

 **BRM Benchmarking**<sup>®</sup>

BUSINESS RELATIONSHIP MANAGEMENT (BRM)

# 2019 **COMPENSATION ANALYSIS REPORT**

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## Introduction

Business Relationship Management Institute, Inc. (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's mission is to inspire the world through globally recognized standards, certifications, research, professional development opportunities, volunteer and networking experiences. It is the home for professionals who leverage the BRM community and BRM standards to satisfy purpose, evolve culture, build partnerships, and drive value.

This is the third report on BRM Compensation provided by BRM Institute. Whereas the first two reports were based on a Salary Survey, this report utilizes the Institute's first data collection period of the new, capacious BRM Benchmarking® program. The BRM Benchmarking® program continuously collects responses from professionals across the globe on subject areas including: compensation, organizational culture, BRM demand and value, BRM capability, and strategic relationships. This report presents the results of the compensation subject area and is based on the responses of 236 BRM professionals across the globe. The data contained herein was gathered between October 2018 and September 2019. BRM Institute would like to thank every benchmark participant who contributed towards an improved understanding of current BRM compensation trends, as well as [Kip Fanta Group](#) for their sponsorship of this research and their continued support of the global BRM community. BRM Institute looks forward to continuing to support this benchmark platform and to building on it for years to come to benefit our single, global BRM community and their organizations.

The following report is divided into three sections: Organizational Demographics, Personal Demographics and Compensation Analysis. The first two sections provide a summary of demographic data supplied by benchmark respondents, whereas the last section provides a more detailed overview of benchmark responses from countries where an adequate number of responses were submitted for substantive analysis. In addition, the Compensation Analysis identifies key variables affecting total compensation. All compensation data reported in U.S. dollars.

**The analysis contained in this report was conducted by [The Institute for Association and Nonprofit Research](#).**

## Organizational Demographics Overview

### Participating Countries

Participants in the 2019 BRM Institute Compensation Benchmark represent 29 countries. The largest share of respondents resides in the United States (55%) followed by the U.K. (11%) and Canada (8%). As a whole, European respondents comprise 23% of the total.

Country of Residence	%	Country of Residence	%	Country of Residence	%
United States	55.3%	Denmark	0.9%	India	0.4%
United Kingdom	11.4%	El Salvador	0.9%	Italy	0.4%
Canada	8.3%	France	0.9%	Norway	0.4%
Australia	3.5%	Ireland	0.9%	Pakistan	0.4%
Germany	2.6%	Netherlands	0.9%	Peru	0.4%
Switzerland	2.2%	Singapore	0.9%	Poland	0.4%
Mexico	1.8%	South Africa	0.9%	Russia	0.4%
Brazil	1.3%	Spain	0.9%	Uganda	0.4%
Saudi Arabia	1.3%	Sweden	0.9%	U.S Virgin Islands	0.4%
Denmark	0.9%	Ghana	0.4%		

Figure 1. Benchmark Responses by Country (n=228)



## Industry Affiliation

Respondents represent 30 different industries. However, more than half (51%) of all participants work in the top five industries: Government/Military (13%), Healthcare (11%), Higher Education (10%), Manufacturing/Operations (9%) and Insurance (8%).

Industry	%
Government/Military	13.0%
Healthcare	10.6%
Higher Education	10.1%
Manufacturing/Operations	9.2%
Insurance	8.2%
Technology	5.8%
Pharmaceutical/Biotech	5.3%
Energy/Utilities	4.3%
Professional Services	4.3%
Banking/Mortgage	3.4%
Consumer Goods	3.4%
Utilities	2.9%
Other	2.9%
Non-Profit/Volunteer	2.4%
Retail	1.9%
Telecommunications	1.9%
Automotive	1.4%
Construction/Facilities	1.4%
Accounting/Finance	1.4%
Hospitality/Travel	1.0%
Aerospace/Aviation	0.5%
Arts/Entertainment/Publishing	0.5%
Business Development	0.5%
Engineering	0.5%
Human Resources	0.5%
Law Enforcement/Security	0.5%
Legal	0.5%
Management/Executive	0.5%
Restaurant/Food Service	0.5%
Transportation/Logistics	0.5%

Figure 2. Benchmark Responses by industry (n=207)

## Organization Size

According to the latest data from the Census Bureau regarding employment by size of company, 53% of the workforce is employed by a company with more than 500 employees.<sup>1</sup> In this benchmark of BRM compensation, 90% of respondents work for employers with more than 1,000 employees. In fact, 30% of respondents work for companies with more than 20,000 employees. This suggests that BRM staff are much more likely to be employed by very large organizations.



Figure 3. Benchmark Responses by Organization Size (n=207)

<sup>1</sup> SOURCE: 2016 Country Business Patterns.

## Personal Demographics

### Gender

Forty percent of respondents are female while the other 60% are male. This differs slightly from the general population in which 51% of adults are female and 49% are male. It's important to recognize a 10% increase in the number of female respondents from 2016 to 2019, which suggests a higher number of females are seeking and achieving BRM roles. Additionally, a 40% female response level is a strong indicator of women in the BRM role, representing a much larger percentage compared to other common organizational roles. For example, Project Management Institute® obtained a 19% female response for its 2018 Salary Survey<sup>2</sup>.

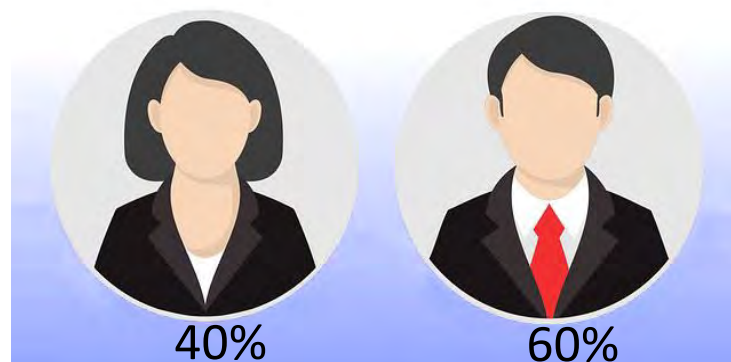


Figure 4. Benchmark Responses by Gender (n=230)

<sup>2</sup> [Project Management 2018 Salary Survey](#) (PDF). Project Management Institute®, January 2018. Pg. 17.

## Age

Most respondents fall between the ages of 30 and 59 years old (92%), with an estimated median age of 46. Female respondents tend to be older, on average, than male respondents. In fact, 43% of women are at least 50 years of age compared to 32% of men.

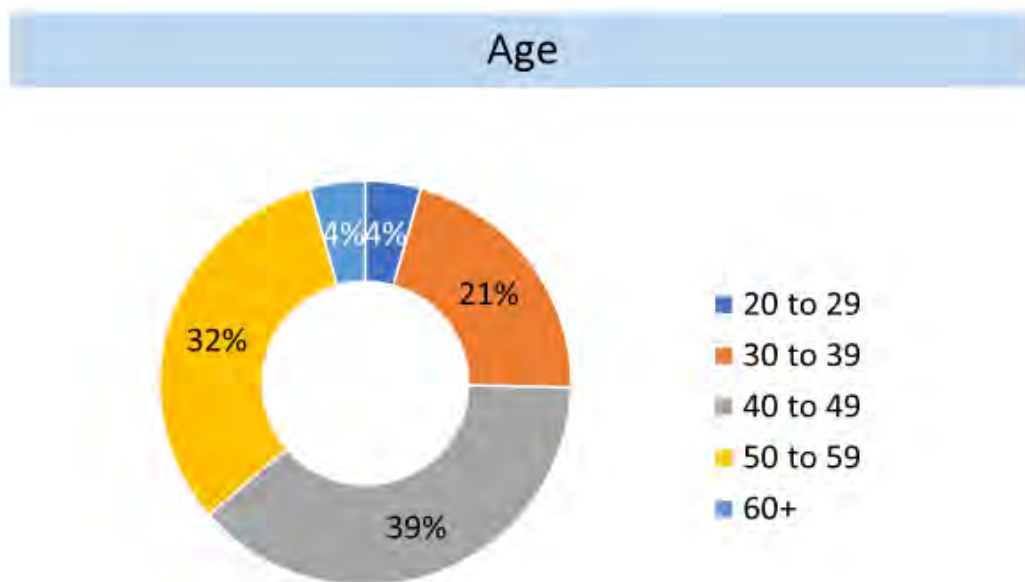


Figure 5. Benchmark Responses by Age (n=230)



## Education and Certifications

Most respondents possess either a bachelor's degree (41%) or a master's degree (32%).

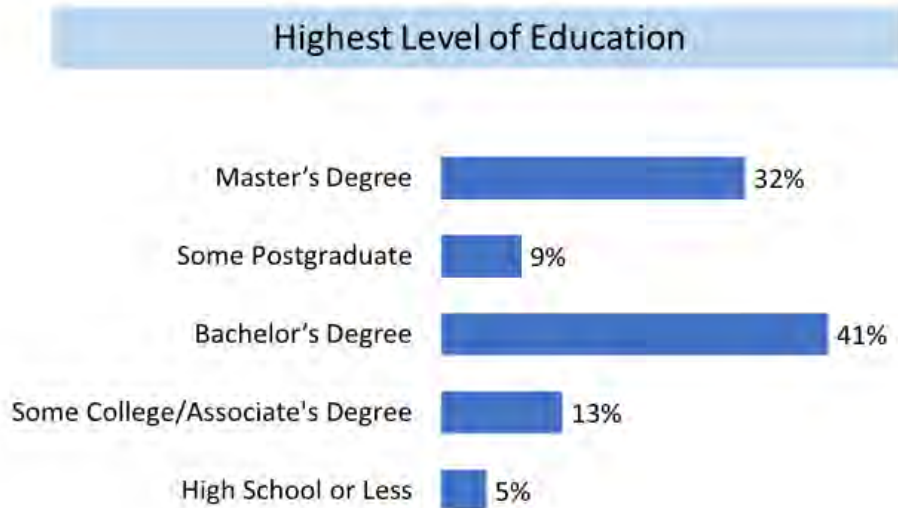


Figure 6. Benchmark Responses by Education (n=230)

The [BRM Institute Certificate of Experience](#) is awarded to individuals who attend BRM-related knowledge offerings and apply the learnings, tools, techniques and/or frameworks which result in making significant contributions to:

- Personal purpose
- Company(s) purpose
- Single global BRM community
- BRM Discipline
- Overall societal impact

Most respondents (84%) do not report holding any professional experience certifications. The most widely held certification is the result of putting the learning from BRM Fundamentals to work (6%). The low level of experience certifications is possibly due to the newness of the BRM Institute Certificate of Experience program and lack of understanding of the application process. Over time, these figures should increase as experience certifications become more and more adopted by organizations.

Professional Experience Certification(s) Currently Held	%
BRM Fundamentals	6%
BRM Executive Brief	3%
Strategic Partnering Approach	2%
Becoming a Value-Focused Organization	2%
Other	6%
None	84%

*Figure 7. Benchmark Responses by Experience Certifications Held (n=221)*

More than half (66%) of respondents hold at least one type of professional BRM training or certification, which is an excellent sign that BRMs take professional development seriously. The most common training certification held being Business Relationship Management Professional (BRMP®) (57%) and Certified Business Relationship Manager (CBRM®) (9%).

Professional Training Certification(s) Currently Held	%
Business Relationship Management Professional (BRMP®)	57%
Certified Business Relationship Manager (CBRM®)	9%
None	14%

*Figure 8. Benchmark Responses by Training Certifications Held (n=229)*

Interestingly, BRM Benchmarking® revealed that **BRMs who possess a CBRM® training certification earn 14% higher compensation on average** than BRMs who do not.

### Average Annual Base Pay by Certification Training

Mean with CBRM® = \$131,960  
Mean without CBRM® = \$115,556



Figure 9. Benchmark Responses by Training Certifications Held (n=179)

## Organizational Demographics Expanded

### Job Level

Respondents hold a variety of job levels. The most common level is a manager (39%) followed by a senior manager (22%) and director (21%).

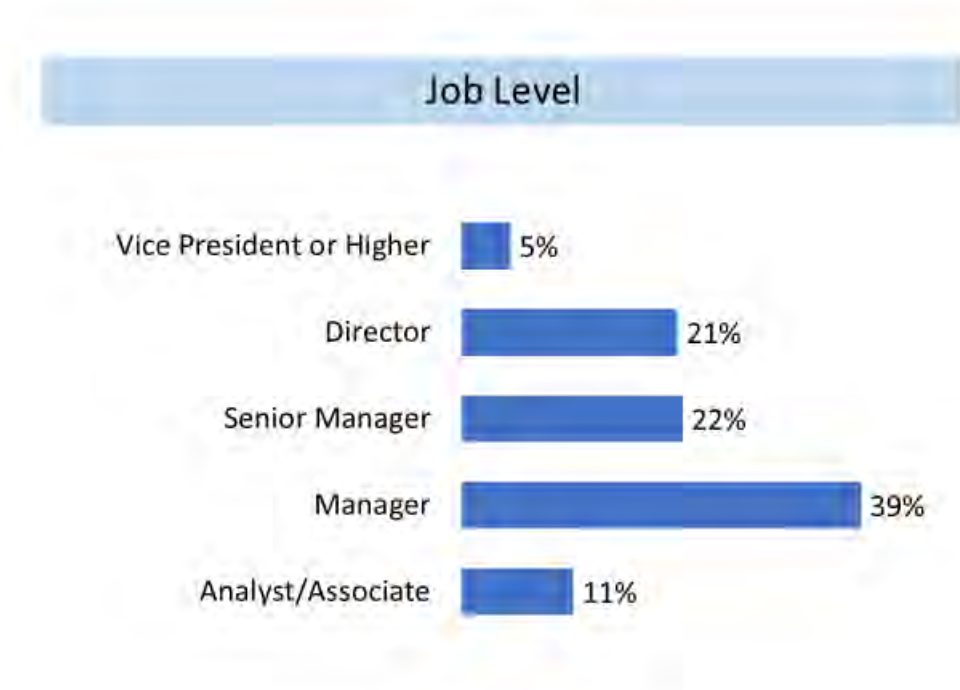


Figure 10. Benchmark Responses by Job Level (n=207)



### Job Title

Despite having various job levels noted on the previous page, a majority of respondents carry the title of business relationship manager (59%).



Figure 11. Benchmark Responses by Job Title (n=207)

## Number of Direct Reports

Although roughly one-third (35%) of respondents have no direct reports, most respondents have one or more (65%). The number of direct reports is highly correlative to other variables, including years of experience in current industry and job level.

As the years of experience in the current industry increases, so too does the average number of direct reports. For example, respondents with five years or less experience have an average of three direct reports while those with more than 20 years of experience have an average of seven.

Similarly, as the job level of a respondent increases, so too does the average number of direct reports. In particular, those at the analyst/associate level do not have any direct reports while those at the director level have an average of 15 direct reports. Interestingly, once a BRM gets to the VP level or above, the number of direct reports falls back to eight, on average.

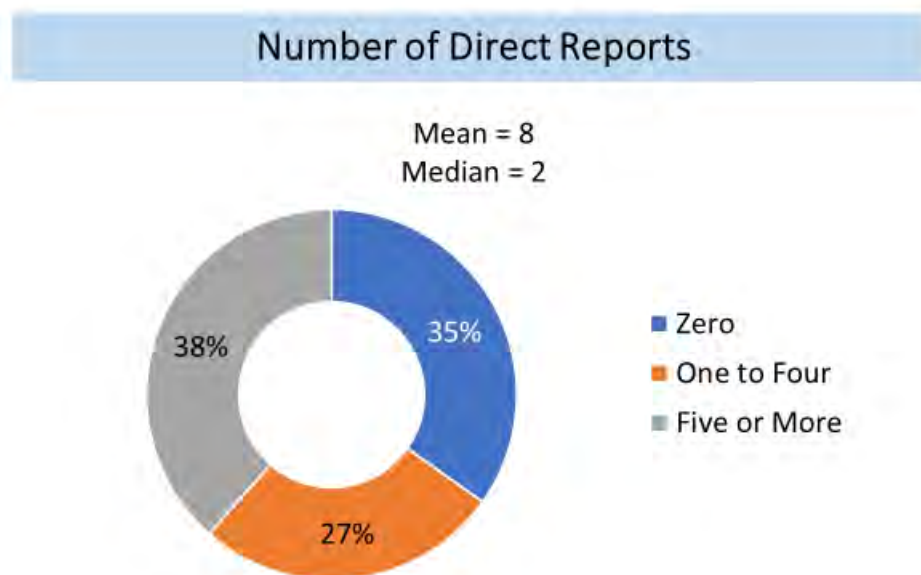


Figure 12. Benchmark Responses by Number of Direct Reports (n=135)

### Years of Experience in Current Industry

Respondents have a wide range of experience in their current industry. While roughly one-fourth (23%) have been in their industry for five years or less, another fourth (23%) have been in their industry for more than 20 years. Although it is not surprising that age is highly correlated with years of experience in the industry, it is important to note that women report being in the industry longer than men (16 years on average compared to 14 years).

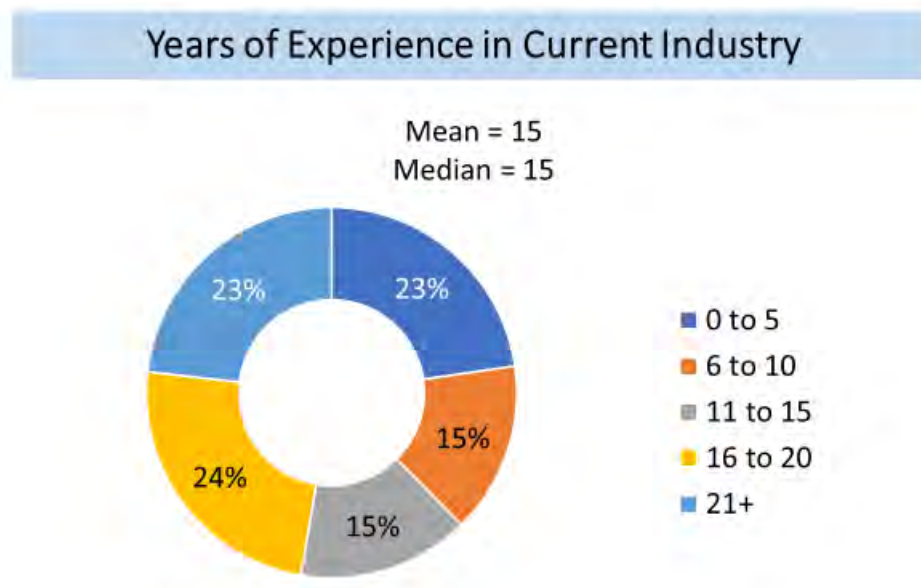


Figure 13. Benchmark Responses by Years of Experience in Current Industry (n=207)

Years of experience varies by job level. The below information can be helpful to hiring managers when creating job descriptions for open positions. The median tenures by job level are as follows:

- Analyst/associate - 10 years
- Manager - 12 years
- Senior manager - 15 years
- Director – 16.5 years
- VP/SVP/C-Level – 20 years

### Years of Experience in BRM Role

A reflection of the relative newness of the BRM role is the fact that most respondents (60%) have been in their role for three years or less as opposed to other well-established roles. For example, business analyst is a role which has been globally recognized for roughly the past 15 years. In comparison, BRM has only been a globally-used term for roughly six years, indicating 22% of respondents have been in the role for the duration of BRM's rise to worldwide recognition and standardization.

Again, due to the newness of this role, the years a respondent has served as a BRM is not correlated to any other variable. Hiring managers evaluating BRMs will need to rely mostly on the total years of experience an individual has in their industry to guide compensation levels.

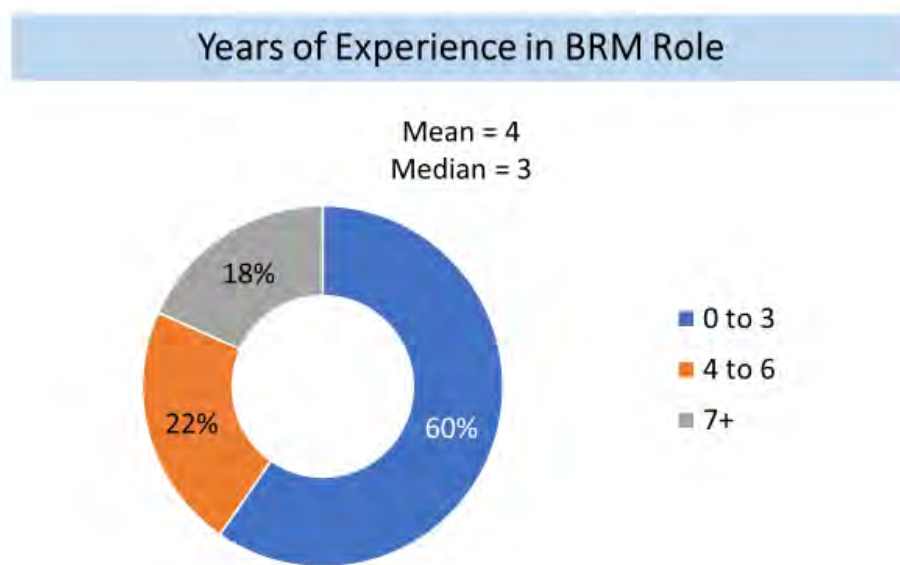


Figure 14. Benchmark Responses by Years of Experience in BRM Role (n=186)



## Compensation Analysis Overview

### Annual Base Pay

There is a wide range of base pay compensation among respondents. Overall, 22% make less than \$75,000 while a nearly equal percentage make more than \$150,000 (20%). The average annual base pay is just over \$110,000 while the median stands at \$102,500.



Figure 15. Benchmark Responses by Annual Base Pay (n=220)

Respondents report a median base pay increase over the prior 12 months of 2.4%. It is encouraging that only 16% of respondents did not receive any base pay increase, indicating that BRMs are seeing healthy salary increases.

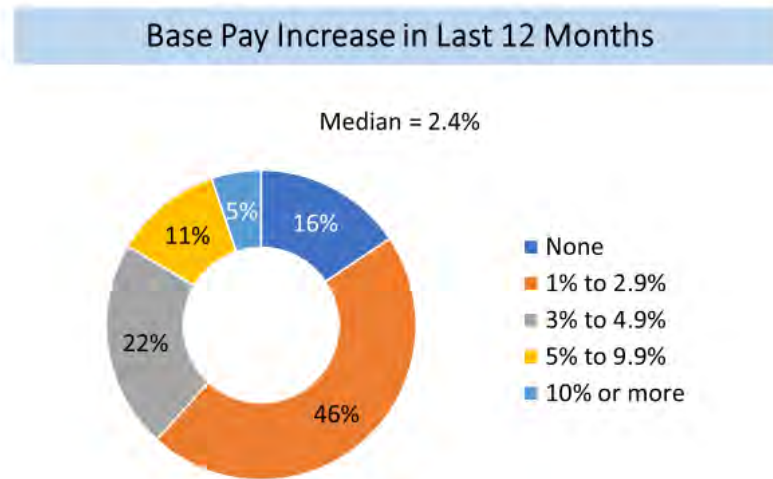


Figure 16. Benchmark Responses by Base Pay Increase in Last 12 Months (n=212)

The top reasons cited for receiving an increase in the base pay are merit/experience (44%) and cost of living increase (33%).



Figure 17. Benchmark Responses by Reason(s) for Base Pay Increase (n=212)

### Estimated Incentive Calculation

In the questionnaire, respondents were asked to report their incentive received, if any, as a percentage of their base pay. Therefore, the results shown in Figure 18 are estimated based on calculations performed after the data was collected.

Nonetheless, the median incentive received was nearly \$2,700 while the average of nearly \$5,500 was much higher due to many incentives on the very high end of the range. In fact, nearly one-third (31%) of respondents received an incentive equal to 10% or more of their base pay. The median incentive reported is 2.9% of base pay. Unfortunately, a plurality (43%) of respondents did not receive an incentive in the prior 12 months.

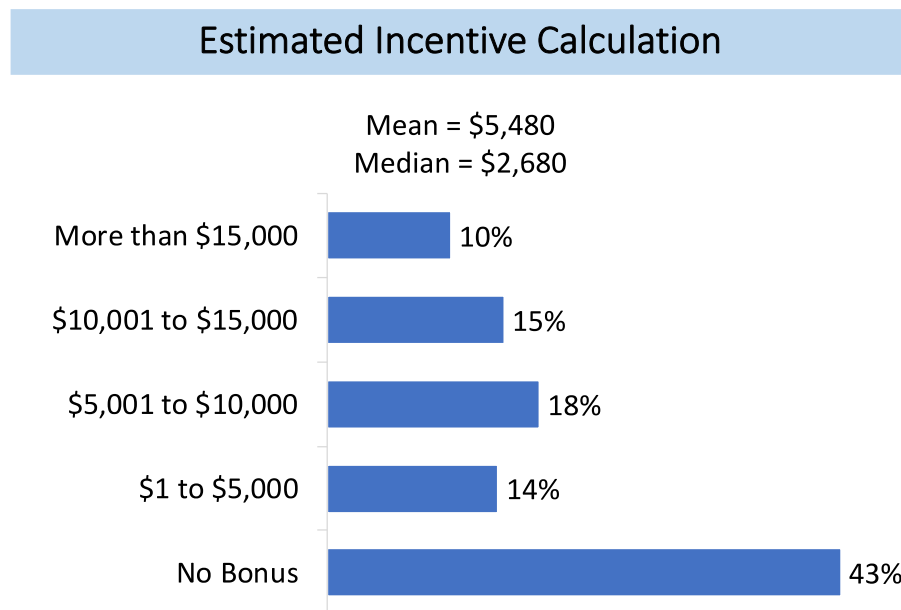


Figure 18. Benchmark Responses by Estimated Incentive Calculation (n=203)

### Incentives Received in Last 12 Months

Median = 2.9%

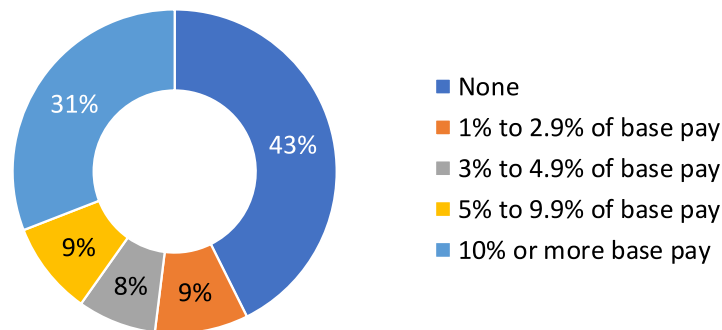


Figure 19. Benchmark Responses by Incentives Received (n=203)

The most common reasons cited for awarding of incentives are the organization's performance measures (37%), the individual's merit/performance (36%) and the organization's profits (31%).

### Reason(s) for Incentives Awarded

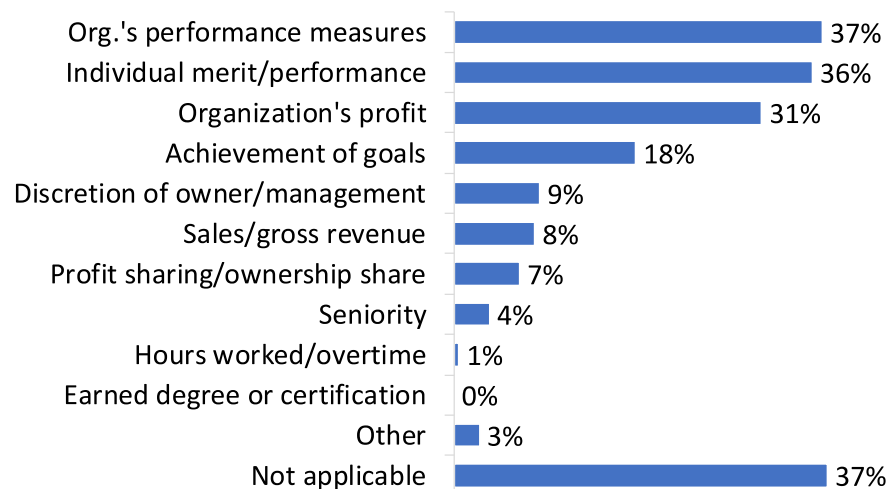


Figure 20. Benchmark Responses by Reason(s) for Bonuses Incentives Awarded (n=204)



### Total Estimated Compensation

In order to provide a view of the total compensation a BRM received, the annual base pay for each individual was added to their estimated bonus calculation. This provided a total estimated compensation per respondents that was used to determine the below data. Note: adding the averages from the previous graphs will not equal the average of total compensation because not all respondents answered all questions.

As with base pay, the total compensation varies widely. Overall, 21% make less than \$75,000 while a nearly equal percentage make more than \$150,000 (22%). The average total compensation is nearly \$117,000 while the median stands at \$107,500.

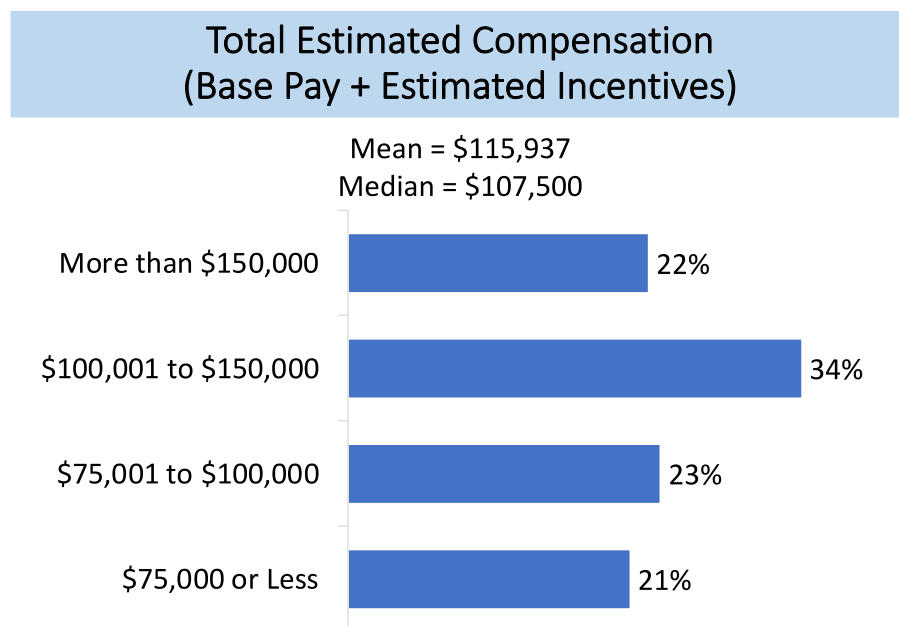


Figure 21. Benchmark Responses by Total Estimated Compensation (n=220)

In the next section of the report, compensation trends are broken out by country as well as by variables that are associated with differentiating compensation levels.

### Base Pay Increase and Incentive Expected in Next 12 Months

As respondents look to the year ahead, they anticipate receiving healthy increases in base pay and solid incentives. Although the anticipated levels are not quite as high as the actuals for the prior 12 months, the trend of increasing compensation is clear. The median anticipated increase in base pay in the next 12 months is 2.2% (compared to 2.4% in the prior 12 months), and the median anticipated incentive as a percentage of base pay is 2.7% (compared to 2.9% in the prior 12 months).

#### Base Pay Increase Expected in Next 12 Months

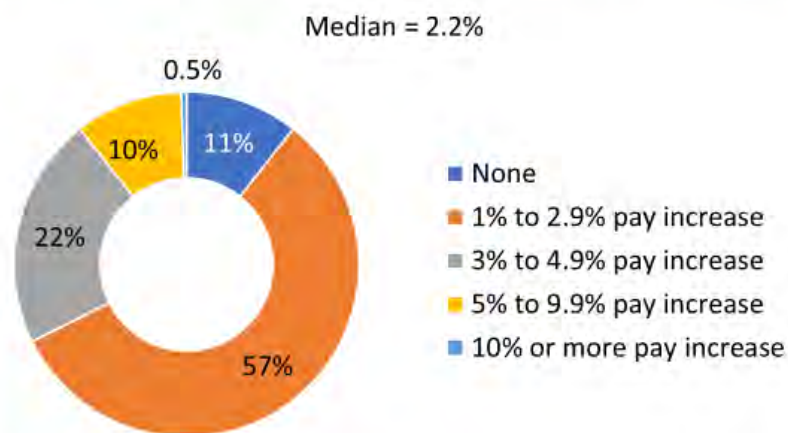


Figure 22. Benchmark Responses by Base Pay Increase Expected in Next 12 Months (n=207)

#### Incentives Expected in Next 12 Months

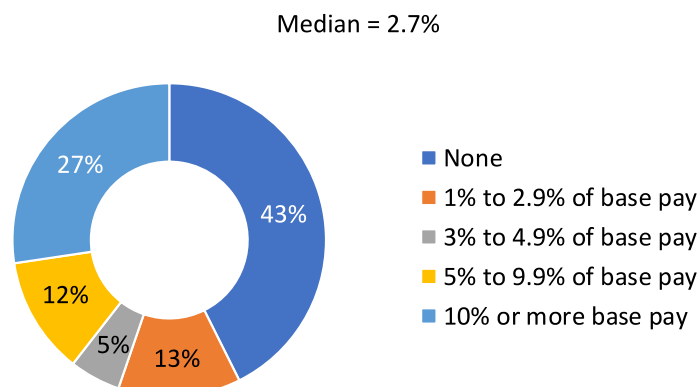


Figure 23. Benchmark Responses by Incentives Expected in Next 12 Months (n=190)

## Compensation Analysis by Location of Residence

### United States

Respondents who reside in the United States report higher total compensation than those living outside of the country (see subsequent pages). The mean total compensation is slightly above \$134,000 while the median is \$131,500. The median base pay increase was 2.9% while the median incentive was 3.5% of the base pay.

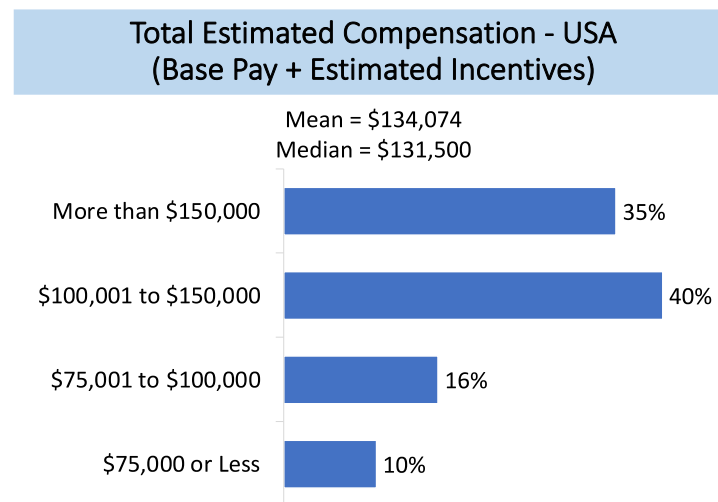


Figure 24. USA Benchmark Responses by Total Estimated Compensation (n=124)

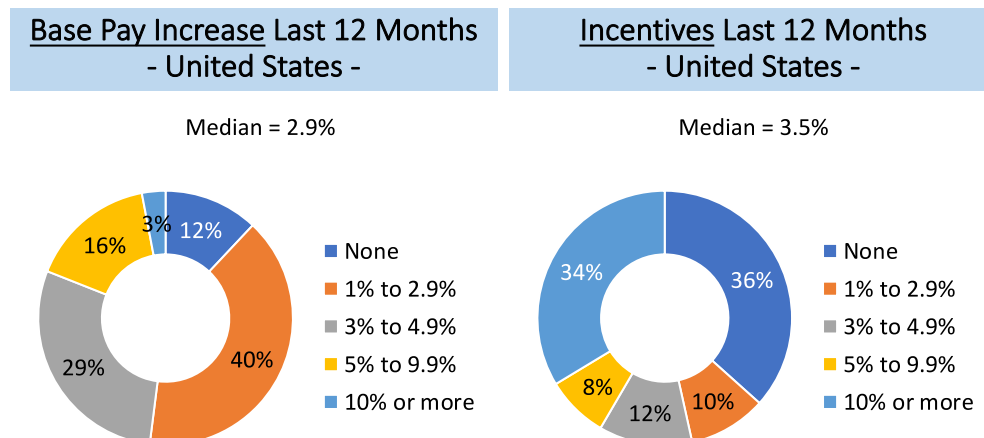


Figure 25. USA Benchmark Responses by Base Pay Increase / Incentives in Last 12 Months (n=118 / n=112)

## Canada

Respondents who reside in Canada report lower total compensation than those living in the United States. The mean total compensation is nearly \$98,000 while the median is slightly above \$97,000. The median base pay increase was 1.8% while the median incentive was 2.9% of the base pay.

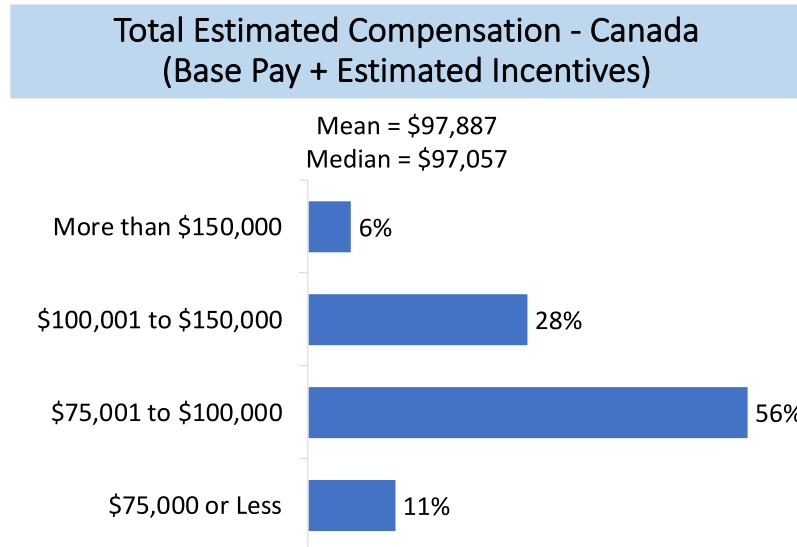


Figure 26. **Canada** Benchmark Responses by Total Estimated Compensation (n=19)

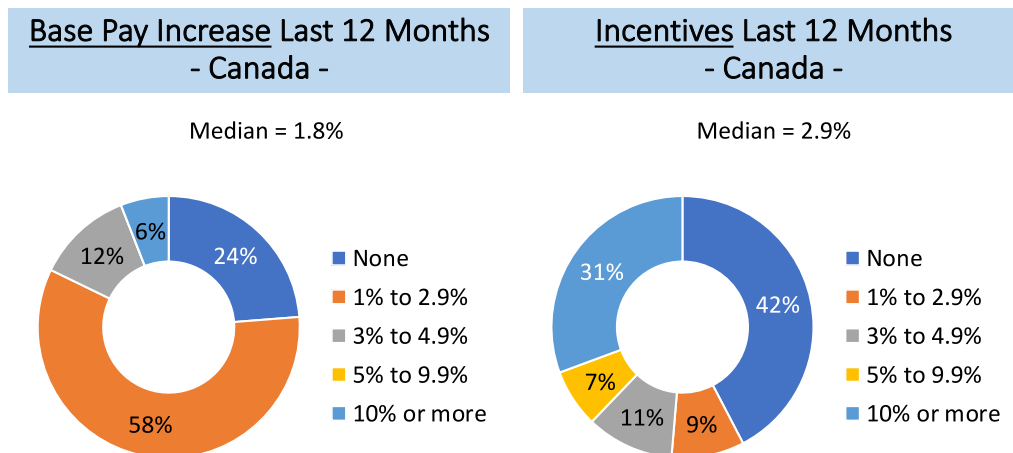


Figure 27. **Canada** Benchmark Responses by Base Pay Increase / Incentives in Last 12 Months (n=17 / n=17)



## United Kingdom

Respondents who reside in the United Kingdom report lower total compensation than all other countries for which enough data is available. The mean total compensation is just over \$77,000 while the median is roughly \$66,500. The median base pay increase was 2.0% while the median incentive was 0.0% of the base pay. In fact, 58% of U.K. respondents reported no incentive at all.

### Total Estimated Compensation – United Kingdom (Base Pay + Estimated Incentives)

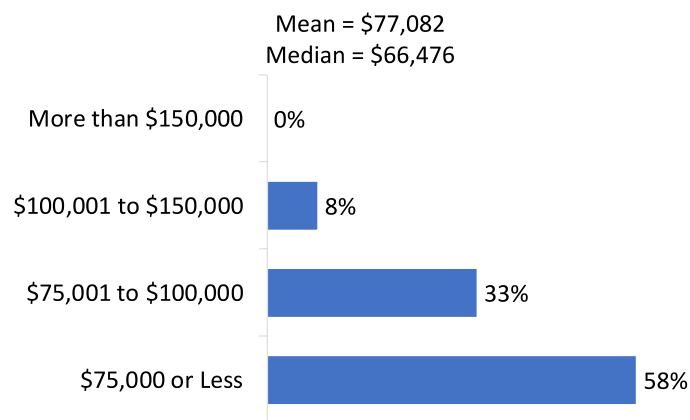
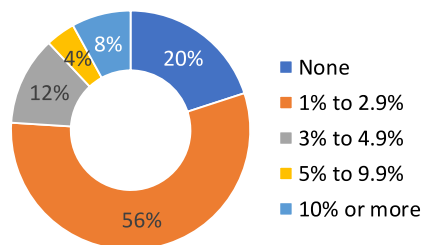


Figure 28. **United Kingdom** Benchmark Responses by Total Estimated Compensation (n=24)

### Base Pay Increase Last 12 Months - United Kingdom -

Median = 2.0%



### Incentives Last 12 Months - United Kingdom -

Median = 0.0%

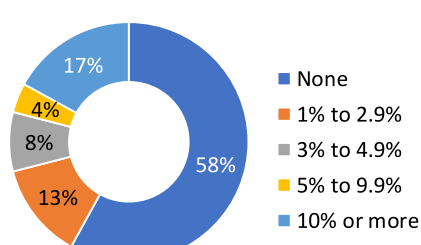


Figure 29. **United Kingdom** Benchmark Responses by Base Pay Increase / Incentives in Last 12 Months (n=25 / n=24)

## Continental Europe

Respondents who reside in Continental Europe report total compensation levels second to those living in the United States. The mean total compensation is just over \$110,000 while the median is \$107,500. The median base pay increase was 1.8% while the median incentive was 7.7% of the base pay, higher than all other countries.

### Total Estimated Compensation – Continental Europe (Base Pay + Estimated Incentives)

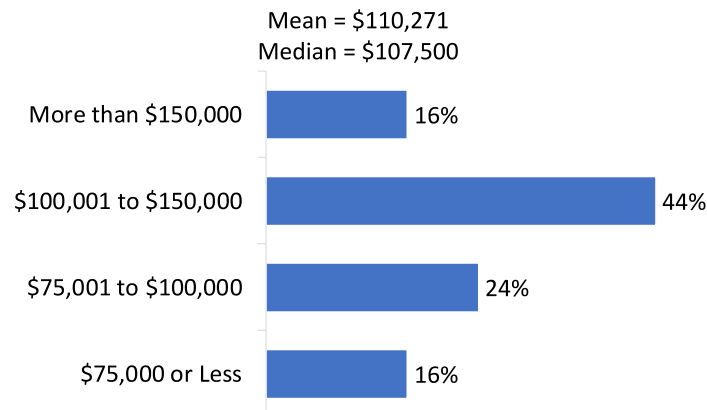
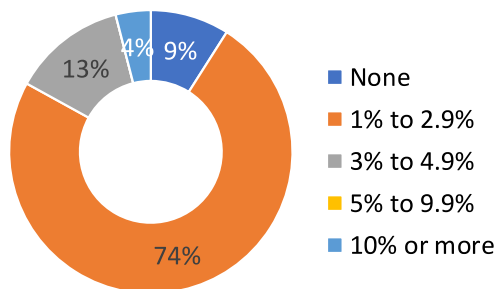


Figure 30. **Continental Europe** Benchmark Responses by Total Estimated Compensation (n=25)

### Base Pay Increase Last 12 Months - Continental Europe -

Median = 1.8%



### Incentives Last 12 Months - Continental Europe -

Median = 7.7%

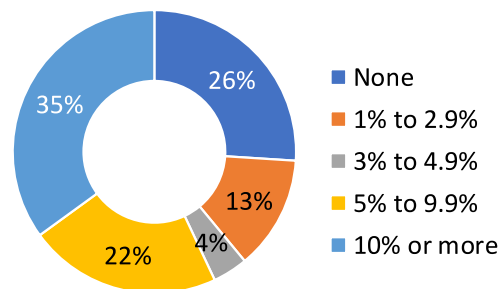


Figure 31. **Continental Europe** Benchmark Responses by Base Pay Increase / Incentives in Last 12 Months (n=23 / n=23)

## Compensation Analysis by Demographic Segments

There are a large number of variables in this study that are correlated with total compensation. This means that the variable is a reliable indicator that describes and explains variations in total compensation. Some of these variables are personal demographics, some are organizational demographics, and a few are other questions asked in the benchmark. All are important to understanding differing levels in compensation.

NOTE: Total Compensation does not necessarily equal the sum of Base Pay and Incentives due to not all respondents answering both questions.

### Personal Demographics

Several personal demographics are correlated to total compensation including gender, age and education. These variables are typically found to be correlated to compensation in studies across various industries.

1. Gender – Men are more likely to receive higher total compensation than women. The median total compensation for men is just over \$108,000 compared to \$104,000 for women. Although women have more experience in their industry than men, which would suggest they receive higher compensation, men are more likely to have completed a higher level of education, which would tend to boost their pay. From the data variable, it is difficult to determine if the different levels found in this study are due to other variables or if there is systemic bias in BRM pay. Regardless, it is well documented that in general, women are paid less than men. In one study by the U.S. Census Bureau, women received 82% of the pay of men<sup>3</sup>. At least in the BRM profession, the gap is considerably smaller.
2. Age – As the age of respondents increases, so too does their median total compensation, at least to a point. Once respondents reach age 60 or older, pay levels fall slightly. This is not at all surprising as age is highly correlated to years of experience, which is one of the best differentiators of pay levels.
3. Education – As the level of education increases, so too does total compensation, again up to a point. Respondents who possess post-bachelor's levels of education actually report lower median total compensation. This is due in part to the fact that respondents

<sup>3</sup> [“Highlights of women’s earning in 2016”](#) (PDF). U.S. Bureau of Labor Statistics. August 2017. Pp. 53-55.

who hold an advanced degree are more likely to work in higher education, which as an industry sector receives much lower pay than others (see Figure 33).

	Base Pay		Bonus & Incentives		Total Compensation	
	Average	Median	Average	Median	Average	Median
Men	\$115,062	\$104,900	\$6,304	\$4,415	\$121,077	\$108,120
Women	\$104,727	\$100,344	\$4,158	\$0	\$108,372	\$104,000
20 to 29 years old	\$89,969	\$76,000	\$1,338	\$0	\$91,307	\$77,500
30 to 39 years old	\$101,512	\$90,538	\$6,159	\$5,440	\$106,868	\$96,775
40 to 49 years old	\$108,963	\$100,000	\$5,141	\$2,200	\$113,795	\$107,500
50 to 59 years old	\$118,384	\$121,000	\$5,985	\$2,760	\$123,855	\$126,940
60 or older	\$132,723	\$124,000	\$6,192	\$1,500	\$138,915	\$124,000
High School or Less	\$85,480	\$71,000	\$4,065	\$1,500	\$89,139	\$73,090
Some College / Assoc. Degree	\$97,586	\$91,350	\$4,395	\$0	\$101,667	\$92,850
Bachelor's Degree	\$117,094	\$109,500	\$6,182	\$3,100	\$122,657	\$115,040
Post Bachelor's Degree	\$111,611	\$104,000	\$5,296	\$2,720	\$116,619	\$107,500

Figure 32. Compensation by Gender (n=230), Age (n=230) and Education (n=230)

## Industry

Total compensation varies considerably by industry. The highest reported median total compensation is among those in the accounting/finance/banking/mortgage industry (\$145,200). Those in the insurance (\$132,600) and healthcare (\$130,000) industries also receive significantly higher median total compensation than others.

Industries that report much lower median total compensation levels are higher education (\$77,500), professional services (\$92,359) and government/military (\$100,000).

	Base Pay		Bonus & Incentives		Total Compensation	
	Average	Median	Average	Median	Average	Median
Accounting/ Finance/ Banking /Mortgage	\$126,073	\$132,000	\$10,501	\$9,500	\$136,574	\$145,200
Insurance	\$125,640	\$130,000	\$7,755	\$6,657	\$133,395	\$132,600
Healthcare	\$116,818	\$130,000	\$4,225	\$230	\$120,239	\$130,000
Energy/ Utilities	\$125,521	\$126,000	\$8,258	\$6,660	\$132,009	\$128,400
Technology/ Telecom	\$120,438	\$112,668	\$8,897	\$8,750	\$128,778	\$120,500
Pharma/ Biotech	\$128,604	\$106,000	\$11,084	\$10,350	\$139,688	\$113,850
Manufacturing/Operations	\$112,533	\$110,000	\$8,261	\$8,100	\$120,359	\$110,160
Other	\$109,317	\$100,000	\$5,019	\$2,301	\$114,336	\$103,000
Government/Military	\$100,381	\$100,000	\$570	\$0	\$100,888	\$100,000
Professional Services	\$92,432	\$90,538	\$3,543	\$3,322	\$95,266	\$92,359
Higher Education	\$86,425	\$77,500	\$437	\$0	\$86,840	\$77,500

Figure 33. Compensation by Industry (n=207)



## Job Level

As one would expect, as job levels increase so too does total compensation. At the low-end, analysts/associates report a median total compensation of \$90,200 compared to the high-end VP/SVP/C-Level (\$173,250). This reveals there is considerable money-making potential within the BRM profession.

	Base Pay			Bonus & Incentives			Total Compensation	
	Average	Median		Average	Median		Average	Median
VP/SVP/C-Level	\$159,030	\$157,500		\$12,503	\$12,000		\$171,533	\$173,250
Director	\$144,890	\$150,000		\$9,167	\$9,500		\$153,631	\$158,563
Senior Manager	\$108,702	\$102,000		\$5,408	\$3,600		\$114,110	\$109,096
Manager	\$92,481	\$88,000		\$3,064	\$0		\$95,080	\$92,700
Analyst/ Associate	\$94,126	\$86,000		\$3,166	\$0		\$97,154	\$90,200

Figure 34. Compensation by Job Level (n=207)

## Number of Direct Reports

Not surprisingly, as the number of direct reports increases so too does total compensation level. As noted, about one-third of respondents have no direct reports and report a median total compensation of \$104,000. However, among respondents who report at least five direct reports, the median increases to \$137,000. The bottom line is that more responsibility results in higher pay.

	Base Pay			Bonus & Incentives			Total Compensation	
	Average	Median		Average	Median		Average	Median
Five or More	131,052.14	132,000.00		8,410.27	7,500.00		139,462.41	137,000.00
One to Four	109,637.48	102,000.00		3,979.41	0.00		113,134.55	110,000.00
Zero	99,295.16	100,000.00		4,311.41	2,680.00		103,031.71	104,000.00

Figure 35. Compensation by Job Level (n=135)

### Years of Experience in Current Industry

As the number of years of experience increases, so too does total compensation levels. The median total compensation for those with five years or less experience is just under \$95,000 while those with 16 to 20 years of experience report a median of \$117,550. Interestingly, those with more than 20 years of experience see their compensation level off. This suggests that once you reach a certain level of years of experience, you will reach maximum pay.

	Base Pay		Bonus & Incentives		Total Compensation	
	Average	Median	Average	Median	Average	Median
21+	\$118,162	\$116,230	\$5,639	\$1,988	\$123,174	\$116,230
16 to 20	\$117,374	\$111,846	\$5,904	\$2,140	\$123,032	\$117,550
11 to 15	\$112,723	\$109,000	\$4,888	\$3,100	\$116,981	\$109,000
6 to 10	\$101,359	\$100,000	\$6,160	\$5,600	\$107,518	\$104,000
0 to 5	\$103,577	\$92,038	\$4,912	\$2,701	\$108,062	\$94,859

Figure 36. Compensation by Years of Experience in Current Industry (n=207)

### Years of Experience in BRM Role

As with years of experience in the industry, total compensation increases as the years in a BRM role increase. For those with three years or less experience, the median total compensation is \$100,000. This rises to \$127,000 with seven or more years of experience in a BRM role.

	Base Pay		Bonus & Incentives		Total Compensation	
	Average	Median	Average	Median	Average	Median
7+	\$130,238	\$120,000	\$8,076	\$7,000	\$137,825	\$127,000
4 to 6	\$111,919	\$109,500	\$5,105	\$2,360	\$116,513	\$109,500
0 to 3	\$104,525	\$100,000	\$4,938	\$1,980	\$109,047	\$100,000

Figure 37. Compensation by Years of Experience in BRM Role (n=186)

### Other Duties Performed in Addition to BRM Role

Respondents who report “strategic level” duties in addition to their BRM role also report higher total compensation levels. For instance, those serving as a business capability manager report much higher median total compensation (\$150,538) than is typical. Department heads also report significantly higher median total compensation (\$130,000). On the flip side, those who report “operational level” duties, such as business analyst, business architect and product manager report lower median total compensation levels (between \$107,000 and \$110,000).

	Base Pay		Bonus & Incentives		Total Compensation	
	Average	Median	Average	Median	Average	Median
Business Capability Manager	\$131,965	\$141,000	\$7,716	\$6,000	\$139,039	\$150,538
Department Head	\$130,481	\$125,000	\$9,865	\$10,000	\$140,028	\$130,000
Portfolio Manager	\$122,543	\$121,000	\$5,605	\$2,560	\$127,933	\$122,950
Program Manager	\$110,240	\$116,621	\$4,912	\$3,622	\$114,970	\$121,000
IT Architect	\$119,411	\$111,750	\$6,137	\$4,622	\$125,549	\$116,200
Business Analyst	\$109,707	\$108,000	\$5,752	\$5,364	\$115,055	\$110,160
Business Architect	\$109,322	\$100,000	\$3,506	\$0	\$112,828	\$107,500
Product Manager	\$110,199	\$107,250	\$5,071	\$2,440	\$114,809	\$107,250
Other	\$98,565	\$99,400	\$3,738	\$0	\$102,175	\$100,560

Figure 38. Compensation by Other Duties Performed in Addition to BRM Role (n=161)

### Approaches Used to Significantly Develop BRM Competency

Certain approaches to developing one’s BRM competency are also associated with higher compensation levels. For instance, prior work in a Business Area is associated with somewhat higher median total compensation (\$120,000). Although it appears that being a BRM coach or a BRM mentor is also associated with higher compensation, the reason is actually due to their higher years of experience in the industry.

	Base Pay		Bonus & Incentives		Total Compensation	
	Average	Median	Average	Median	Average	Median
Being a BRM mentor	\$136,837	\$136,000	\$7,430	\$3,643	\$144,267	\$138,720
Being a BRM coach	\$126,698	\$124,950	\$6,861	\$5,398	\$133,559	\$129,638
Prior work in a Business Area	\$116,996	\$111,700	\$6,369	\$5,600	\$123,222	\$120,000
Having a BRM mentor	\$117,921	\$113,692	\$5,172	\$2,601	\$122,266	\$113,692
Other	\$104,656	\$100,344	\$3,895	\$230	\$108,316	\$107,500
Formal BRM training	\$108,527	\$100,354	\$5,171	\$2,000	\$113,397	\$104,500
Having a BRM coach	\$104,930	\$99,000	\$4,780	\$1,960	\$109,368	\$103,730

Figure 39. Compensation by Approaches Used to Significantly Develop BRM Competency (n=166)

### Primary Source of Sponsorship for Achieving Your Current Level of Relationship Maturity

Certain sources of sponsorship for BRM relationship maturity is also associated with higher total compensation. Those who cite sponsorship outside of the Business Area or Business Function report the highest median total compensation (\$156,282). On the other hand, those who say both the Business Area and the Business Function are sponsors report the lowest median total compensation (\$94,718). Clearly having a sponsor outside of the Area and Function helps relationship maturity, perhaps because these sponsors tend to be at the executive level. Having an executive level sponsor is well known to benefit any role or initiative.

	Base Pay		Bonus & Incentives		Total Compensation	
	Average	Median	Average	Median	Average	Median
Sponsorship outside the Business Area or the Business Function	\$131,845	\$143,750	\$8,373	\$8,862	\$140,217	\$156,282
Business Area	\$143,471	\$137,500	\$7,786	\$3,100	\$150,868	\$147,800
Achieved without strong sponsorship	\$113,998	\$110,000	\$6,605	\$6,208	\$120,603	\$116,100
Business Function	\$107,291	\$104,000	\$5,302	\$2,860	\$112,432	\$109,096
Both the Business Area and the Business Function	\$96,384	\$92,700	\$4,539	\$2,120	\$100,677	\$94,718
None of the above	\$99,468	\$102,000	\$4,518	\$6,000	\$103,422	\$105,750

Figure 40. Compensation by Primary Source of Sponsorship (n=144)



## Additional Compensation Analysis Findings

### Well-Run Companies Tend to Pay BRMs More

One of the questions asked in the benchmark, not initially thought to relate to compensation, turns out to be a fairly good predictor of total compensation levels. When a company is well-run, communication is efficient internally and externally. This study reveals that BRMs who are more highly compensated report higher levels of agreement with the statement “information and feedback quickly reach employees throughout my organization.” Thus, organizations that are good at communicating are better functioning and end up paying their BRMs (and likely other employees) more. It is also an indicator that the BRM capability is improving organizational culture and creating value.

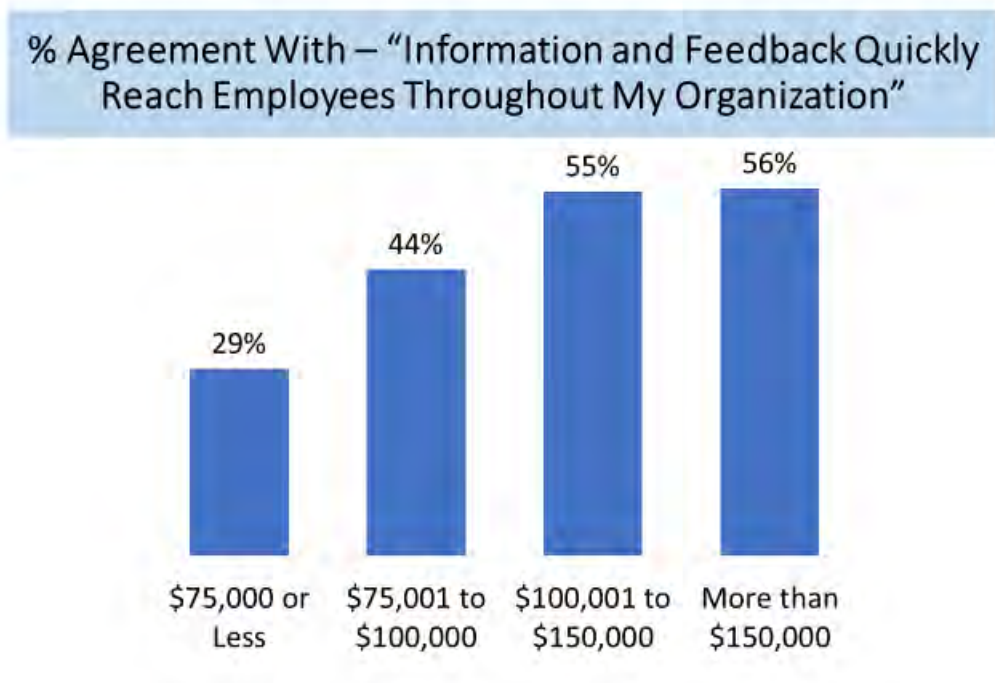


Figure 41. Percent Who Agree Statement by Total Compensation (n=35 - 56)

### Compensation Increases as Value Is Realized

Another set of questions not initially thought to correlate with total compensation also turns out to be related. It appears that individuals who have higher total compensation levels also report a higher percentage of projects with clear organizational ownership for value realization and recognition. On the flip side, individuals with lower total compensation levels report that a higher percentage of projects were wasted. These data suggest that when organizations value the BRM role and the work BRMs perform, higher compensation follows.

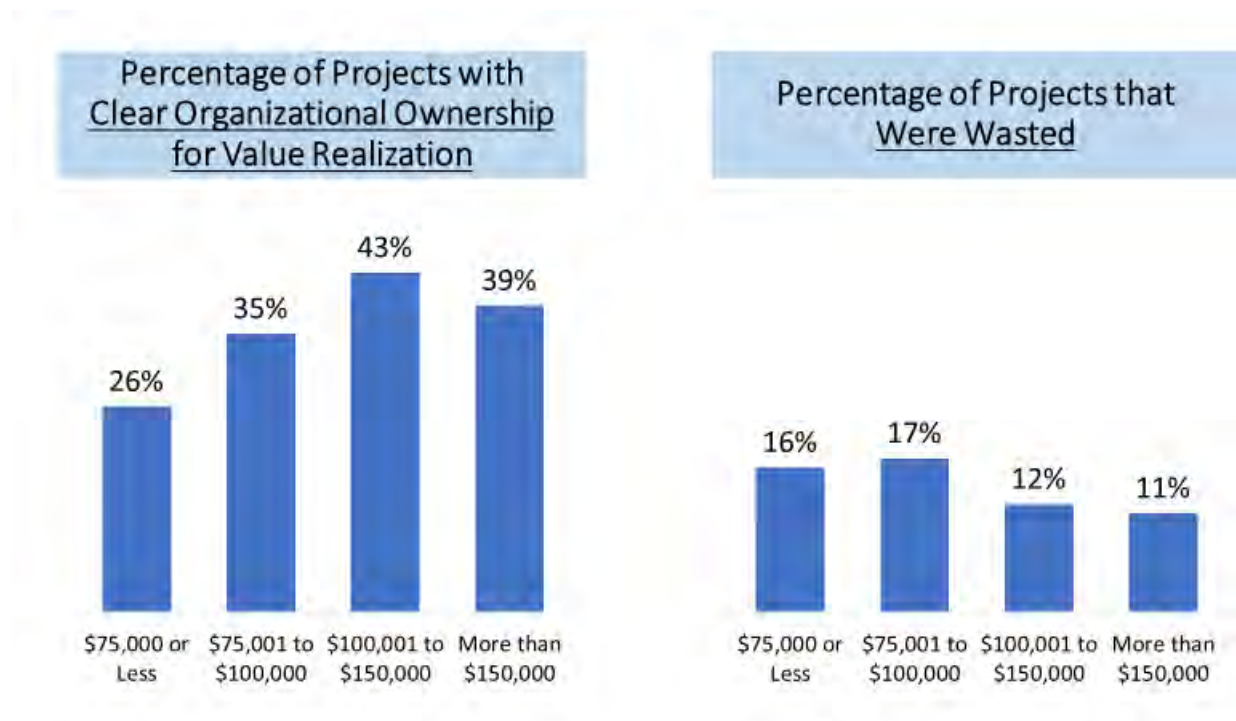


Figure 42. Percentage of Projects by Total Compensation (n=20 - 39)

### Focusing on Higher-level Business Functions Leads to Higher Compensation

There are a wide variety of roles that BRMs consider important to work with and spend the most time engaging with. When it comes to the importance placed on working with certain roles, BRMs who make more than \$150,000 place the highest importance on working with portfolio management (59%), architecture (46%) and business capability management (44%). On the other hand, those who make \$75,000 or less place the most importance on working with project management (52%) and service managers (45%). Clearly, focusing on the higher-level, strategic business functions is associated with higher compensation levels while more tactical functions are associated with lower compensation levels.

#### Roles in Your Business Function You Consider to be Most Important to Work With in Performing Your BRM Duties



Figure 43. Benchmark Responses by Roles in Business Function Considered Most Important to Work With (n=167)



Working with certain roles is also related to higher compensation levels. In particular, BRMs who make more than \$150,000 per year in total compensation are most likely to work with portfolio management (49%) and architecture (44%). On the other hand, those who make \$75,000 or less work most often with project management (68%).

**Roles in Your Business Function You Spend the Most Time Engaging With in Performing Your BRM Duties**



*Figure 44. Benchmark Responses by Roles in Business Function Spent Most Time Engaging (n=166)*



### Higher Business Function Capability Maturity Ratings Lead to Higher Compensation

Overall, the business function capability maturity rating for BRMs is not very advanced. More than half are at either the initial stage (14%) or managed stage (39%), and most of the rest are in the defined stage (37%). This shows that many BRMs have a long way to go to help business functions attain higher levels of capability maturity. An encouraging sign, however, is that total compensation levels tend to increase as the business function capability maturity level increases. For instance, respondents who report being at the managed stage report a lower median total compensation (\$104,750) compared to those in the defined stage (\$109,548).

#### Business Function Capability Maturity Rating With Strongest Business Area Relationship



Figure 45. Benchmark Responses by Business Function Capability Maturity Rating

With Strongest Business Area Relationship (n=151)

### Higher Total Labor Budgets for the Business Function Lead to Higher Compensation

Typically, the compensation of an individual will increase as the size of a company increases (whether in terms of number of employees, revenue, etc.). However, we do not see this trend in the compensation data of BRMs. Digging through the data reveals one size metric that does correlate to total compensation...total labor budget for the business function. The total labor budget for respondents making \$75,000 or less is \$500,000 compared to \$14 million among those who earn more than \$150,000.

As a result, it doesn't matter how large one's organization is. Rather what matters is the value (and money) put into the business function within which the BRMs work.

#### Median Total Labor Budget for Business Function

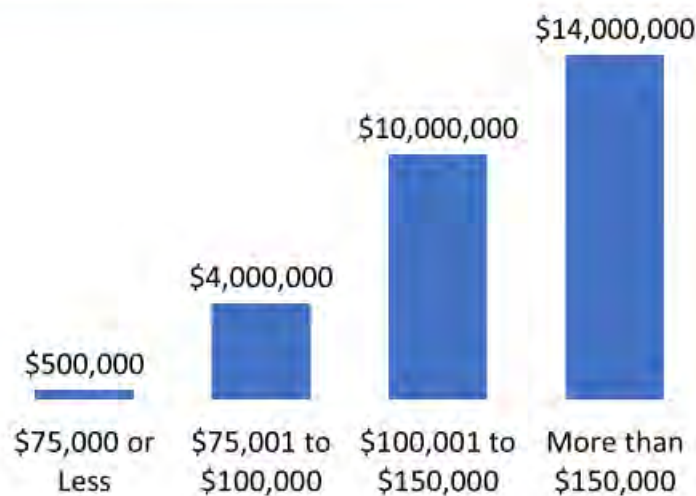


Figure 46. Total Labor for Business Function by Total Compensation (n=92)

## Closing Remarks

[BRM Institute®](#) thanks all benchmark respondents for their participation. Those interested in helping to determine the scope and depth of the BRM Benchmark or sponsoring future research work are encouraged to contact BRM Institute at the email below.

The BRM Benchmark program will continue indefinitely, each year collecting additional information to reveal comparison trends over time. As the base of information builds, so does the comparative value it provides all BRMs and all organizations aspiring to high-level BRM capability. All BRMs are encouraged to participate every year. By participating year-over-year, you will witness the trends in your situation, your industry, and across the profession as a whole. The BRM Benchmark program is open to everyone who performs the BRM role, to any degree, in the nature of their work. All participants can perform comparative analysis immediately upon answering the benchmarking questions.

Professional members of BRM Institute have a wide spectrum of comparators to pick from and many pre-built comparative charts and graphs at their disposal. BRM Institute offers memberships at the [individual](#) and [organizational](#) level with which you will receive access to rich and rewarding professional development content like the BRM Institute Body of Knowledge, collaboration resources, a global network of fellow BRM professionals, webinars recordings, learning opportunities, and much more. You can look forward to joining a Community of Interest to share your opinions with other BRMs as we work together to strengthen the BRM community.

<https://brm.institute/benchmarking/>

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

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