



BLACK SWANS

BY THE NUMBERS

More than 30% of survey respondents thought their company was vulnerable to severe impact from black swan events. But only 5% felt their Board of Directors paid significant attention to these risks.¹

Apps incorporating advanced and predictive analytics, which help identify black swan events, will grow **65% faster** than apps without that functionality.²

70% of the most profitable companies will manage business processes using real-time predictive analytics or extreme collaboration by 2016.³

Black swans in financial markets are defined as monthly declines of **20% or more.** Using that definition, there have been 25 black swans over the last 50 years.⁴

8.8M jobs were lost in the U.S. due to the 2008 financial crisis.⁵ This black swan event cost the country an estimated **\$14 trillion** (\$120,000 per household).⁶

More than **100,000 flights** were grounded after a volcano erupted in Iceland in 2010.⁷ The black swan disaster cost airlines an estimated **\$200M/day.**⁸

Sources:

¹ BizShifts-Trends, "Unthinkable Black Swan-Impact of Highly Improbable Freak Events on Business: Reality of Unknown-Unknowns...", Feb. 2014.

² IDC, "IDC Reveals Worldwide Big Data and Analytics Predictions for 2015," Dec. 2014.

³ Gartner, "Gartner Says by 2016, 70 Percent of the Most Profitable Companies Will Manage Their Business Processes Using Real-Time Predictive Analytics or Extreme Collaboration," Feb. 2013.

⁴ Canadian Capitalist, "The Frequency of Black Swan Events," June 2012.

⁵ The U.S. Department of the Treasury, "The Financial Crisis Response in Charts," April 2012.

⁶ Federal Reserve Bank of Dallas, "Assessing the Costs and Consequences of the 2007-09 Financial Crisis and its Aftermath," Sept. 2013.

⁷ The New York Times, "Volcano Ash Forces Flight Cancellations in Europe," May 2011.

⁸ The New York Times, "Air Travel Crisis Deepens as Europe Fears Wider Impact," April 2010.