



**RESILIENCE360
ADVISORY**
CAREER COACHING • PROGRAM COUNSEL
STRATEGIC STAFFING



Resilience Program Benchmarking

2025

Prepared for: ABC Company
ILLUSTRATIVE DATA ONLY

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Introduction

Resilience360 Advisory Research Insights is pleased to present **ABC Company** with this valuable benchmarking assessment. With over 20 years of data analytics and a decade of benchmarking, including insights from Fortune 500 leaders, we deliver expert guidance that blends strategy, data, and execution. Benchmarking your resilience program against peer organizations is vital to uncover gaps, validate investments, and align with best practices. Our services include maturity assessments, board-level reporting, staffing and budget modeling, and cross-functional strategy to help you evolve your program and stay ahead of emerging risks.



Cheyene Marling, Hon MBCI

Managing Director



Study Methodology

Since 2001, Resilience360 Advisory (formerly BC Management) has collected global data on resilience management programs to help organizations assess and strengthen their capabilities. The online study was developed in collaboration with the International Research Advisory Board and is hosted by Key Survey, an independent research firm. Each participant receives a tailored set of branching questions based on their role and experience, guided by advanced programming to ensure data accuracy and relevance. All respondents had the option to keep their company name confidential.

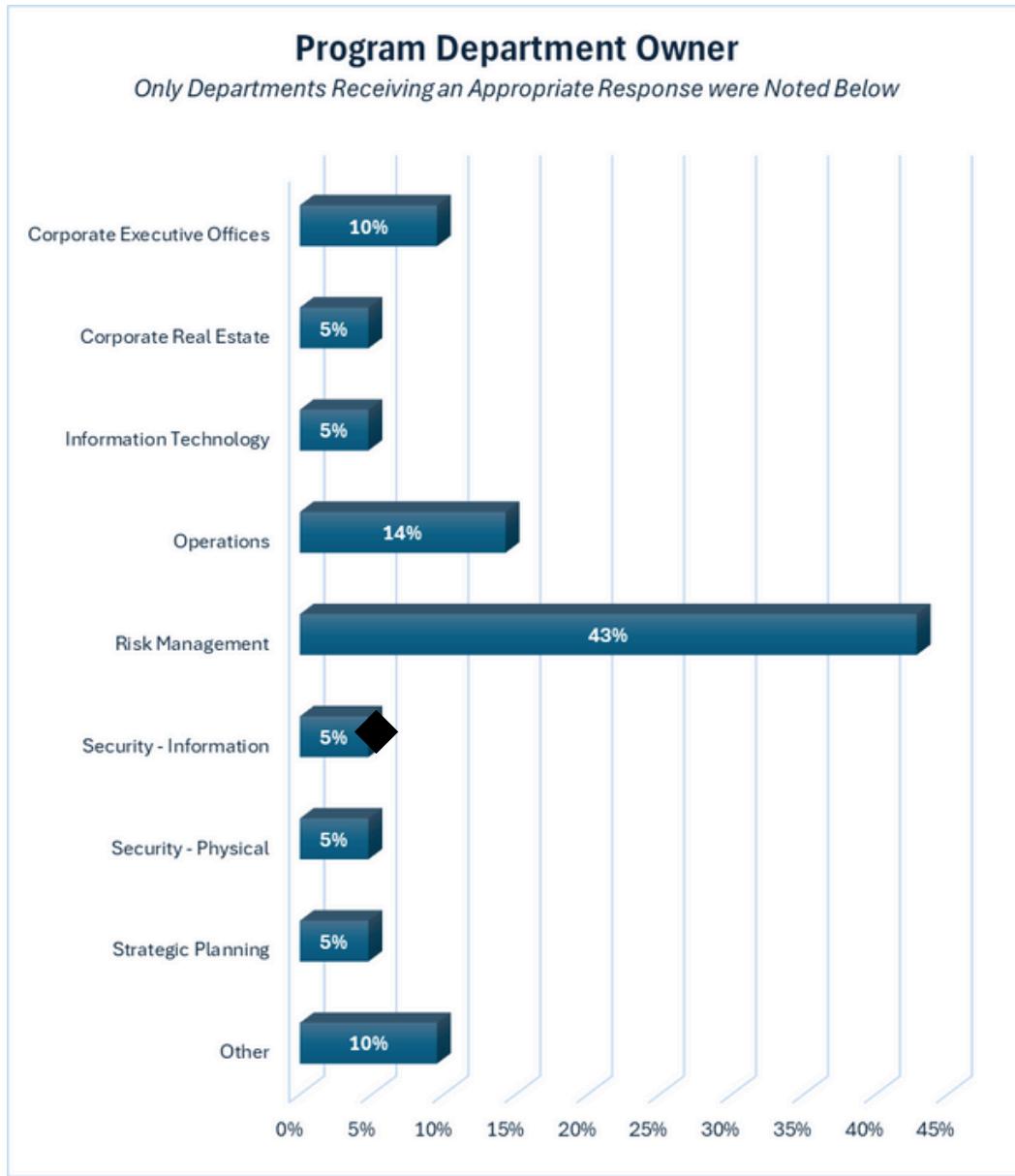
Peer Assessment

ABC Company selected the **XXXXX** industry sector as its peer group for this assessment, along with other potential matches by global distribution, 2,000–5,000 company employees, 51–100 offices, and/or \$5–10 billion in revenues. Please note that individual peer company names are not disclosed in the report, and participation in specific questions varied. For example, respondents who do not directly manage a program would not be presented with staffing or budgeting questions. Additionally, not all organization names are listed below, as some participants opted to complete the study confidentially using a personal email address.

→ **XXXXX industry sector, coupled with organizations that are globally distributed, 2,000 – 5,000 company employees, 51-100 offices, and/or \$5–\$10 billion in revenues**

In each chart, the black diamond indicates the organizational benchmark for which this report was generated.



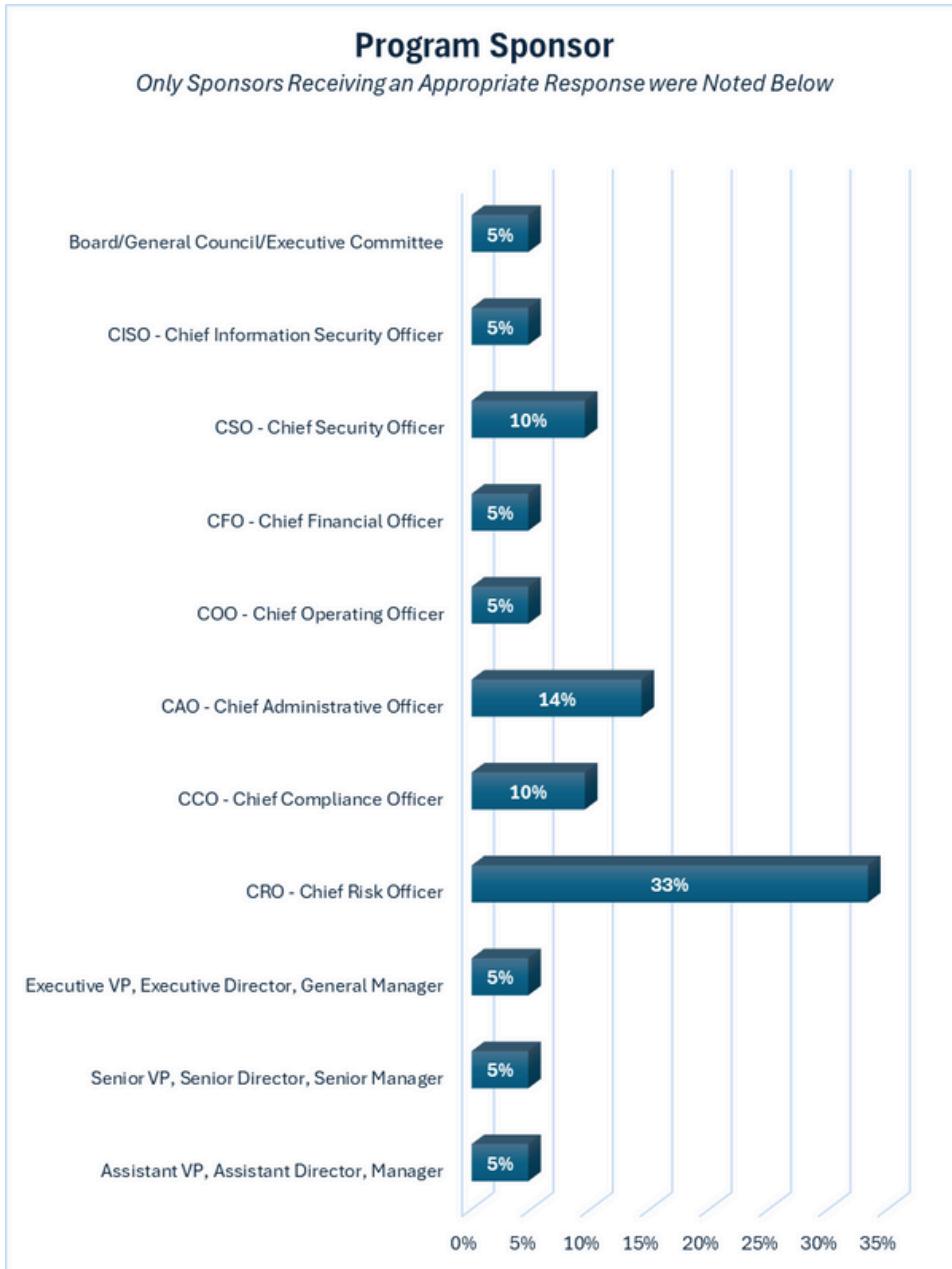


Insights:

Program positioning is key to gaining and sustaining executive support, and varies by industry. Since 2009, our entire data set has shown a **clear shift in resilience program ownership from IT to Risk Management**, regardless of organization size or maturity. In 2009, **27%** of respondents reported into IT; by 2024, that dropped to **9%**. In contrast, Risk Management ownership rose from **11%** to **23%**.

For all **XXXXX** industry sector respondents, the same trend from 2009 to 2024 is even more pronounced: IT ownership fell from **28%** to **5%**, while Risk Management rose from **16%** to **41%**.

While Risk Management is becoming the dominant home, the most effective placement is where the program gains visibility, influence, and cross-functional impact within your organization.



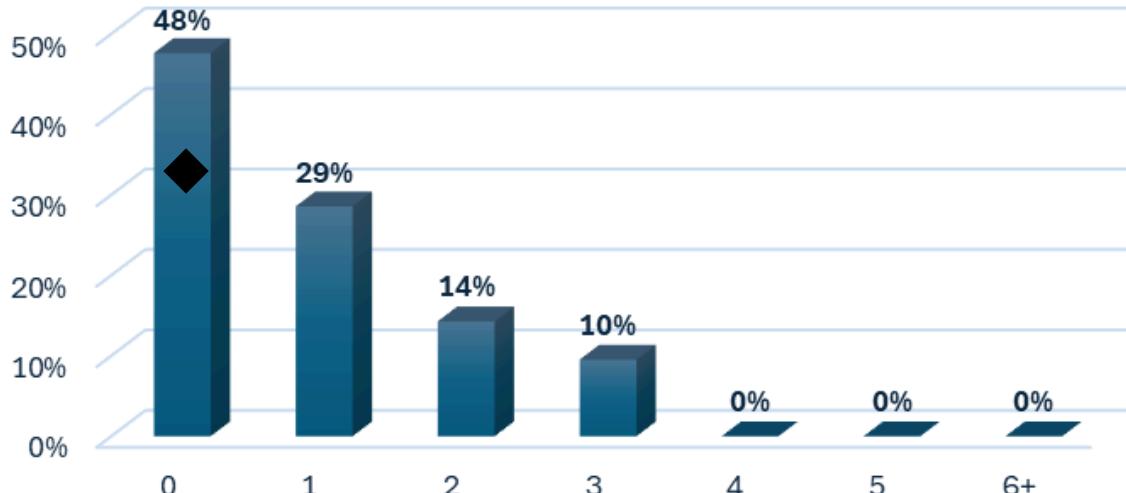
Insights:

Just like department ownership, the choice of program sponsor significantly influences visibility and executive commitment, and similar to the department owner, our entire data set shows a clear shift in sponsorship from IT to Risk Management. In 2009, **19%** of all study respondents cited the CIO/CTO as sponsor, dropping to **11%** in 2024. Meanwhile, CRO sponsorship rose from **3%** to **19%**.

For all **XXXXX** industry sector respondents, CIO/CTO sponsorship declined from **19%** in 2009 to **3%** in 2024, while CRO sponsorship grew from **8%** to **29%**. **0%** of organizations within **ABC Company's peer group** noted CI/CTO as the program sponsor.

What's critical is not just who sponsors the program, but how close they are to executive leadership, a dynamic explored further on the next page.

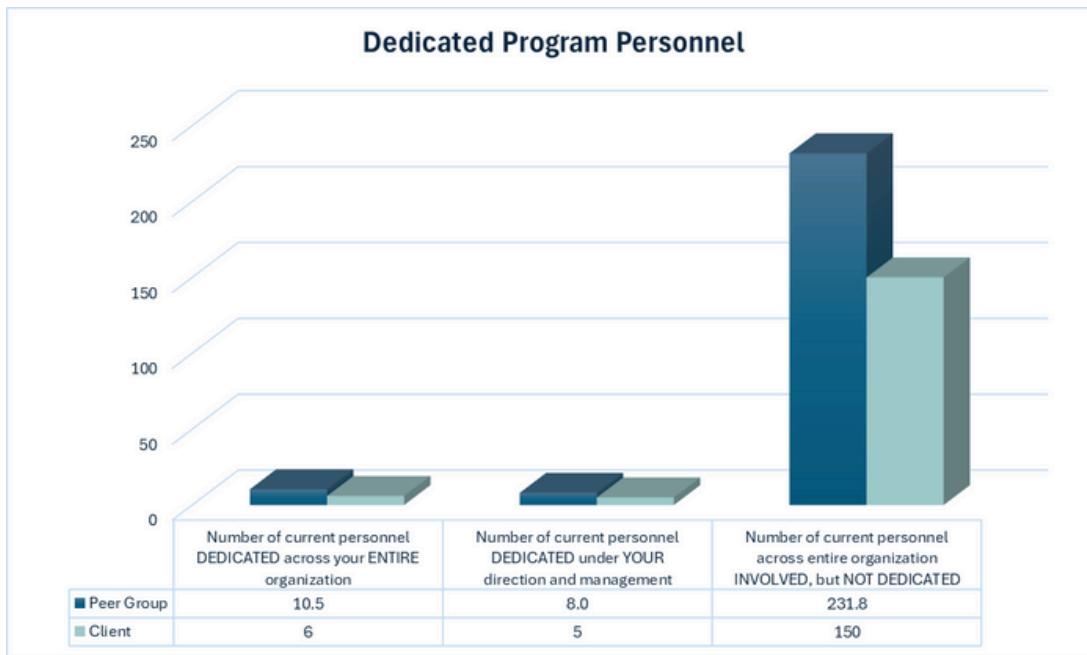
Program Sponsor Level of Separation from Executive Committee



Insights:

Beyond job title, the sponsor's proximity to executive leadership is critical, ideally with "zero" levels of separation from the executive committee. Since 2009, visibility of Business Continuity and Resilience programs has steadily improved across all industries, with direct executive-level alignment rising from **36%** in 2009 to **49%** in 2024. For all **XXXXX** industry sector respondents, that number climbed from **36%** to **43%**.

Notably, **77%** of all **XXXXX** industry sector respondents with direct executive alignment said this positioning positively impacted program effectiveness.



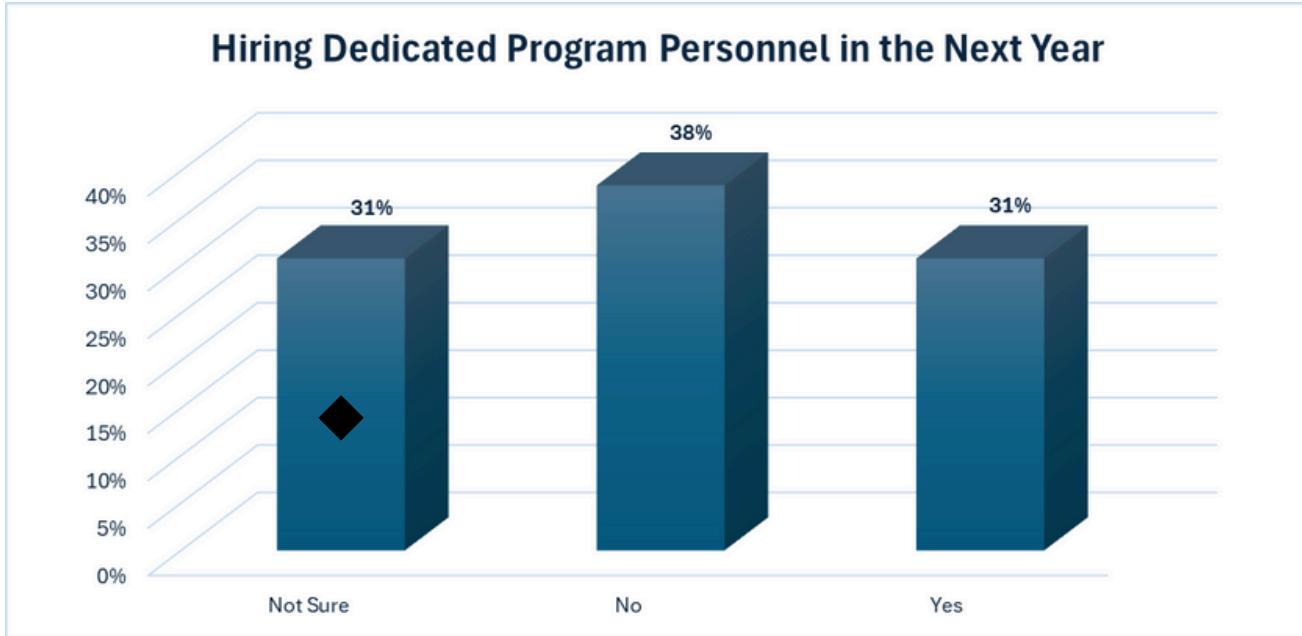
Insights:

Securing the right level of resiliency staffing is essential to achieving program objectives, whether it's maintaining compliance, responding effectively to disruptions, or driving long-term program maturity. Inadequate staffing can lead to coverage gaps, delayed recovery timelines, insufficient stakeholder engagement, and difficulty scaling resilience efforts across the organization. Conversely, appropriately resourced programs are more likely to integrate across functions, maintain executive support, and demonstrate measurable value.

Our research examines staffing from multiple angles:

- Total dedicated staff across the organization
- Staff directly managed by the study participant
- Total involved staff, including those contributing part-time or indirectly to program planning
- Number of resilience disciplines the program encompasses

For **ABC Company's** peer group, the average number of dedicated program personnel is **10.5**. However, when narrowing the focus to core program disciplines similar to **ABC Company** (Business Continuity, Crisis Management, Disaster Recovery, Emergency Management, and Pandemic Planning), the average drops slightly to **8.3** personnel dedicated to the program. This suggests that staffing needs vary significantly based on program scope and the number of functions included under the resiliency umbrella.



Insights:

The employment market for Resilience professionals surged between April 2020 into 2023, driven by the urgent need to manage the COVID-19 response and a broader transformation toward more holistic, integrated Resilience programs. Organizations were not only addressing pandemic-related disruptions but also rethinking their preparedness strategies to incorporate cybersecurity risks, supply chain fragility, outdated technology infrastructures, and closer alignment with enterprise risk and compliance functions. As a result, hiring activity jumped significantly, from **14%** in 2018 to **25%** in 2021, and peaked at **39%** in 2023. However, as organizations stabilized and economic pressures returned, hiring normalized in 2024/2025, dropping to **22%**, which aligns with historical averages in our research.

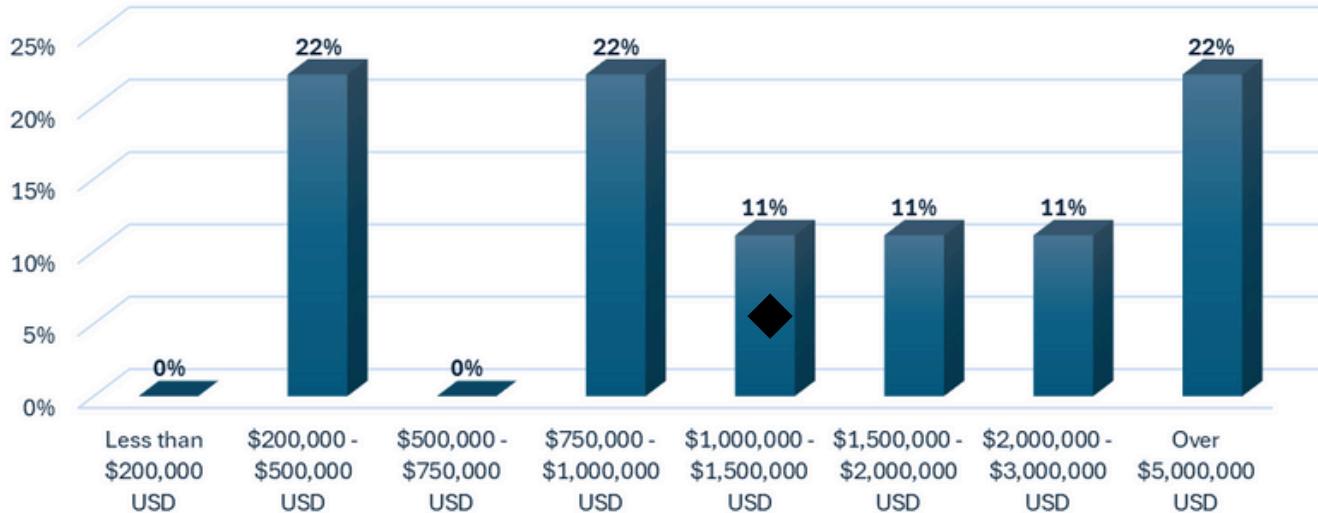
Interestingly, the **peer group for ABC Company** has bucked this trend. **31%** of similar organizations reported plans to hire Resilience professionals in 2025/2026 (data collected in 2024/2025), indicating a continued upward trajectory. Why are similar industry sector organizations hiring more than other sectors?

XXXXX organizations are facing a perfect storm of interconnected risks that demand greater resiliency investment:

- **Heightened regulatory and supervisory expectations:** Eum voluptatibus doloremque est nulla omnis eos sequi laudantium. Et modi quaerat et vero tempore ea repellendus alias id totam voluptas et dolorem quasi aut iste sunt.
- **Increased catastrophic and systemic risk exposure:** Eum voluptatibus doloremque est nulla omnis eos sequi laudantium. Et modi quaerat et vero tempore ea repellendus alias id totam voluptas et dolorem quasi aut iste sunt.
- **Dependence on digital transformation and third parties:** Eum voluptatibus doloremque est nulla omnis eos sequi laudantium. Et modi quaerat et vero tempore ea repellendus alias id totam voluptas et dolorem quasi aut iste sunt.
- **Enterprise-Wide Risk Management integration:** Eum voluptatibus doloremque est nulla omnis eos sequi laudantium. Et modi quaerat et vero tempore ea repellendus alias id totam voluptas et dolorem quasi aut iste sunt.
- **Reputational and policyholder trust protection:** Eum voluptatibus doloremque est nulla omnis eos sequi laudantium. Et modi quaerat et vero tempore ea repellendus alias id totam voluptas et dolorem quasi aut iste sunt.

XXXXX companies are leading in resilience hiring because their own business model depends on understanding, managing, and recovering from disruptions, both for their clients and for themselves. Eum voluptatibus doloremque est nulla omnis eos sequi laudantium. Et modi quaerat et vero tempore ea repellendus alias id totam voluptas et dolorem quasi aut iste sunt. Id labore voluptas ut voluptatem.

Approximate Annual Budget for Program Expenses



Insights:

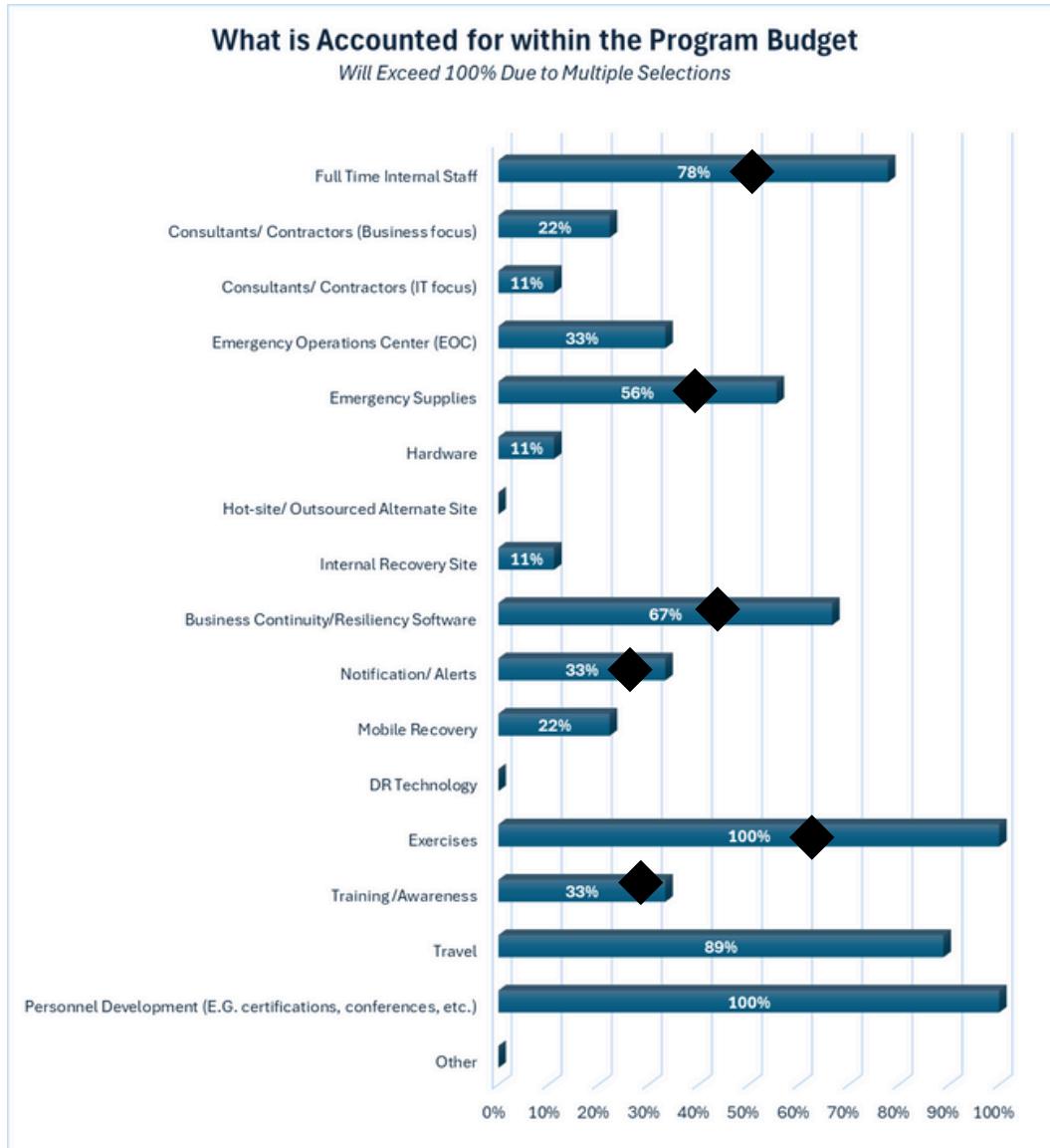
ABC Company's Resilience budget (\$1–\$1.5M) sits squarely in the middle of its peer group: 44% of peers report lower budgets (\$200K–\$1M) and 44% report higher budgets (\$1.5M+). Across the full study sample, 30% of organizations reported budgets $\geq \$1M$, while the XXXXX sector reported a higher share at 41% and ABC Company's direct peer group reported an even higher share at 55%. Budget size correlates strongly with organizational revenue: 22% of all organizations with \$5–\$20B in revenue reported Resilience budgets $\geq \$1M$, compared to 22% of XXXXX sector respondents and 50% of organizations similar to ABC Company.

Why Similar XXXXX Organizations May Be Investing More in Resilience:

- **Broader global and operational footprint:** Eum voluptatibus doloremque est nulla omnis eos sequi laudantium. Et modi quaerat et vero tempore ea repellendus alias id totam voluptas et dolorem quasi aut iste sunt.
- **Complex technology and third-party ecosystems:** Eum voluptatibus doloremque est nulla omnis eos sequi laudantium. Et modi quaerat et vero tempore ea repellendus alias id totam voluptas et dolorem quasi aut iste sunt.
- **Heightened regulatory scrutiny and client expectations:** Eum voluptatibus doloremque est nulla omnis eos sequi laudantium. Et modi quaerat et vero tempore ea repellendus alias id totam voluptas et dolorem quasi aut iste sunt.
- **Greater risk and data sensitivity:** Eum voluptatibus doloremque est nulla omnis eos sequi laudantium. Et modi quaerat et vero tempore ea repellendus alias id totam voluptas et dolorem quasi aut iste sunt.

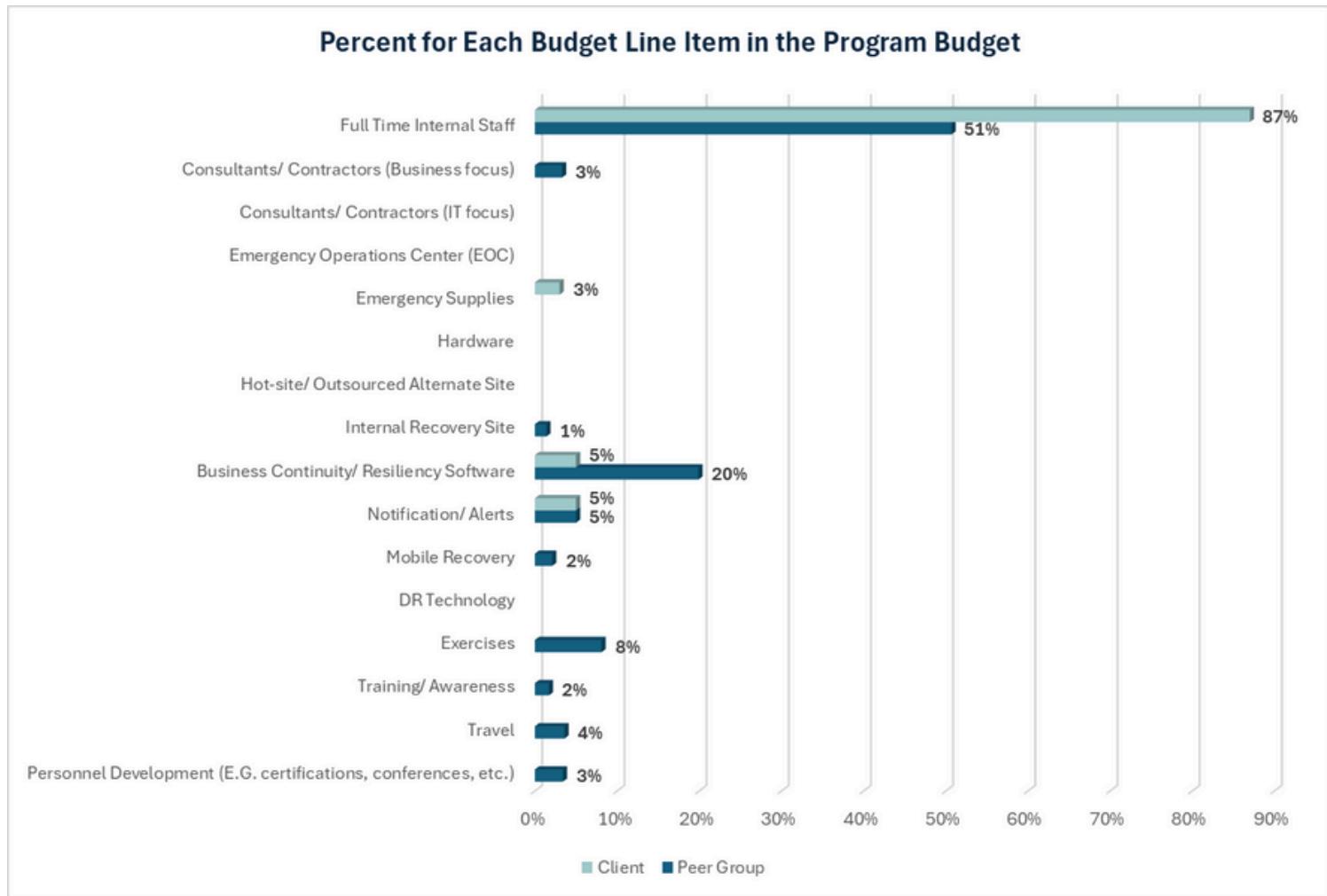
Strategic alignment with Enterprise Risk Management: Eum voluptatibus doloremque est nulla omnis eos sequi laudantium. Et modi quaerat et vero tempore ea repellendus alias id totam voluptas et dolorem quasi aut iste sunt.

ABC Company's Resilience budget is well-aligned with peers, though similar XXXXXs are investing more to address growing regulatory demands, global complexity, and technology risk. A modest increase in funding could strengthen ABC Company's position among industry leaders and reinforce its reputation for proactive resilience management.



Insights:

According to our research, more than half of all organizations fund key Resilience budget categories such as full-time staff, Business Continuity software tools, notification systems, exercises, training, travel, and personnel development. **ABC Company's** peer organizations most commonly allocate budget to full-time staff, emergency supplies, software, exercises, travel, and personnel development. **ABC Company's budget structure is largely consistent with peers, covering full-time staff, emergency supplies, software, and exercises in addition to notifications/alerts and training.** However, unlike most peers, **ABC Company** does not currently allocate funds for travel or personnel development within its Resilience budget; these items may instead be captured under broader corporate or departmental budgets.



Insights:

ABC Company allocates a notably higher portion of its Resilience budget to **full-time internal staff (87%) compared with peers (51%) and all organizations (49%)**, reflecting strong in-house capability and ownership. Its lower spend on technology tools (5% vs. 20% peer average) and lack of dedicated funding for travel and professional development may limit program enablement and staff growth. Peers tend to distribute their budgets more evenly across software, training, and mobility, supporting broader resilience maturity. ABC Company could consider modestly increasing and rebalancing its budget to enhance technology, awareness, and development initiatives, which may further strengthen scalability and align with peer best practices while maintaining overall fiscal discipline.

Insights:

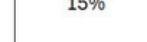
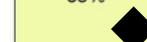
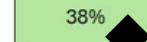
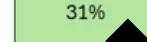
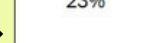
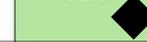
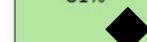
In reviewing the current state of **ABC Company's** program, several strengths stand out where **ABC Company** exceeds peer performance. The organization has successfully implemented a full-functioning, enterprise-wide Business Continuity and Resiliency program that addresses identified contingency, resiliency, risk management, emergency management, and crisis management needs.

Key program highlights include:

- A fully operational Emergency Operations Center.
- Maintains an assessment and audit schedule to ensure the program remains current and comprehensive.
- A regular exercise schedule that identifies potential vulnerabilities, with analysis used to elevate program effectiveness.
- Exercises that engage multiple teams across the organization, rather than focusing solely on a single process or technology.
- A comprehensive awareness and training program educating the organization on roles and responsibilities within the Business Continuity/Resiliency program.
- A holistic Organizational Resilience approach encompassing preventive controls, mindful action, performance optimization, and adaptive innovation.
- A fully functioning executive and leadership succession plan.

One area where **ABC Company** lags slightly behind peers is in having established **policies and procedures for coordination with external agencies during a disaster**. Additionally, **ABC Company** may consider pursuing two other items to further elevate program maturity, such as conducting joint Information Security and Business Continuity/ Resiliency exercises and regularly sharing recovery capability reports with senior leadership.

Current Level of Program Status	Current Program Status	Peer Group
	Off-site data recovery only.	14%
	There are contingency plans in place for IT functions only (i.e., Disaster Recovery only).	19%
	Critical systems are either resilient or recoverable.	52%
	Some departments/divisions have Business Continuity/Resiliency plans.	10%
	Currently obtaining or have management support and formulating the Business Continuity/Resiliency program framework to include chartering and governance contingency strategies, resiliency needs, recovery objectives, operational and enterprise risk management, and crisis management plans.	24%
	Currently developing and implementing Business Continuity, Resiliency, and/or IT Disaster Recovery plans that meet the needs of the organization.	14%
	Currently conducting regular BIA or risk assessments.	57%
	Implemented a full-functioning, corporate-wide Business Continuity/Resiliency program that meets the organization's identified contingency, resiliency, risk management, emergency management and crisis management needs.	38%
	Currently assessing the need for an Emergency Operations Center.	5%
	Currently implementing an Emergency Operations Center.	5%
	A full functioning Emergency Operations Center is in place.	29%
	Policies and procedures are in place to interact and coordinate with external agencies in times of a disaster.	76%
	A Crisis Management process and plan is in place.	86%
	A Crisis Communications program is in place.	81%
	Currently developing a Pandemic Preparedness policy.	14%
	Currently implementing a Pandemic Preparedness policy.	5%
	A full functioning Pandemic Preparedness policy is in place.	81%
	Maintain an assessment and audit schedule of the Business Continuity/Resiliency program to ensure the program is up to date and complete.	33%
	Maintain an exercise schedule in order to identify new potential vulnerabilities or weaknesses in the current Business Continuity/Resiliency program. Analyze findings to elevate the program.	24%
	Exercises involve multiple teams across the organization - not just a single process/technology recovery.	29%
	Joint Information Security and Business Continuity/Resiliency exercises are conducted.	33%
	Implemented an awareness and training program to promote and educate the entire organization on the Business Continuity/Resiliency program, including specified roles and responsibilities.	38%
	Recovery capability reports are shared on a regular basis with the pertinent senior leadership of the organization.	48%
	My organization is struggling to understand what Organizational Resilience management means.	19%
	My organization is working towards a holistic Organizational Resilience approach.	52%
	Resilience management is embedded within the culture of the organization.	33%
	The executive management team understands the importance behind Resilience Management and they are committed to continuous improvement.	67%
	My organization has implemented a holistic Organizational Resilience approach that includes preventive control, mindful action, performance optimization, and adaptive innovation.	10%
	Currently developing an executive/leadership succession plan.	29%
	Currently implementing an executive/leadership succession plan.	5%
	A full functioning executive/leadership succession is in place.	57%

Comparison of ABC Company to other Peer Organizations	0=Does not describe our organization						5=Our organization very much aligns to this statement
		1	2	3	4		
Our organization uses automation (software and other tools) to accomplish regular recurring tasks, manage incidents, and analyze program performance.	31% 	0%	15%	23%	15%	15%	
Our core Resilience Management team (full-time resources leading the program) connects regularly to discuss/ solve issues to move the program forward, tracks and follows up on action items, and seeks improvement opportunities to strive for the right level of resiliency.	0%	0%	8%	0%	23%	69% 	
Our Resilience Management program is well integrated with other risk disciplines within the organization (e.g., Information Security, Emergency/Incident Response, IT Disaster Recovery).	8%	0%	0%	31%	23%	38% 	
Our senior management understands the investment, agrees on the products and services the Resilience Management program is working to protect, understands the maximum downtime tolerance for each, and regularly reviews our ability to recover.	8%	0%	8%	23%	31%	31% 	
The program can effectively improve and adapt to the organization's changing business strategy and is appropriately funded to enable approved strategies, risk mitigation controls, and other improvement opportunities.	0%	8%	8%	15%	46% 	23%	
Everyone with a role in our Resilience Management program understands expectations, wants to participate in their role, meets regularly to be trained, and has the capacity (time and knowledge) needed to execute their role well.	0%	0%	8%	15%	38%	38% 	
We have a cross functional steering committee that meets regularly to review the recoverability of in-scope products and services, prioritize corrective actions, and address strategic issues that may be impeding our ability to achieve the right level of resiliency.	8% 	8%	8%	31%	15%	31%	
We have a process for how we perform Resilience Management activities, which is documented, simple and straightforward, and followed by all program participants.	0%	8%	0%	23%	15% 	54%	
We have mapped in-scope products and services to their underlying department/activity dependencies (facilities, technologies, equipment, people, and suppliers); all have downtime tolerances.	0%	8%	15%	31%	15%	31% 	
Our Resilience Management plans include actionable content that describes what needs to be recovered, by whom, how it will be recovered & communicated, when the plans should be used, and everyone is trained and aware.	0%	0%	8%	38%	23%	31% 	

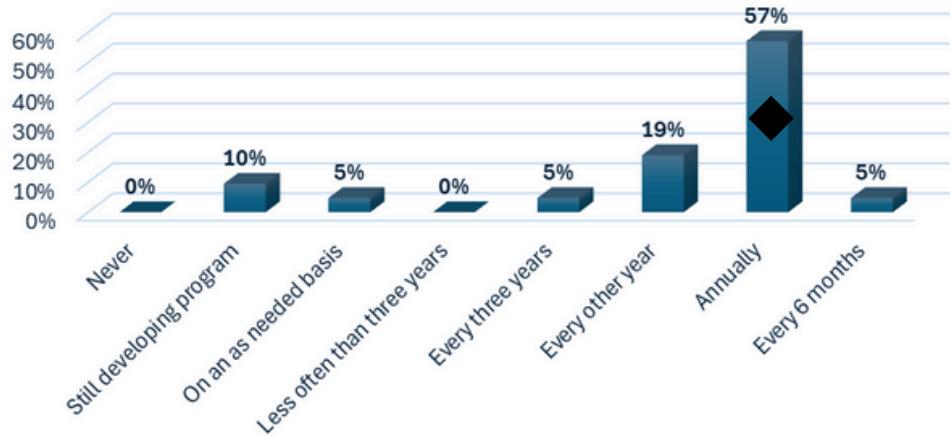
Insights:

The maturity assessment highlights that **ABC Company** continues to **demonstrate strong performance across several core areas of its Resilience program**. The program is well-integrated with broader risk disciplines, enjoys visible senior leadership understanding and support, and benefits from strong employee engagement and clarity of roles. Foundational elements, such as mapping critical products and services to their dependencies and maintaining actionable, well-communicated recovery plans, are well established, positioning **ABC Company** ahead of many peers.

While the program's governance and adaptability are on par with industry peers, opportunities remain to advance maturity in several areas. Specifically, **increased use of automation and analytical tools could enhance efficiency and data-driven decision-making**. In addition, **formalizing cross-functional governance through a regularly engaged steering committee and simplifying documented processes would strengthen enterprise-wide alignment and consistency**.

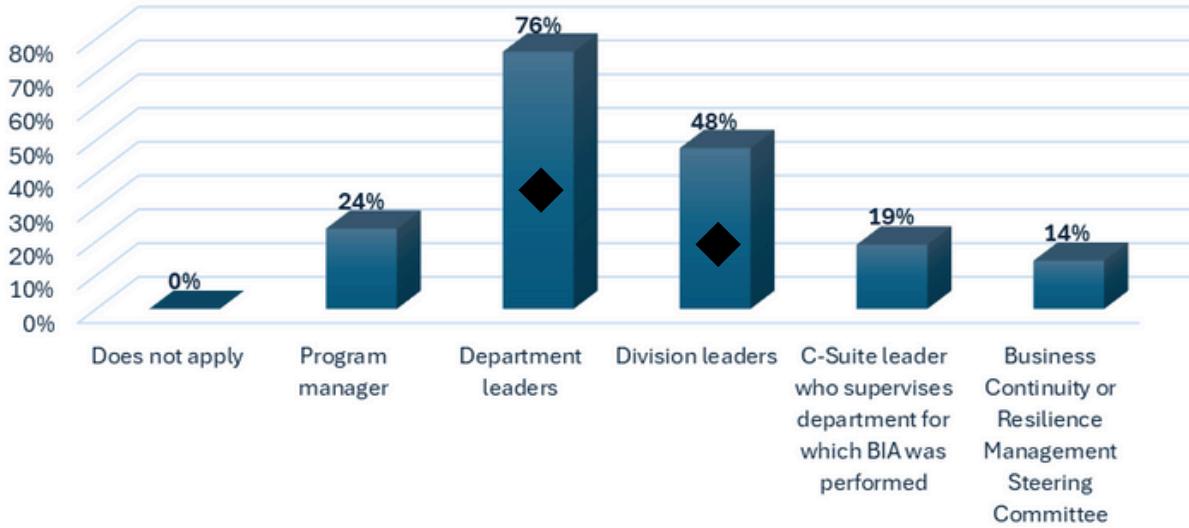
To continue its upward trajectory, **ABC Company** may consider **modest investments in technology enablement, streamlined process documentation, and enhanced governance mechanisms that drive accountability and continuous improvement**. These refinements would not only align **ABC Company** more closely with peer best practices but also enhance overall resilience, scalability, and long-term program sustainability.

Review & Update the BIA for Processes, Activities, & Resources In-Scope



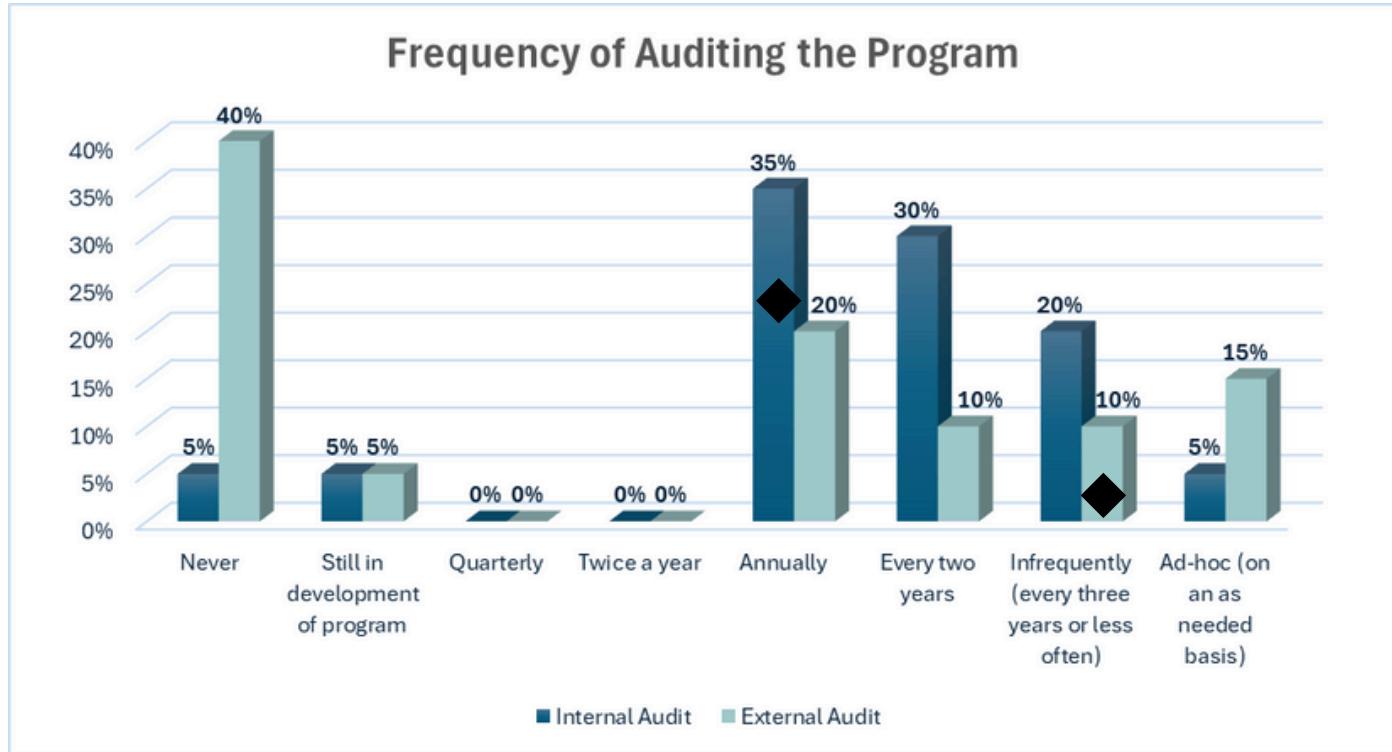
Who is Responsible for Reviewing & Approving BIA Results

Exceeds 100% due to Multiple Selections



Insights:

Business Impact Assessments (BIAs) are critical for identifying and prioritizing the processes, resources, and activities that are most vital to the organization's resilience. Most organizations, including **ABC Company** and its peers, conduct BIAs annually, though some peers do so biannually. While **ABC Company** aligns with peers in departmental and divisional review of BIA results, executive oversight, including review by a Resilience Management Steering Committee and/or the C-Suite, is limited compared with all study participants (38% and 5%, respectively). **Increasing executive engagement in BIA approval could enhance accountability, elevate program visibility, and ensure recovery priorities are closely aligned with organizational strategy.**

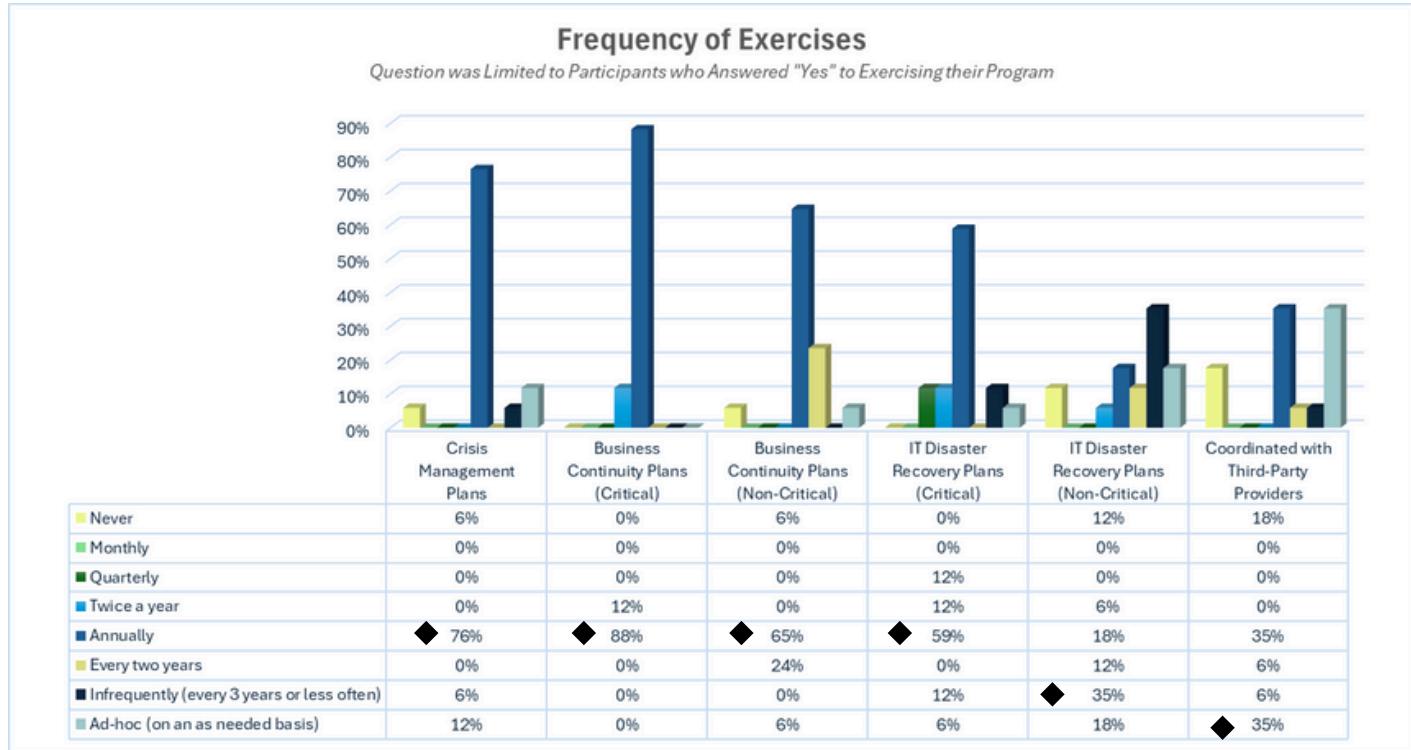


Insights:

Conducting regular audits is a cornerstone of a strong resilience program, offering independent validation of controls, processes, and recovery capabilities while identifying opportunities for continuous improvement through both internal and external perspectives. **Compared to its peers, 35% of organizations conduct internal audits annually, aligning with ABC Company's current annual internal audit cadence.** This demonstrates ABC Company's commitment to maintaining consistent oversight and validating program effectiveness on an ongoing basis.

For external audits, 20% of peer organizations conduct them annually, while ABC Company performs them less frequently, though this still compares favorably to the 40% of peers that never conduct an external audit. Increasing the frequency of external audits could further strengthen independent validation, enhance transparency, and ensure continued alignment with evolving industry standards and peer best practices.

By maintaining an annual internal audit cycle and considering a more structured external audit cadence, ABC Company can continue reinforcing executive confidence in the program's maturity, resilience, and commitment to continuous improvement.



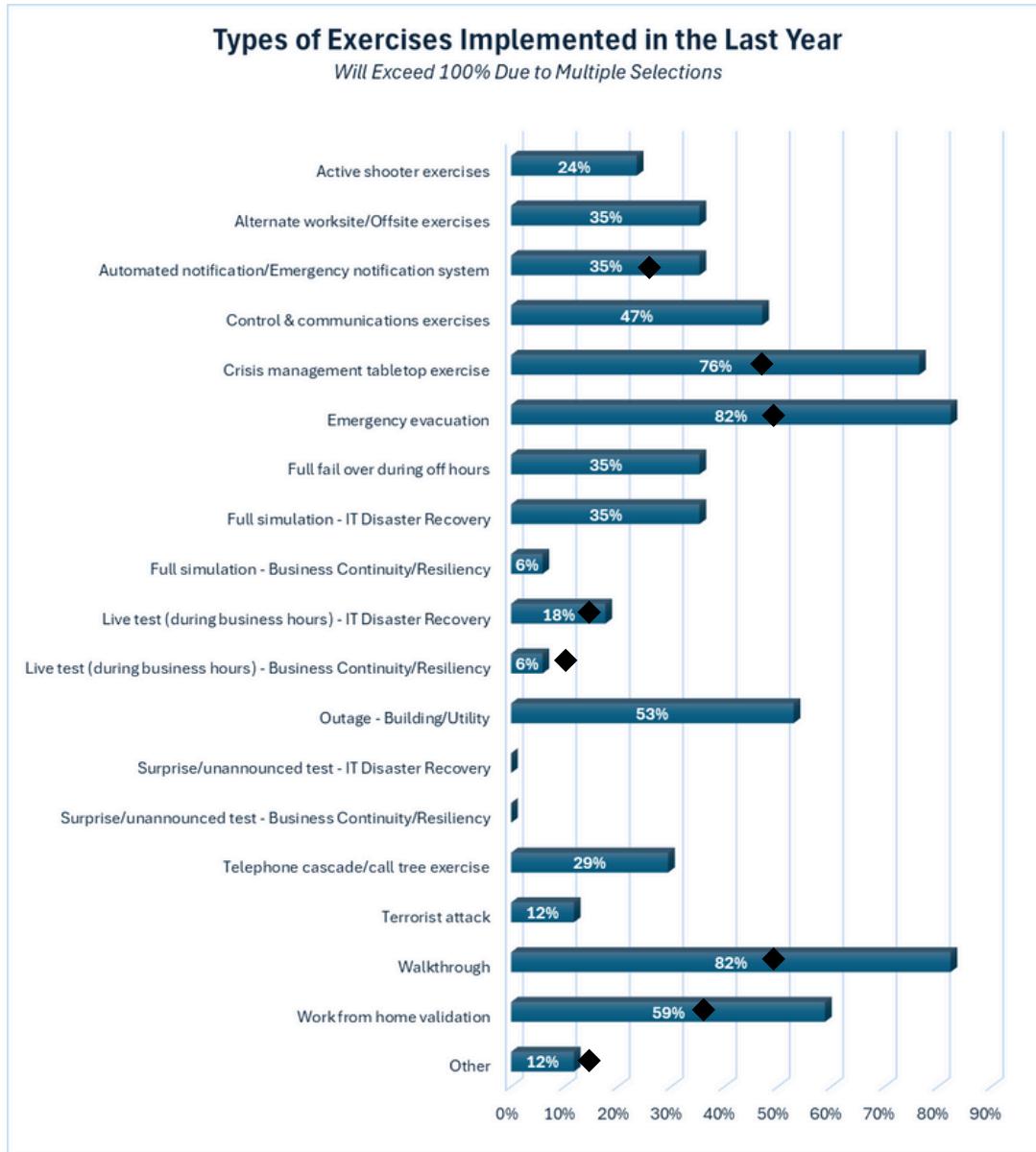
Insights:

Exercising different components of a resilience program is essential to ensure plans are practical, roles are clearly understood, and recovery capabilities perform effectively during real-world disruptions. **ABC Company aligns well with its peers in conducting annual exercises for Crisis Management, critical and non-critical Business Continuity, and critical IT Disaster Recovery plans.** However, non-critical IT Disaster Recovery plans continue to be tested less frequently, which also aligns with their peers.

One common area of opportunity across all industry sectors, and within **ABC Company's** program, is the systematic coordination of exercises with third-party providers. **ABC Company currently engages third parties on an as-needed basis, consistent with 35% of its peers, while another 35% of its peers conduct these exercises annually.**

According to multi-year data trends, coordinating exercises with external providers has been a long-standing gap across industries. In 2017, 36% of all organizations reported never coordinating such exercises, improving modestly to 28% in 2022 and 27% in 2024. Encouragingly, the **XXXXX** sector demonstrates stronger performance, with only 22% of organizations reporting they never coordinate exercises in 2024, compared to 18% within the **ABC Company** peer group.

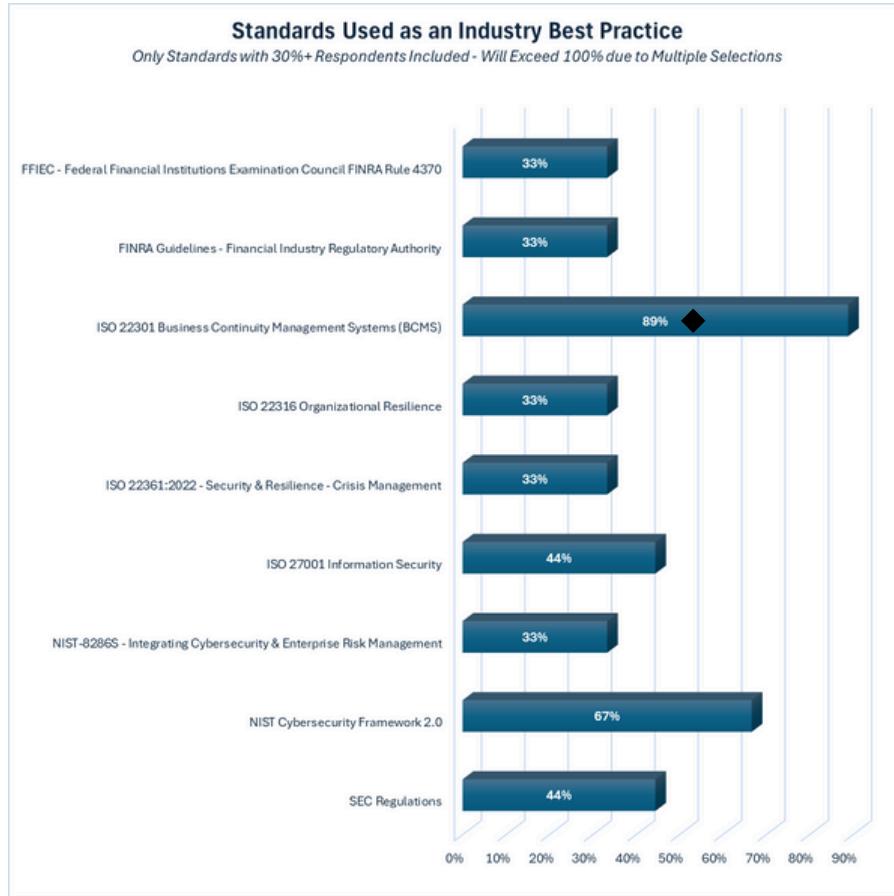
As industry data shows, continued progress in this area remains a key opportunity. By moving from ad-hoc to regularly scheduled joint exercises, ABC Company can strengthen vendor resilience, identify interdependencies earlier, and improve coordination during disruptions, ultimately enhancing confidence across the broader organizational ecosystem.



Insights:

Using varied scenarios to exercise Business Continuity and Resiliency plans is critical for uncovering gaps, validating assumptions, and ensuring that teams can respond effectively under different conditions. **ABC Company aligns with its peers in conducting a range of exercises over the past year, including crisis management tabletop exercises, emergency evacuations, walkthroughs, and work-from-home validations.**

Notably, **ABC Company** goes beyond typical peer practices by tackling more challenging, high-fidelity exercises, such as live tests of both IT Disaster Recovery and Business Continuity during business hours, providing a robust assessment of the program's effectiveness under realistic conditions. These advanced exercises help identify potential weaknesses, strengthen operational readiness, and enhance organizational confidence that recovery plans can be executed successfully in real-world scenarios.



Insights:

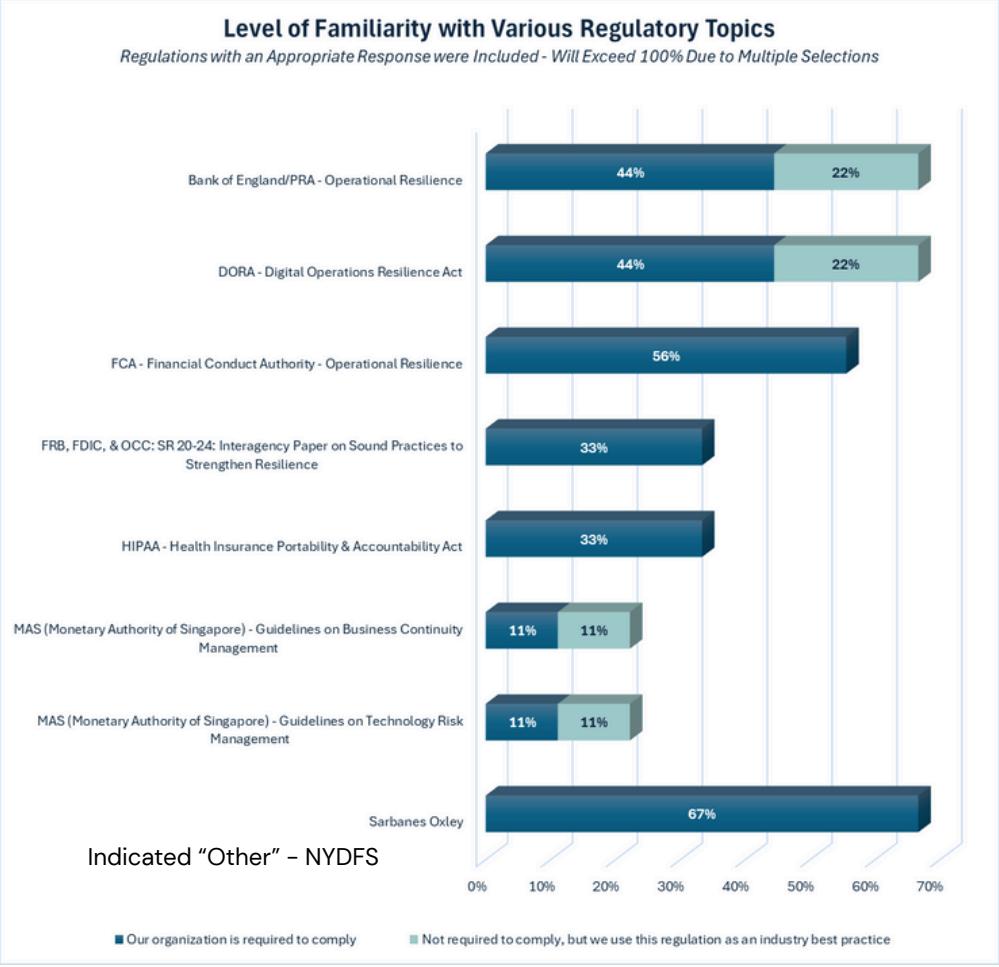
Aligning a Resilience program to established standards helps elevate program maturity by providing a structured framework, ensuring consistent practices, and demonstrating alignment with industry best practices. Among **ABC Company** peers, the most commonly referenced standards are **ISO 22301 Business Continuity Management System** and the **NIST Cybersecurity Framework 2.0**, which guide robust Continuity and Cyber Resiliency practices. **ABC Company** has chosen OSHA compliance as another primary alignment, and while this standard is less commonly cited in the data, 22% of peers also reference it.

By thoughtfully selecting and potentially broadening alignment with recognized standards, **ABC Company** can strengthen program credibility and support ongoing continuous improvement initiatives.

Insights:

Regulatory compliance is a critical component of Resilience programs, ensuring that organizations meet industry-specific obligations and maintain operational, financial, and reputational integrity. Compliance requirements can vary significantly by sector, with **ABC Company** peers most commonly subject to **FCA and Sarbanes-Oxley regulations**, followed closely by the **Bank of England/PRA and DORA**. **ABC Company** identified **NYDFS** under the "other" category, reflecting its specific regulatory obligations.

Maintaining alignment with applicable regulations not only mitigates risk of penalties but also strengthens stakeholder confidence, supports audit readiness, and reinforces a culture of disciplined, risk-informed resilience.



ABC Company Resilience Program Benchmarking Overview & Key Takeaways

ABC Company continues to demonstrate strong leadership and advancement in resilience management compared to both the XXXXX industry as a whole and its direct peer group. With a ***program maturity score of 146**, ABC Company ranks well above the **XXXXX industry average (112)** and the **peer group average (132)**, placing it firmly within the **“Evolving” maturity tier**, where resilience processes are quantitatively managed and continuously improved.

The organization has established a **comprehensive, enterprise-wide program** that integrates Business Continuity, Crisis Management, IT Disaster Recovery, and Emergency Management disciplines.

Top 5 Opportunities to Strengthen the Resiliency Program

→ Enhance Third-Party Exercise Coordination

While ABC Company aligns with peers by engaging third-party providers on an ad-hoc basis, transitioning to a **structured annual exercise schedule** with key vendors would strengthen ecosystem-wide resilience. This proactive coordination helps identify interdependencies earlier and supports continuous improvement across supplier networks.

→ Increase Executive Engagement Through Formalized Governance

Establishing a **Resilience Steering Committee** or equivalent governance body could further elevate executive oversight and accountability. Regular engagement at the leadership level ensures strategic alignment, timely decision-making, and sustained visibility for resilience initiatives.

→ Expand External Audit Frequency

ABC Company's annual internal audits demonstrate strong discipline, but conducting **external audits more regularly** would enhance independent validation, benchmark performance against evolving standards, and reinforce transparency and program credibility with senior stakeholders.

→ Invest in Technology Enablement and Data Analytics

Introducing more **automation and analytical tools** can streamline data collection, improve trend analysis, and support more informed, data-driven decision-making. This would also align ABC Company with best practices among top-performing peers, advancing toward the “Capable” maturity tier.

→ Modestly Increase Dedicated Personnel and Budget

ABC Company maintains a well-balanced resilience budget (\$1–\$1.5M) that sits in the midrange of its peer group; however, similar XXXXXs are **expanding headcount and funding** to address increased regulatory and operational demands.

- ABC Company currently has **6 dedicated resilience professionals**, while peers average **8.3** across similar disciplines (Business Continuity, Crisis Management, Disaster Recovery, Emergency Management, and Pandemic Planning).
- A **modest increase in staff and funding** would help sustain growth, advance maturity initiatives (e.g., governance, analytics, third-party coordination), and ensure ABC Company remains ahead of emerging regulatory and risk expectations.

Summary

ABC Company has built a robust and evolving resilience program that outperforms industry benchmarks and demonstrates strong leadership commitment. By modestly increasing program resourcing, deepening governance, and formalizing collaboration with third parties, ABC Company can strengthen enterprise-wide resilience and position itself as a leading model of best practice within the XXXXX sector.

*Program Maturity Score Key:

- Below 45 = **Reactive** – the starting point for the use of a new or undocumented repeat process.
- 46 to 90 = **Developing** – the process is at least documented sufficiently such that repeating the same steps may be attempted.
- 91 to 135 = **Sustaining** – the process is defined/confirmed as a standard business processes.
- 136 to 180 = **Evolving** – the process is quantitatively managed in accordance with agreed-upon metrics.
- Above 181 = **Capable** – process management includes deliberate process optimization/ improvement.

Team Expertise



Cheyene Marling, Hon MBCI
Managing Director

Cheyene Marling is a global thought leader with over 25 years of dedicated expertise in the resilience management profession. She founded BC Management, Inc., a firm that specialized in international staffing and data research for resilience management and related disciplines. Recently, she launched Resilience360 Advisory, which integrates career coaching, strategic staffing, and customized benchmarking solutions under one brand.

Cheyene has designed and managed both direct-hire and temporary staffing services globally, and she leads the development of industry-recognized data research initiatives, including the Resilience Compensation Report (23+ years), Resilience Trends Report (14+ years), and Crisis Management Assessment (11+ years). She also developed an advanced data analyzer tool that enables customized benchmarking assessments tailored to client-defined peer groups, providing actionable insights that drive program maturity and strategic decision-making. Her deep knowledge of resilience program metrics and compensation benchmarking supports organizations in optimizing staffing, budgeting, and governance frameworks.

Since 2010, she has served as a founding lecturer for MIT's Crisis Management and Business Continuity Course and has presented her research findings internationally. Cheyene's leadership extends to previously serving on the national and local chapter boards for the Association of Continuity Professionals (ACP) and the Editorial Advisory Board for Continuity Insights. Her distinguished recognitions include the ACP Lifetime Achievement Award (2024), the inaugural ACP Hall of Fame Award (2006), and an Honorary MBCI designation from the Business Continuity Institute (BCI) in 2010.



Other Services

④ Customized Compensation Benchmarking

- Our compensation benchmarks help organizations build fair pay bands and empower professionals to validate market value, assess skills, and negotiate with confidence.

④ Career Coaching

- Career coaching for resilience professionals—resume/LinkedIn modernization, market insights, strategic career planning, interview preparation, and more.

④ Consulting Referrals

- We have an extensive partner ecosystem matching tailored talent to your program needs and engagements.

④ Direct-Hire Recruitment

- Support clients globally for resilience, risk, continuity, disaster recovery, cyber, third-party/supplier, and security roles.

④ Staff Augmentation

- We source and manage contract professionals while partnering with consulting firms for larger-scale resource needs.

④ Fractional Recruitment Support

- Embedded talent acquisition solutions to supplement internal teams and accelerate hiring.

A photograph of a modern building's facade, featuring a grid of blue-tinted windows and a white, angular structural frame. The building is set against a clear blue sky.

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