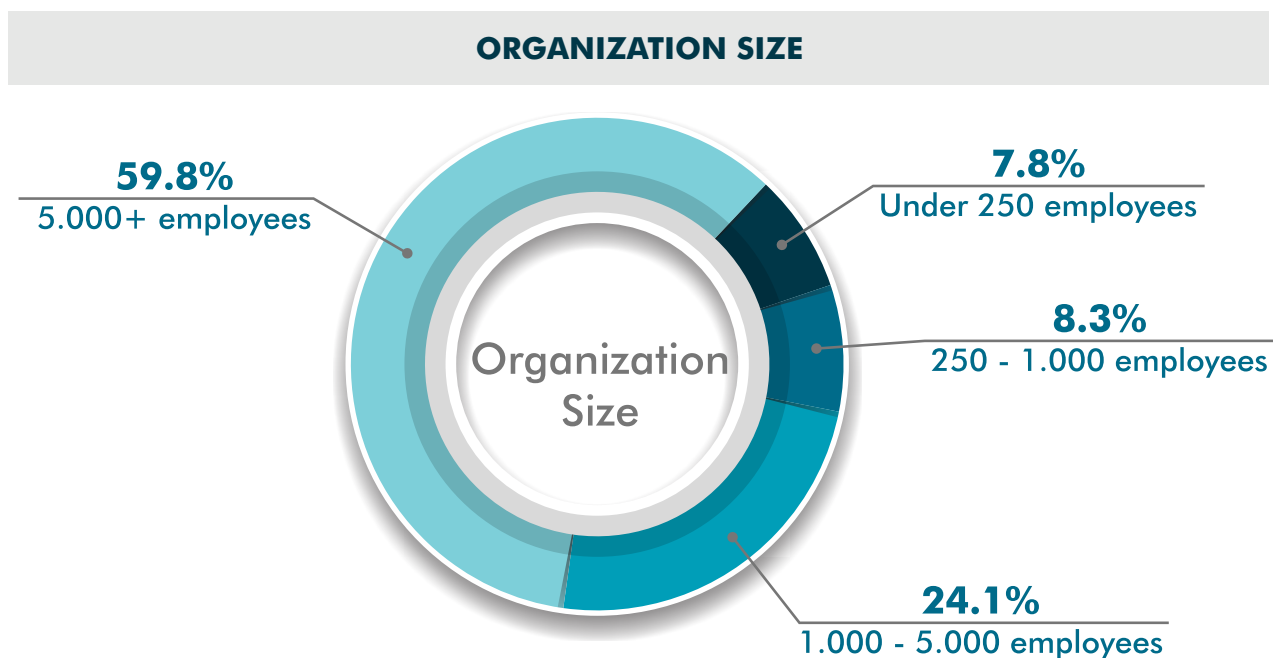


Figure 2. Survey Responses by Organization Size

¹ "BRMs Must Add Digital Business Leadership (DBL) Skills to their Toolkit to Remain Successful – Presented on 13 October 2016 at BRM Regional Briefing, London, UK." *Leading Edge Forum Home*. Leading Edge Forum, 17 Oct. 2016. Web. 14 Feb. 2017.

² Brusnahan, Jim, Aaron Monroe, Aaron Barnes, and Starla Borges. "A Perfect Union: BRM and Agile Development and Delivery." BRM Institute. N.p., 17 Apr. 2017. Web. <https://brm.institute/white-paper-brm-and-agile/>.



YEARS OF EXPERIENCE

Among this year’s survey respondents, 27.4% reported being expert BRM practitioners with more than five years of BRM experience. Business relationship managers with two-to-five years of professional BRM experience make up a majority (54.5%) of survey respondents (Figure 3). Additionally, 18.1% of BRMs reported having worked for less than one year in their current position.

As hiring managers work to develop and publicize available positions, it may be helpful to consider the distribution shown in Figure 3. In long-defined roles across the industry (such as director, senior manager and other various management roles, etc.), it is typical to seek individuals with 10+ years of experience within the role. With only 11.4% of survey respondents claiming 10 or more years in the field, job descriptions with specific BRM tenure requirements may see a lower number of responses than anticipated. The second illustration in this section (Figure 4) provides information regarding career experiences of BRM participants, which can be leveraged when developing job descriptions.

YEARS of BRM EXPERIENCE

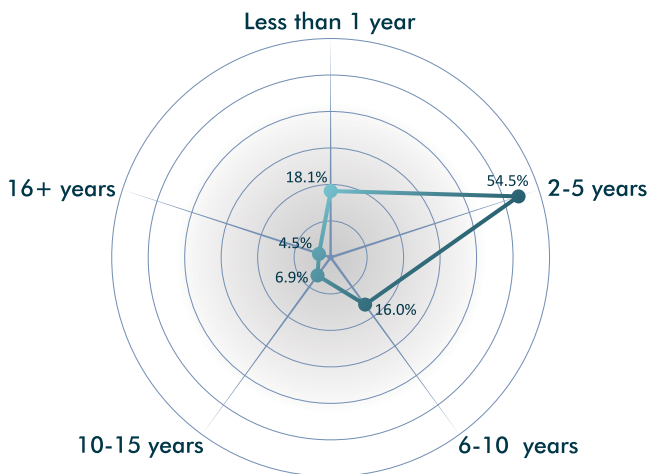


Figure 3. Survey Responses by Years of BRM Experience

YEARS of INDUSTRY EXPERIENCE

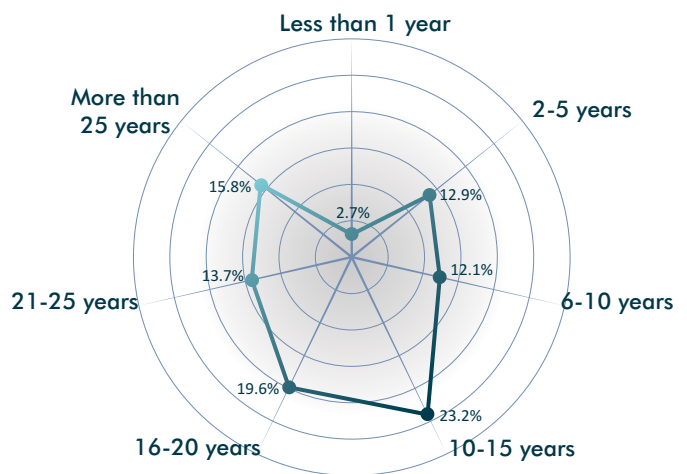


Figure 4. Survey Responses by Years of Industry Experience



DEMOGRAPHICS

JOB LEVEL

Figure 5 illustrates the organizational job levels reported by respondents. Compared to the year 2015, the number of BRM respondents in manager and director levels reduced slightly, with increases in individuals reporting analyst and “other” job levels.

As more organizations build out and apply Agile work methods³, it is likely that more and more BRMs will be in a position to focus their management efforts on the relationships that fall within their responsibility, rather than managing resources and resource budgets. As organizations continue to modify their hierarchies and methods of work, it is likely that job level statistics will continue to fluctuate.

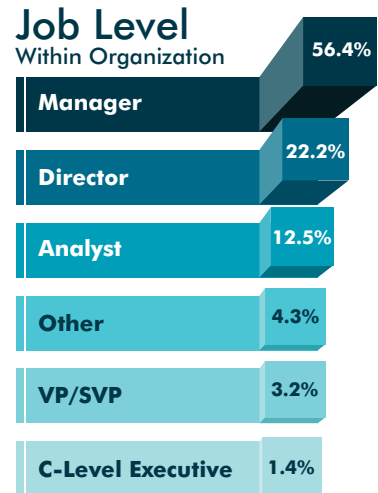


Figure 5. Survey Responses by Job Level

JOB TITLE

The formal job titles (see Figure 6) assigned to respondents working in the field of business relationship management echo the job level data from the prior section. Compared to survey responses in 2015, the number of individuals working as a “business relationship manager” has decreased by 13%, and the number reporting titles as “other” has increased by 13%. Again, as organizations work through evolution processes, we anticipate that titles and levels will also shift, as will all other roles within these organizations. As the work of business relationship management becomes less role-reliant and more of an organizational capability, we also anticipate that organizations will continue to seek out skilled (by way of training and experience) relationship professionals as an integral means of maintaining a healthy and thriving enterprise.

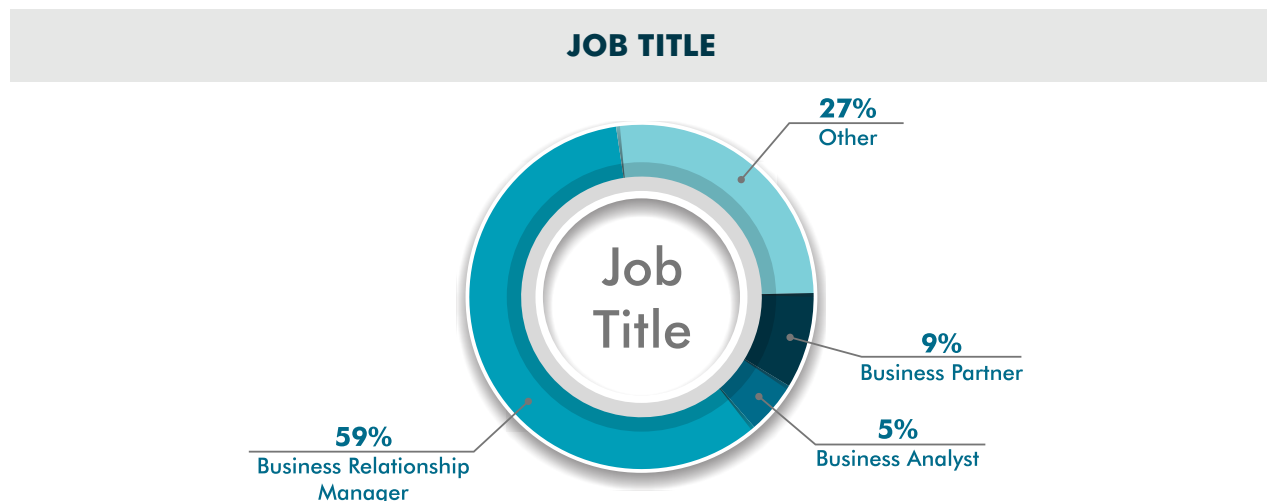


Figure 6. Survey Responses by Job Title

³ <https://brm.institute/white-paper-brm-and-agile/>.



PARTNER GROUPS AND REPRESENTED BUSINESS FUNCTIONS

The last survey demographic reviewed in this section is that of Partner Groups and Represented Business Functions. As in the 2015 survey, we again see information technology leading in both categories. In line with industry trends, the strongest growth in both partner groups and represented business functions are human resources and finance, followed by other groups with primary internal stakeholders (internal business unit members), versus primary external stakeholders (end-customer/consumer for the product/service). Figures 7 and 8 provide detailed distribution information.

PARTNER GROUP by INDUSTRY

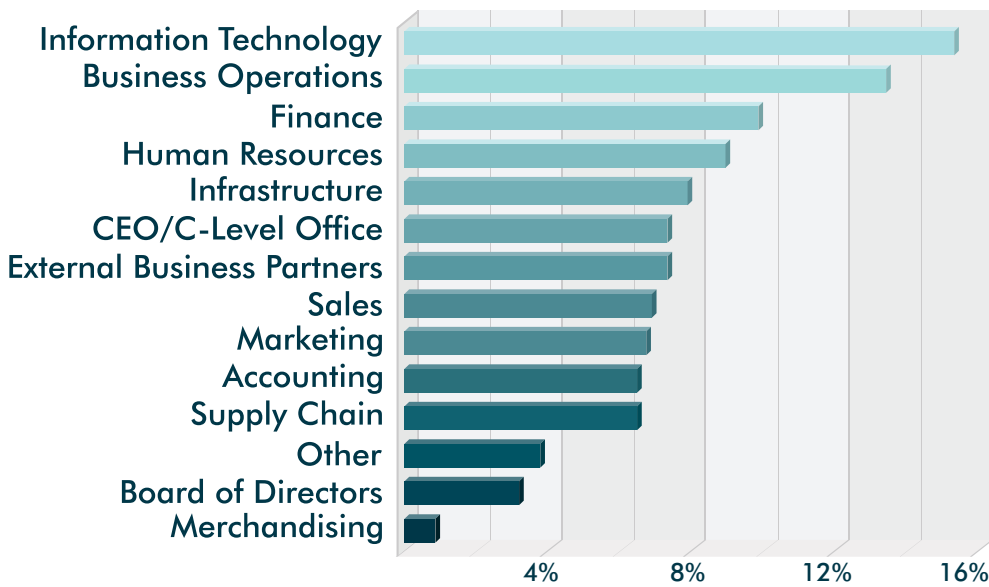


Figure 7. Survey Responses by Partnering Groups

BRM-REPRESENTED BUSINESS FUNCTION

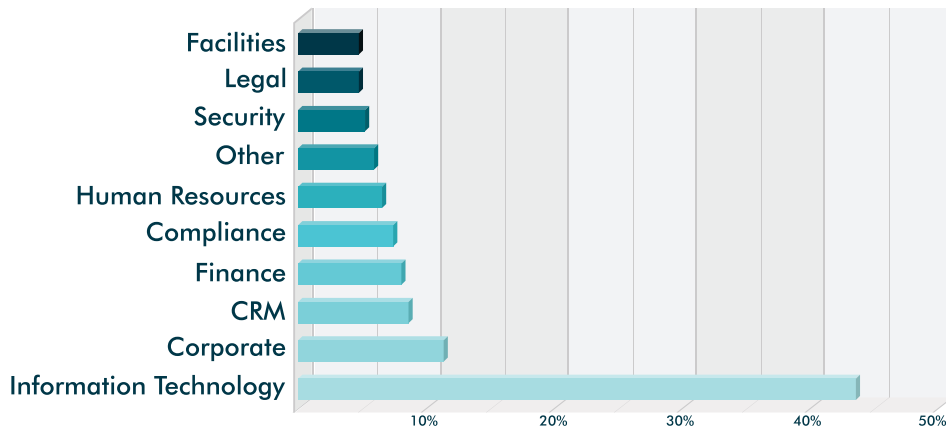


Figure 8. Survey Responses by Represented Business Function



EDUCATION LEVEL AND CERTIFICATIONS

In Figure 9, 85% of respondents reported being college graduates and/or individuals who have either begun or completed graduate school. This is in line with industry expectations of BRMs in the areas of general, industry, and strategic knowledge. As most BRMs engage in strategic discussions and problem-solving with executive-level partners, it is necessary to obtain an educational background that sets the foundation for those conversations.

Figure 10 demonstrates the highest certification percentage in ITIL V3 Foundation, which is unsurprising given the high number of technology-partnering survey participants referenced in the prior section. Business Relationship Management Professional (BRMP®) runs second with 42.4%, with sister certification CBRM® (introduced in May 2016) entering the ranks at 4.1%. “Other” certifications come in third at 31.9% and include a wide array of offerings, many of which might be deemed either partner group or represented business function areas of expertise.

This distribution is both expected and recommended for BRMs, as it is necessary to learn, speak, and “think” the language, processes, and norms of both the function they represent and the business areas with which they partner.

HIGHEST EDUCATION LEVEL COMPLETED	% Holding Certification
Some high school or less	1%
Graduated from high school	6%
One year of college	2%
Two years of college	3%
Three years of college	4%
College graduate	40%
Some graduate school	5%
Completed graduate school	40%

Figure 9. Survey Responses by Highest Level of Education Completed



CERTIFICATIONS HELD BY RESPONDENTS	% Holding Certification
ITIL® v3 Foundation	53.9%
Business Relationship Management Professional (BRMP®)	42.4%
Other (various industry offerings)	31.9%
Project Management Professional (PMP®)	22.7%
Six Sigma Green Belt	9.8%
ITIL® v3 Intermediate	8.7%
ITIL® v3 Expert	5.9%
Certified Business Relationship Manager (CBRM®)	4.1%
Certified Business Analysis Professional (CBAP®)	3.9%
Six Sigma Black Belt	2.0%
Certified Information Systems Auditor (CISA)	1.5%
Certification of Competency in Business Analysis (CCBA®)	1.3%
Certified Information Systems Security Professional (CISSP)	1.3%
The Professional in Human Resources (PHR®)	0.7%
Certified in Risk and Information Systems Control (CRISC)	0.4%
Certified Information Security Manager (CISM)	0.4%

Figure 10. Survey Responses by Certifications Held



In this section of the report, we look at country-specific data and trends, with a portion provided for each country with five or more survey respondents. The country-specific analyses are presented in descending order, based on the number of responses received and the depth of analysis that the collected data permits.



UNITED STATES

INDUSTRY DISTRIBUTION - UNITED STATES

INDUSTRY	% of Responses
Advertising and Marketing	<1%
Agriculture	1%
Airlines and Aerospace (including Defense)	2%
Automotive	3%
Business Support and Logistics	1%
Construction, Machinery, and Homes	1%
Education	8%
Finance and Financial Services	8%
Food and Beverages	2%
Government	11%
Healthcare and Pharmaceuticals	13%
Insurance	5%
Manufacturing	13%
Nonprofit	2%
Real Estate	5%
Professional Services	4%
Retail and Consumer Durables	4%
Telecommunications, Technology, Internet and Electronics	5%
Transportation and Delivery	1%
Utilities, Energy, and Extraction	7%
Other	3%





UNITED STATES

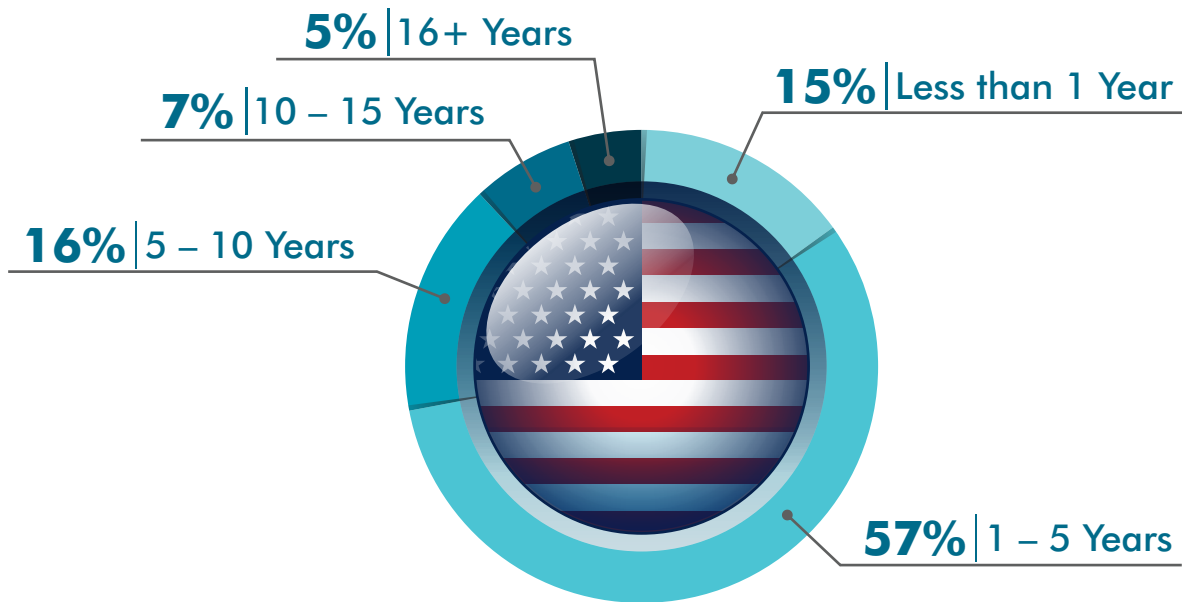
AVERAGE ANNUAL PAY PER INDUSTRY - UNITED STATES

INDUSTRY	Average Annual Pay	Annual Pay Increase*	Annual Bonus*
Airlines and Aerospace	\$151,200	1%-2%	2%-5%
Automotive	\$131,540	3%-4%	5%-10%+
Education	\$98,048	0%-2%	0%-2%
Finance and Financial Services	\$129,826	3%-4%	5%-10%+
Food and Beverages	\$169,200	3%-4%	5%-10%+
Government	\$106,292	3%-4%	0%-2%
Healthcare and Pharmaceuticals	\$160,340	3%-5%	5%-7%
Insurance	\$120,942	3%-5%	5%-10%+
Manufacturing	\$119,602	3%-5%	5%-10%+
Nonprofit	\$119,200	1%-2%	1%-2%
Professional Services	\$127,852	3%-4%	2%-5%
Retail and Consumer Durables	\$115,600	5%-7%	5%-10%+
Telecommunications, Technology, Internet and Electronics	\$121,277	2%-4%	3%-5%
Utilities, Energy, and Extraction	\$191,111	1%-2%	5%-10%+



COMPENSATION ANALYSIS

YEARS IN BRM ROLE



BASE PAY RANGE PER JOB LEVEL - UNITED STATES

JOB LEVEL	Annual Base Pay Range
Analyst	\$45,000-\$160,400
Manager	\$60,000-\$175,000
Director	\$82,900-\$286,000
VP/SVP	\$101,000-\$230,000
C-Level Executive	\$120,000-\$200,000

PAY SATISFACTION RATING PER JOB LEVEL - UNITED STATES

JOB LEVEL	Very Unfair	Unfair	Neutral	Fair	Very Fair
Analyst	2%	14%	24%	33%	27%
Manager	-	18%	27%	31%	24%
Director	-	15%	15%	46%	24%
VP/SVP	-	-	40%	20%	40%
C-Level Executive	-	-	-	-	-





CANADA

INDUSTRY DISTRIBUTION - CANADA

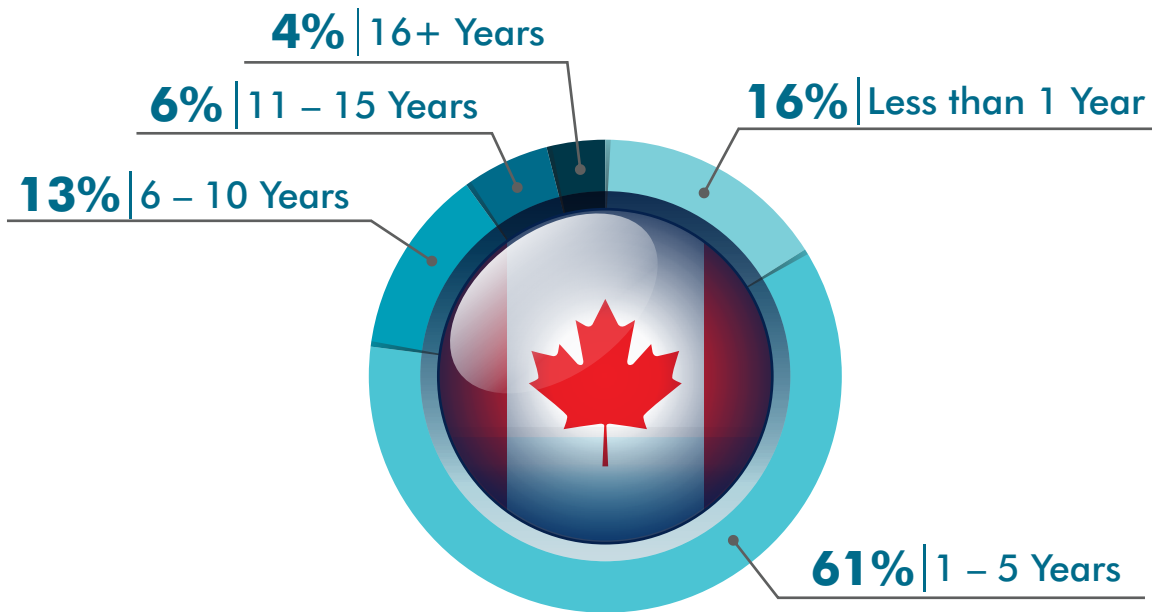
INDUSTRY	% of Responses
Automotive	1%
Business Support and Logistics	1%
Education	6%
Finance and Financial Services	9%
Government	35%
Healthcare and Pharmaceuticals	10%
Insurance	9%
Manufacturing	1%
Professional Services	8%
Telecommunications, Technology, Internet and Electronics	8%
Transportation and Delivery	3%
Utilities, Energy, and Extraction	8%

AVERAGE ANNUAL PAY PER INDUSTRY - CANADA

INDUSTRY	Average Annual Pay	Annual Pay Increase*	Annual Bonus*
Education	112,400CAD	1%–2%	0%
Finance and Financial Services	86,946CAD	1%–2%	5%–10%+
Government	95,523CAD	2%–4%	0%–5%
Healthcare and Pharmaceuticals	86,075CAD	1%–2%	0%–3%
Insurance	87,142CAD	3%–4%	5%–10%
Professional Services	145,400CAD	2%–4%	0%–5%
Telecommunications, Technology, Internet and Electronics	96,800CAD	1%–2%	1%–2%
Utilities, Energy, and Extraction	133,000CAD	0%–2%	5%–10%+



YEARS IN BRM ROLE



BASE PAY RANGE PER JOB LEVEL - CANADA

JOB LEVEL	Annual Base Pay Range
Analyst	\$45,000-\$160,400 CAD
Manager	\$60,000-\$175,000 CAD
Director	\$82,900-\$286,000 CAD
VP/SVP	\$101,000-\$230,000 CAD
C-Level Executive	\$120,000-\$200,000 CAD

* On February 20, 2017: 1CAD=\$0.76292 USD

PAY SATISFACTION RATING PER JOB LEVEL - CANADA

JOB LEVEL	Very Unfair	Unfair	Neutral	Fair	Very Fair
Analyst	-	12%	29%	47%	12%
Manager	5%	14%	41%	35%	5%
Director	-	-	42%	32%	26%
VP/SVP	-	-	-	-	-
C-Level Executive	-	-	-	-	-





UNITED KINGDOM

INDUSTRY DISTRIBUTION - UNITED KINGDOM

INDUSTRY	% of Responses
Automotive	1%
Business Support and Logistics	2%
Construction, Machinery, and Homes	4%
Education	28%
Entertainment and Leisure	5%
Finance and Financial Services	5%
Food and Beverages	9%
Government	10%
Healthcare and Pharmaceuticals	7%
Insurance	5%
Manufacturing	2%
Nonprofit	10%
Professional Services	7%
Retail and Consumer Durables	2%
Telecommunications, Technology, Internet and Electronics	4%
Utilities, Energy, and Extraction	1%

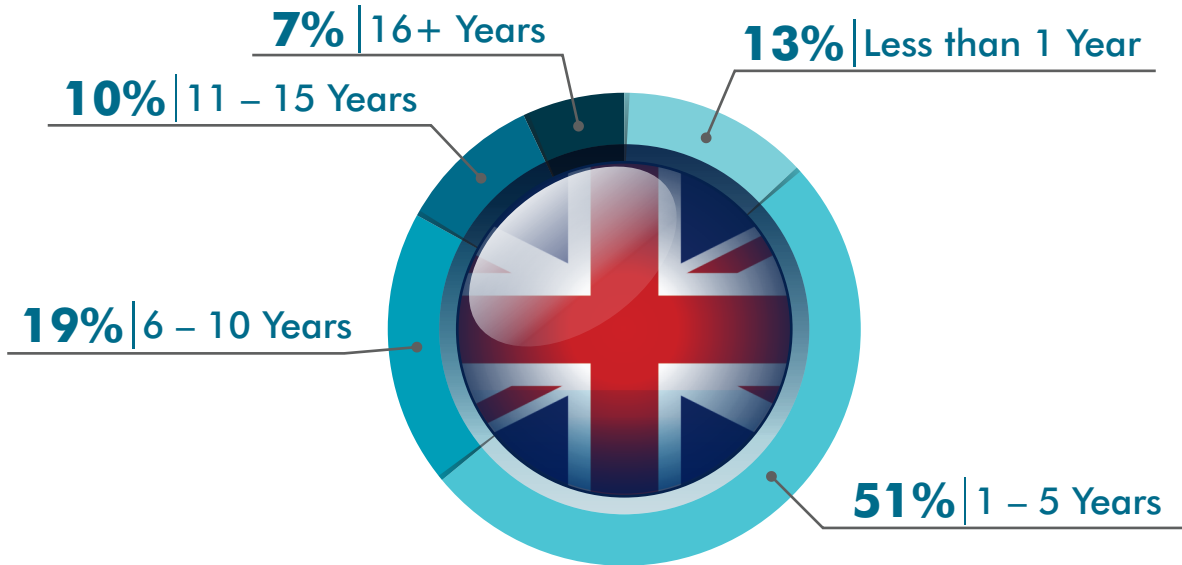
AVERAGE ANNUAL PAY PER INDUSTRY - UNITED KINGDOM

INDUSTRY	Average Annual Pay	Annual Pay Increase*	Annual Bonus*
Education	£49,295	1%–2%	0%–1%
Food and Beverages	£55,166	1%–2%	1%–2%
Government	£43,937	1%–2%	0%
Healthcare and Pharmaceuticals	£57,500	1%–2%	0%
Professional Services	£90,000	3%–6%	5%–10%
Telecommunications, Technology, Internet and Electronics	£85,000	3%–4%	3%–5%

* On February 20, 2017: £1=\$1.25 USD.



YEARS IN BRM ROLE



BASE PAY RANGE PER JOB LEVEL - UNITED KINGDOM

JOB LEVEL	Annual Base Pay Range
Analyst	N/A
Manager	£28,000–£200,000
Director	£60,000–£120,000
VP/SVP	N/A

PAY SATISFACTION RATING PER JOB LEVEL - UNITED KINGDOM

JOB LEVEL	Very Unfair	Unfair	Neutral	Fair	Very Fair
Manager	-	16%	35%	39%	10%
Director	-	-	43%	57%	-





AUSTRALIA

INDUSTRY DISTRIBUTION - AUSTRALIA

INDUSTRY	% of Responses
Agriculture	3%
Business Support and Logistics	6%
Construction, Machinery, and Homes	3%
Education	33%
Finance and Financial Services	3%
Government	25%
Healthcare and Pharmaceuticals	3%
Insurance	3%
Manufacturing	3%
Professional Services	3%
Telecommunications, Technology, Internet and Electronics	8%
Utilities, Energy, and Extraction	8%

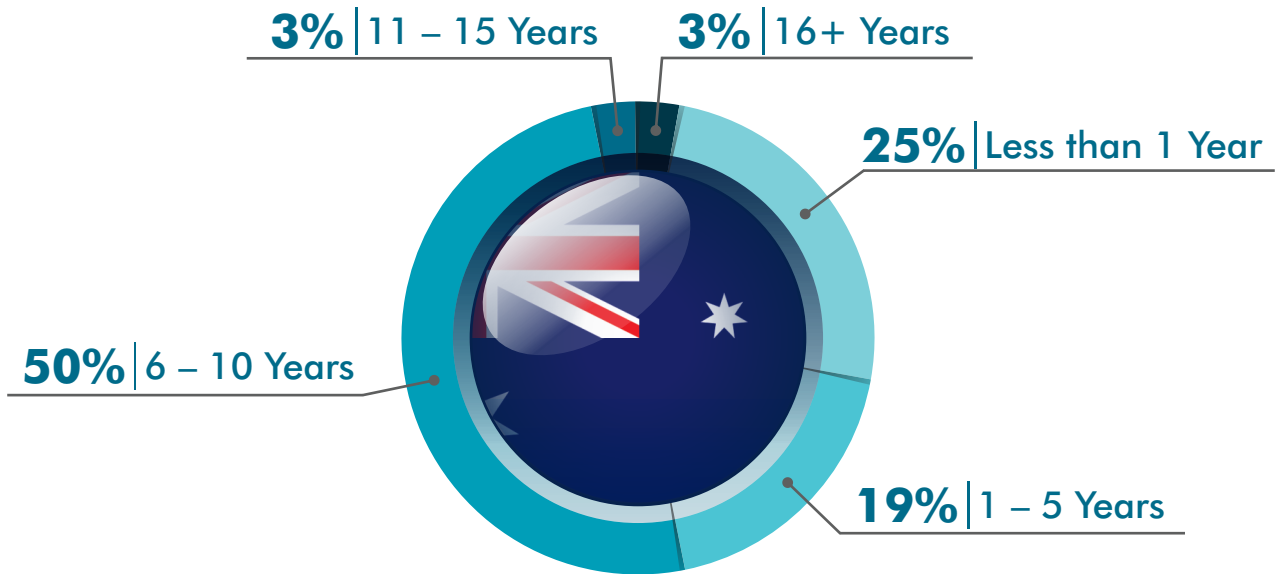
AVERAGE ANNUAL PAY PER INDUSTRY - AUSTRALIA

INDUSTRY	Average Annual Pay	Annual Pay Increase*	Annual Bonus*
Education	137,929AUD	3%–4%	1%–3%
Government	118,500AUD	1%–3%	0%–1%

*On February 20, 2017, \$1 AUD=\$0.77 USD.



YEARS IN BRM ROLE



BASE PAY RANGE PER JOB LEVEL - AUSTRALIA

JOB LEVEL	Annual Base Pay Range
Analyst	70,000–130,000AUD
Manager	78,500–200,000AUD
Director	N/A
VP/SVP	N/A

PAY SATISFACTION RATING PER JOB LEVEL - AUSTRALIA

JOB LEVEL	Very Unfair	Unfair	Neutral	Fair	Very Fair
Analyst	25%	25%	25%	25%	-
Manager	-	4%	27%	50%	19%





DENMARK

INDUSTRY DISTRIBUTION - DENMARK

INDUSTRY	% of Responses
Education	9%
Healthcare and Pharmaceuticals	9%
Manufacturing	55%
Telecommunications, Technology, Internet and Electronics	9%
Transportation and Delivery	18%

AVERAGE ANNUAL PAY PER INDUSTRY - DENMARK

INDUSTRY	Average Annual Pay	Annual Pay Increase*	Annual Bonus*
Manufacturing	731,980DKK	1%–4%	3%–4%

*On February 20, 2017, \$1 DKK=\$0.14 USD

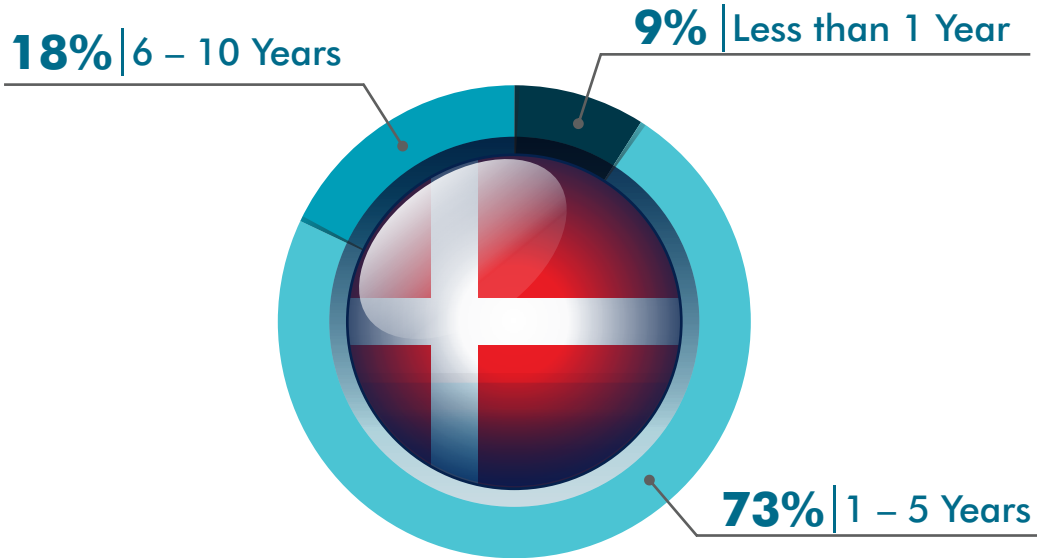
BASE PAY RANGE PER JOB LEVEL - DENMARK

JOB LEVEL	Annual Base Pay Range
Analyst	N/A
Manager	500,000–690,000DKK
Director	N/A
VP/SVP	N/A



COMPENSATION ANALYSIS

YEARS IN BRM ROLE



PAY SATISFACTION RATING PER JOB LEVEL - DENMARK

JOB LEVEL	Very Unfair	Unfair	Neutral	Fair	Very Fair
Manager	-	-	75%	25%	-



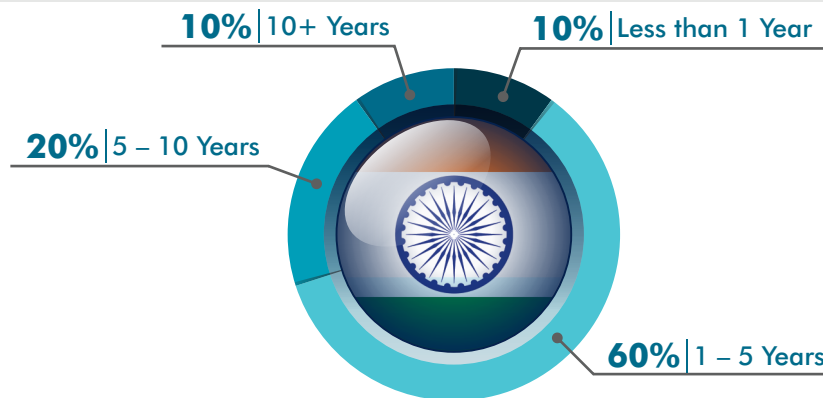


INDIA

INDUSTRY DISTRIBUTION - INDIA

INDUSTRY	% of Responses
Agriculture	10%
Education	10%
Finance and Financial Services	10%
Healthcare and Pharmaceuticals	20%
Manufacturing	10%
Professional Services	10%
Telecommunications, Technology, Internet and Electronics	20%
Utilities, Energy, and Extraction	10%

YEARS IN BRM ROLE



BASE PAY RANGE PER JOB LEVEL - INDIA

JOB LEVEL	Annual Base Pay Range
Analyst	N/A
Manager	100,455–16,005,830INR
Director	N/A
VP/SVP	N/A

* On February 20, 2017, \$1 INR=\$0.15 USD

PAY SATISFACTION RATING PER JOB LEVEL - INDIA

JOB LEVEL	Very Unfair	Unfair	Neutral	Fair	Very Fair
Manager	-	20%	20%	40%	20%



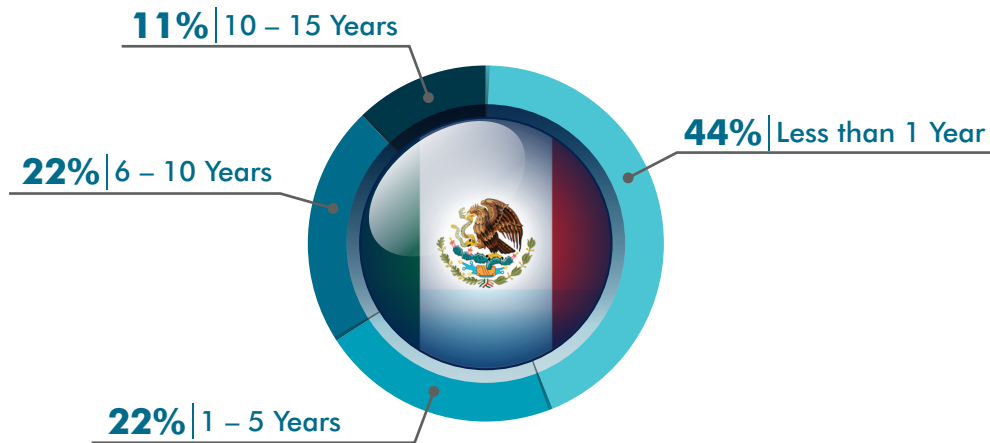


MEXICO

INDUSTRY DISTRIBUTION - MEXICO

INDUSTRY	% of Responses
Automotive	11%
Finance and Financial Services	11%
Manufacturing	22%
Retail and Consumer Durables	33%
Telecommunications, Technology, Internet and Electronics	22%

YEARS IN BRM ROLE



BASE PAY RANGE PER JOB LEVEL - MEXICO

JOB LEVEL	Annual Base Pay Range
Analyst	N/A
Manager	702,000-1,833,300MXN
Director	N/A
VP/SVP	N/A

* On February 20, 2017, \$1 MXN=\$0.049 USD.

PAY SATISFACTION RATING PER JOB LEVEL - MEXICO

JOB LEVEL	Very Unfair	Unfair	Neutral	Fair	Very Fair
Manager	-	20%	-	60%	20%



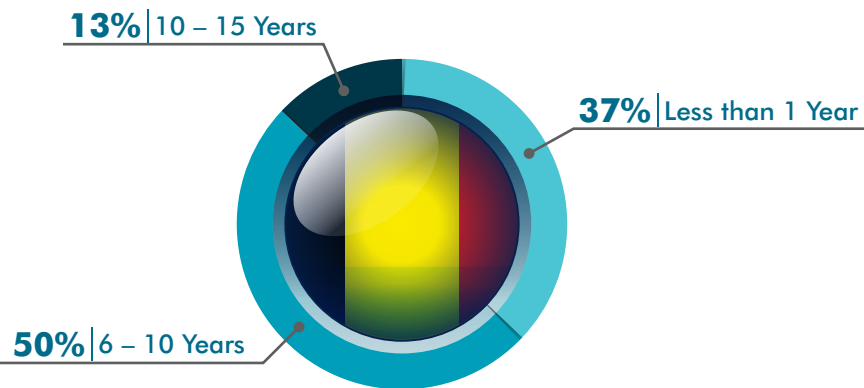


BELGIUM

INDUSTRY DISTRIBUTION - BELGIUM

INDUSTRY	% of Responses
Agriculture	12.5%
Construction, Machinery, and Homes	25%
Healthcare and Pharmaceuticals	12.5%
Insurance	12.5%
Professional Services	25%
Telecommunications, Technology, Internet and Electronics	12.5%

YEARS IN BRM ROLE



BASE PAY RANGE PER JOB LEVEL - BELGIUM

JOB LEVEL	Annual Base Pay Range
Analyst	N/A
Manager	54,000–100,000EUR
Director	N/A
VP/SVP	N/A

* On February 20, 2017, \$1 EUR=\$1.06 USD

PAY SATISFACTION RATING PER JOB LEVEL - BELGIUM

JOB LEVEL	Very Unfair	Unfair	Neutral	Fair	Very Fair
Manager	-	-	60%	40%	-



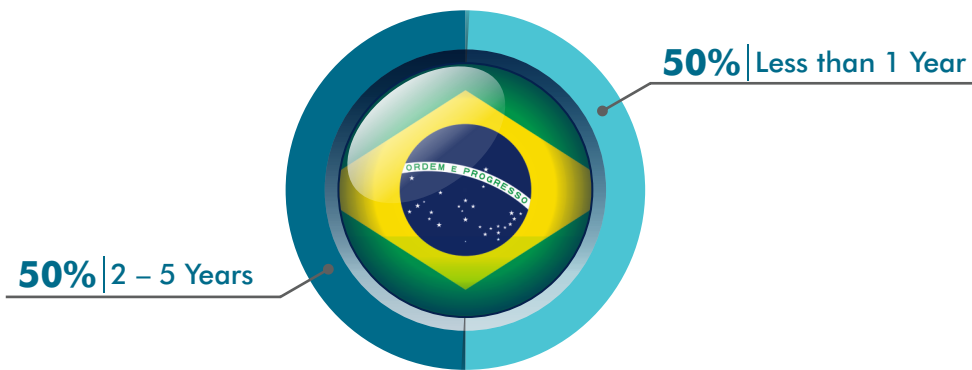


BRAZIL

INDUSTRY DISTRIBUTION - BRAZIL

INDUSTRY	% of Responses
Agriculture	12.5%
Automotive	12.5%
Finance and Financial Services	12.5%
Food and Beverages	12.5%
Manufacturing	37.5%
Professional Services	12.5%

YEARS IN BRM ROLE



BASE PAY RANGE PER JOB LEVEL - BRAZIL

JOB LEVEL	Annual Base Pay Range
Analyst	N/A
Manager	132,000–325,000BRL
Director	N/A
VP/SVP	N/A

* On February 20, 2017, \$1 BRL=\$0.32 USD

PAY SATISFACTION RATING PER JOB LEVEL - BRAZIL

JOB LEVEL	Very Unfair	Unfair	Neutral	Fair	Very Fair
Manager	-	28%	29%	43%	-



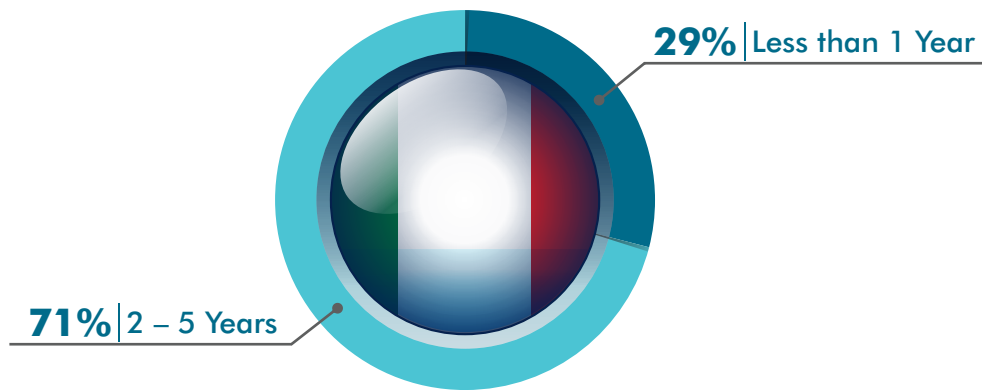


ITALY

INDUSTRY DISTRIBUTION - ITALY

INDUSTRY	% of Responses
Construction, Machinery, and Homes	14%
Finance and Financial Services	42%
Insurance	14%
Professional Services	14%
Telecommunications, Technology, Internet and Electronics	14%

YEARS IN BRM ROLE



BASE PAY RANGE PER JOB LEVEL - ITALY

JOB LEVEL	Annual Base Pay Range
All manager and above levels	25,000–80,000EUR

* On February 20, 2017, \$1 EUR=\$1.06 USD.

PAY SATISFACTION RATING PER JOB LEVEL - ITALY

JOB LEVEL	Very Unfair	Unfair	Neutral	Fair	Very Fair
All manager and above levels	16%	17%	50%	17%	-



The 2016 Business Relationship Management Institute Salary Survey demonstrates considerable change from the 2015 salary survey results. Not only did participant levels more than double from 2015 to 2016, but the number of participating countries also increased by 25%. Nations with an established BRM presence also saw increases in participation, indicating potential growth in both role participation and general interest in roles tied to business relationship management. New data from countries that did not previously participate in the survey could potentially be an indicator of the global growth of business relationship management and would align with industry reports regarding the importance of business strategy translated to enterprise value.

In other areas, the variances are sometimes vast, year over year. With dips and increases spanning double-digits in several categories, and recent industry reporting indicating a fast-moving evolution in organizational designs and the strategies used to best leverage the skills and talents of enterprise resources, meaningful and accurate conclusions are scarce.

For these reasons, Business Relationship Management Institute elects to do as follows:

1. Refrain from leveraging the data captured in projecting the coming state of the industry. With organizations in change cycles that include both enterprise organization and “the work,” using data captured in this survey to predict coming needs and trends would likely prove to be irrelevant.
2. Adopt a three-year survey cycle during this time of rapid change.
3. Expand survey offerings, to be determined by the Business Relationship Management Institute member community.



Several commonly reported demographical data points were deliberately omitted from the survey questionnaire and, consequently, from this report. In this trend-setting guideline for BRM compensation, we felt that it was not appropriate to differentiate between survey responses and reported compensation by gender or age. Business relationship management is a booming professional field with a rapidly growing global demand for qualified specialists, wherein women have been as successful and well-represented as men. Therefore, we have reported on compensation trends to emphasize the incumbents' value based on skill (merit) and BRM role level (responsibility level) rather than gender and age differences.

Business Relationship Management Institute thanks all survey respondents for their participation, as well as our sponsoring partner, Instrumental BRM. Those interested in helping to determine the scope and depth of future surveys or sponsoring future research work are encouraged to contact the Institute at the email below.

We welcome your questions, comments, and suggestions. Please contact us at:

Email: info@brm.institute

Phone: +1.888.848.3012

Business Relationship Management Institute, Inc.

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Everyone should have the opportunity to achieve their **Professional Best.**

It is exciting for us to support the BRM Institute 2016 Annual Survey Report. Salary statistics from all around the world, from a wide array of industries, company sizes, and levels of education, at your finger tips.

Information is a powerful tool.

With this information you can investigate if you are being fairly compensated or decide if a new opportunity is a good one.

As a decision maker, it will help you keep your organization's salaries competitive and fair.

Being informed puts you in the position to perform optimally. Improvement through continuous education and professional development **puts you at the front of the pack.**

Peter Lijnse
Managing Partner
Instrumental BRM Consulting

BRMInstitute
LICENSED LEARNING PARTNER

BRMInstitute
LICENSED CONSULTING PARTNER



INSTRUMENTAL BRM CONSULTING

The power of working in concert



BUSINESS IS BETTER WHEN IT'S LESS ABOUT LOUD AND MORE ABOUT CLEAR!

Knowledge

- BRM Professional (BRMP) Certification Course
- Certified BRM (CBRM) Certification Course
- BRM Introduction Session
- BRM and IT Service Management Workshop
- BRM and Agile Workshop
- Value Management Workshop
- BRM Simulation

Advisory

- BRM Strategic Visioning Workshop
- BRM Capability Improvement
- BRM Assessments and Roadmap Development
- BRM Implementation Guidance
- Organizational Behaviour Management

Coaching

- Individual BRM Coaching
- BRM Team Coaching