



RESILIENCE360 ADVISORY

CAREER COACHING • PROGRAM COUNSEL
STRATEGIC STAFFING

Resilience Program Benchmarking: Core Insights

Month XXXX

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 **XXXXXXX** industry sector as its peer group for this assessment. 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.

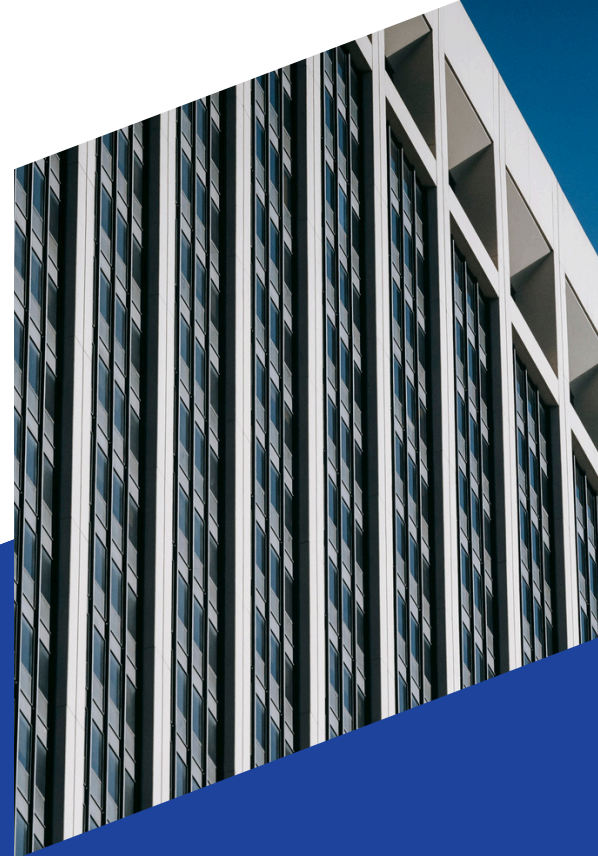
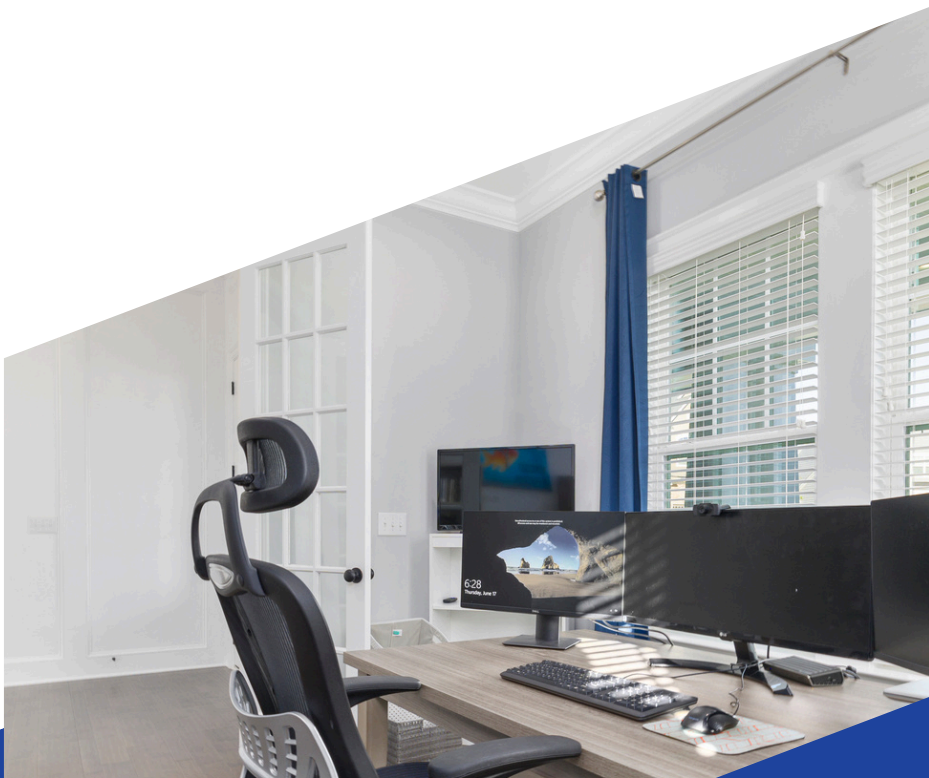
XXXXXXXXX Industry Sector

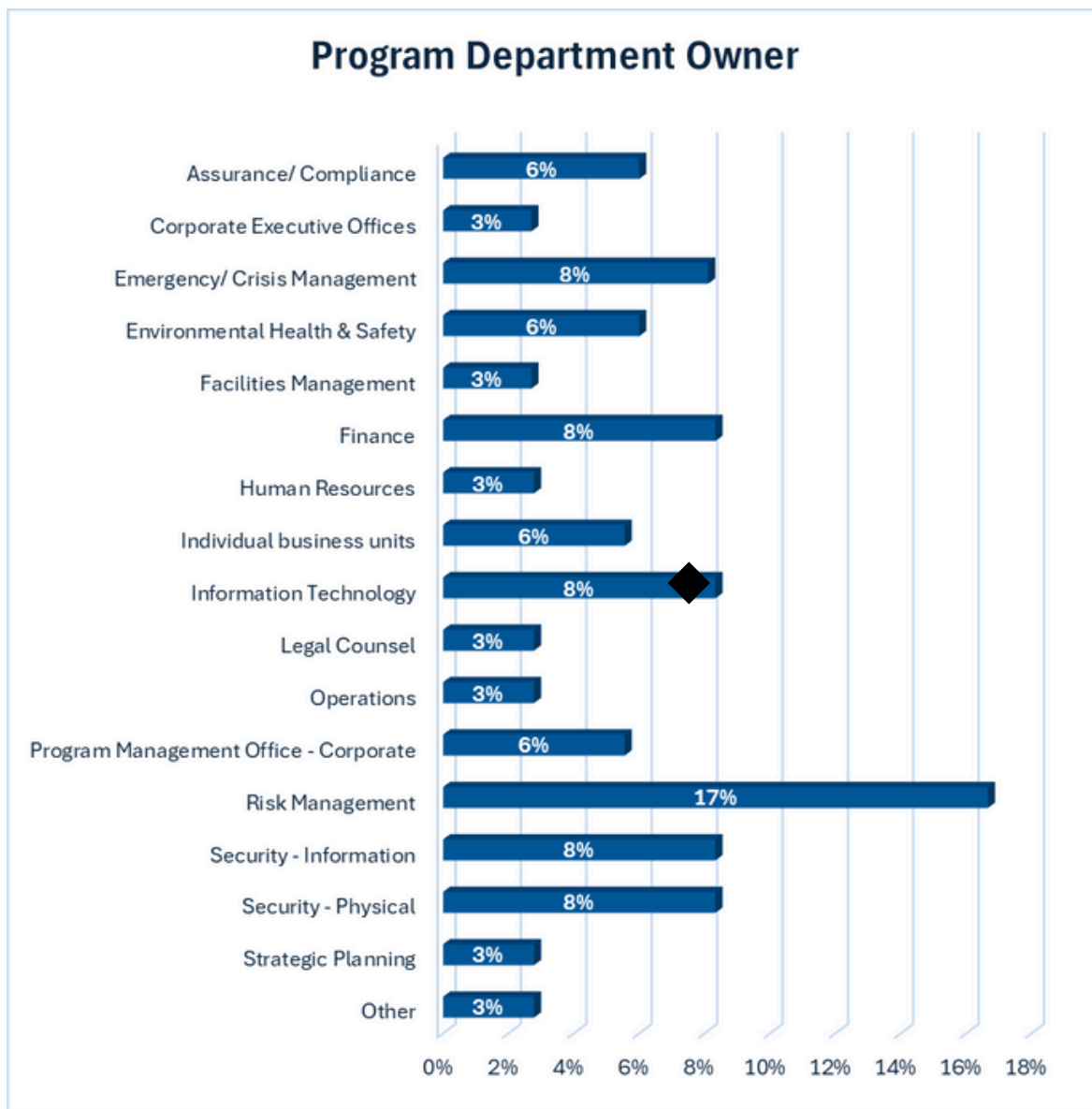
36 organizations were included in this assessment, with notable companies including: **efg, hij, klm, nop, qrs, tuv, wxy, hij, klm, nop, qrs, tuv, wxy, hij, klm, nop, qrs, tuv, wxy, hij, klm, nop, qrs, tuv, & wxy.**

Disclaimer: This sample report is provided for demonstration purposes only. The data presented is illustrative and does not represent actual findings.

For the most accurate insights, we recommend a peer group size of 25–50 professionals. Report requesters may further refine the peer group by applying filters such as organizational revenues, number of employees, or program maturity to ensure a balanced and meaningful comparison.

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



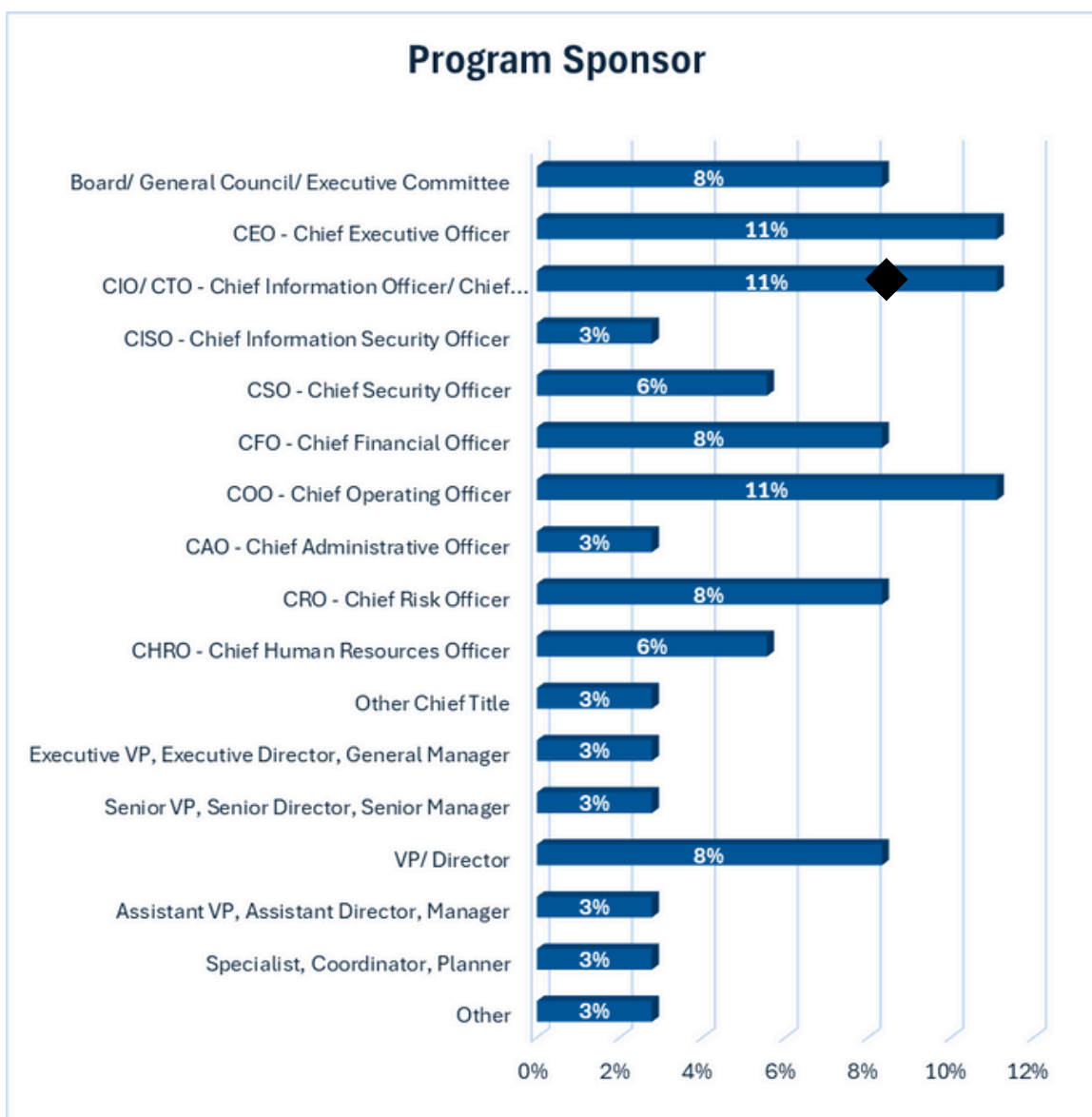


Insights:

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

In the **XXXXXX** sector, the trend is even more pronounced: IT ownership fell from **XX%** to **X%**, while Risk Management rose from **X%** to **XX%**.

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.

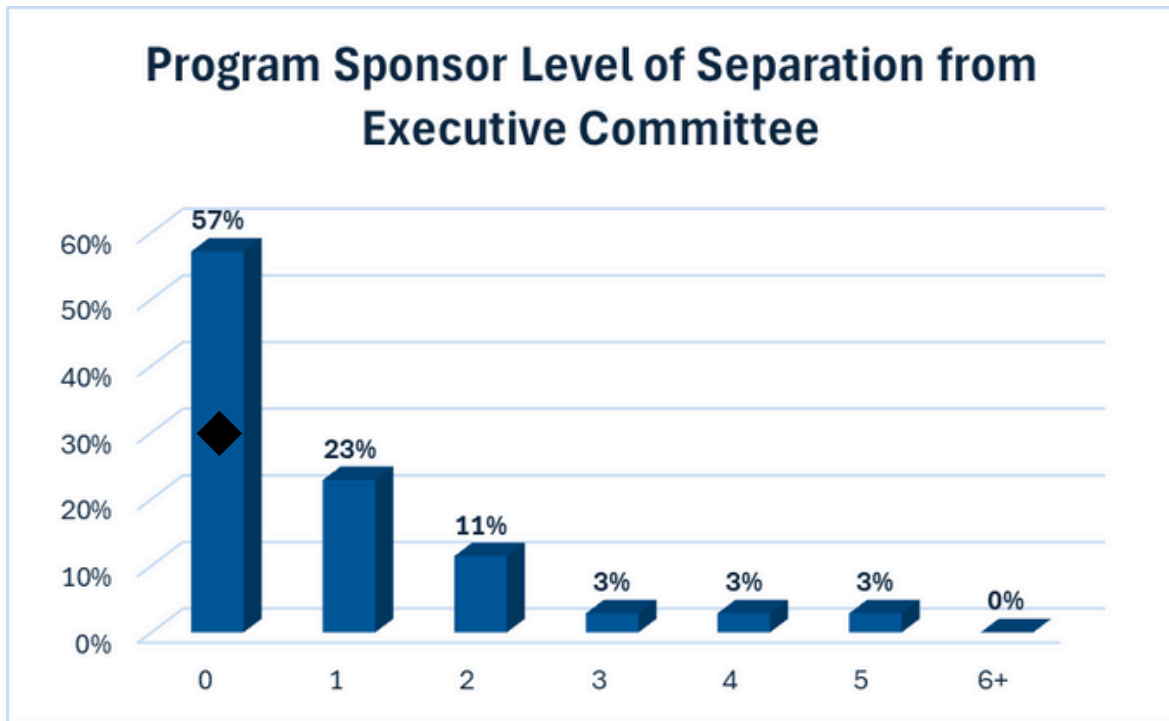


Insights:

Just like department ownership, the choice of program sponsor significantly influences visibility and executive commitment. Our data shows a clear shift in sponsorship from IT to Risk Management. In 2009, XX% of respondents cited the CIO/CTO as sponsor, dropping to XX% in 2024. Meanwhile, CRO sponsorship rose from X% to XX%.

In the XXXXXX sector, CIO/CTO sponsorship declined from XX% to XX%, while CRO sponsorship grew from X% to X%. Most XXXXXX organizations now report sponsorship under the CEO, CIO/CTO, or COO.

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.

**Insights:**

Beyond job title, the program sponsor's proximity to executive leadership is critical, ideally with "0" level of separation from the executive committee. Since 2009, the visibility of Business Continuity/Resilience programs has improved significantly. Organizations reporting direct executive-level alignment rose from **XX%** in 2009 to **XX%** in 2024. In the **XXXXXX** sector, that number climbed from **XX%** to **XX%**.

Notably, **XX%** of respondents with direct executive alignment said this positioning positively impacted program effectiveness.



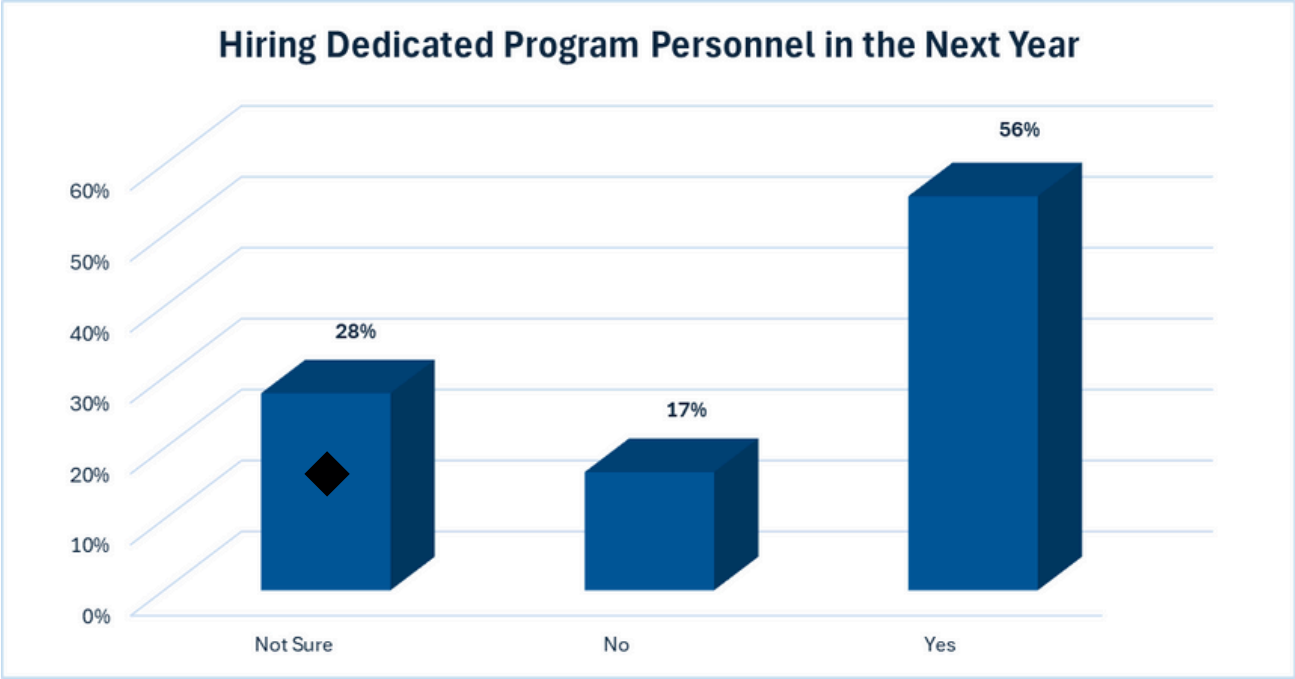
Insights:

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 the XXXXXX industry, the average number of dedicated program personnel is XX.X. However, when narrowing the focus to core program disciplines (Business Continuity, Crisis Management, Disaster Recovery, Emergency Management, and Resilience Management), the average drops to X.X personnel dedicated to the program and X.X dedicated to the program and directly managed by the study participant. This suggests that staffing needs vary significantly based on program scope and the number of functions included under the resiliency umbrella.



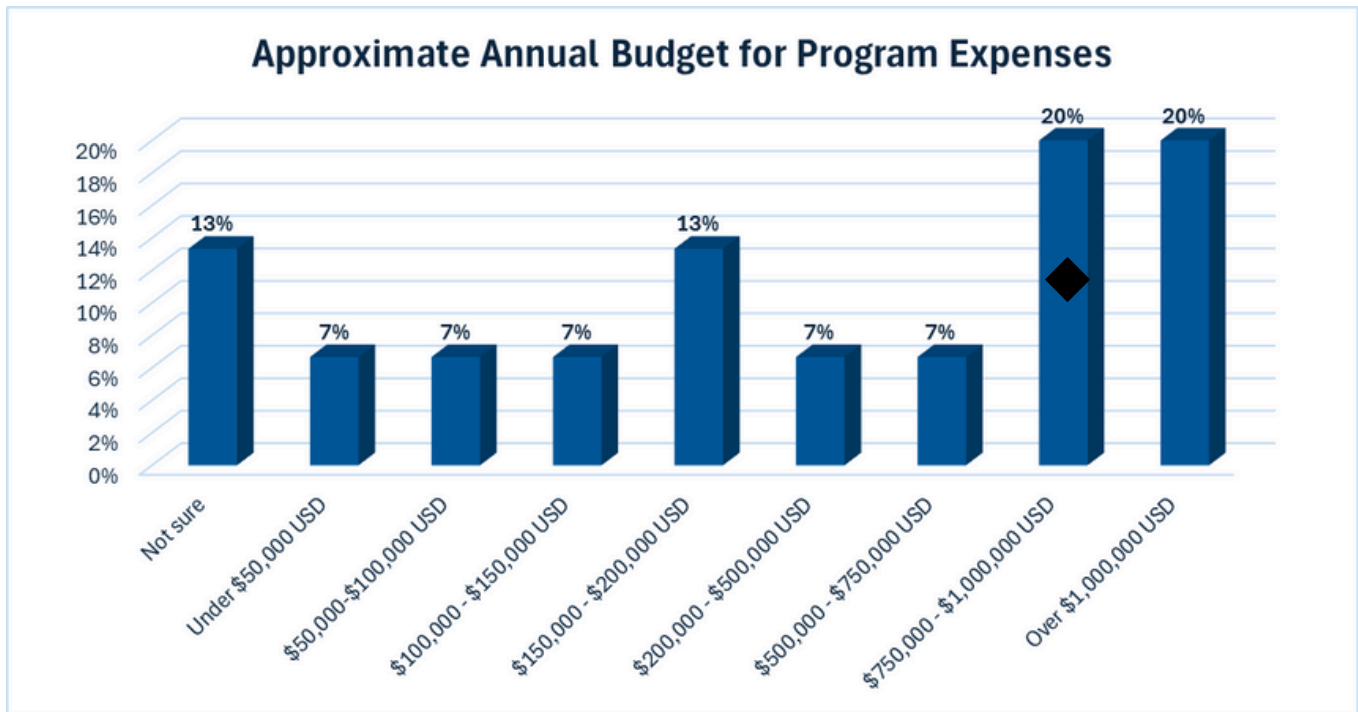
Insights:
The employment market for resilience professionals surged between April 2020 into 2023, driven by the urgent need to manage the COVID-19 response and a broader transformation toward more holistic, integrated resilience programs. Organizations were not only addressing pandemic-related disruptions 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 XX% in 2018 to XX% in 2021, and peaked at XX% in 2023. However, as organizations stabilized and economic pressures returned, hiring normalized in 2024, dropping to XX%, which aligns with historical averages in our research.

Interestingly, the XXXXXX industry has bucked this trend. XX% of XXXXXX organizations reported plans to hire resilience professionals in 2025 (data collected in 2024), indicating a continued upward trajectory. Why is XXXXXX hiring more than other sectors?

- XXXXXX are facing a perfect storm of interconnected risks that demand greater resiliency investment:
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In this high-risk environment, resilience is no longer a support function—it’s a core operational necessity. As a result, XXXXXX organizations are expanding their teams to ensure they can respond rapidly, recover effectively, and future-proof their operations.



Insights:

XX% of respondents who manage a Business Continuity or Resiliency program reported having a dedicated budget to support program expenses.

According to our research, XX% of organizations reported annual program budgets of \$500K USD or more:

- XX% reported budgets between \$500K–\$1M USD
- XX% reported budgets exceeding \$1M USD, a notable increase from XX% in 2022 and XX% in 2021

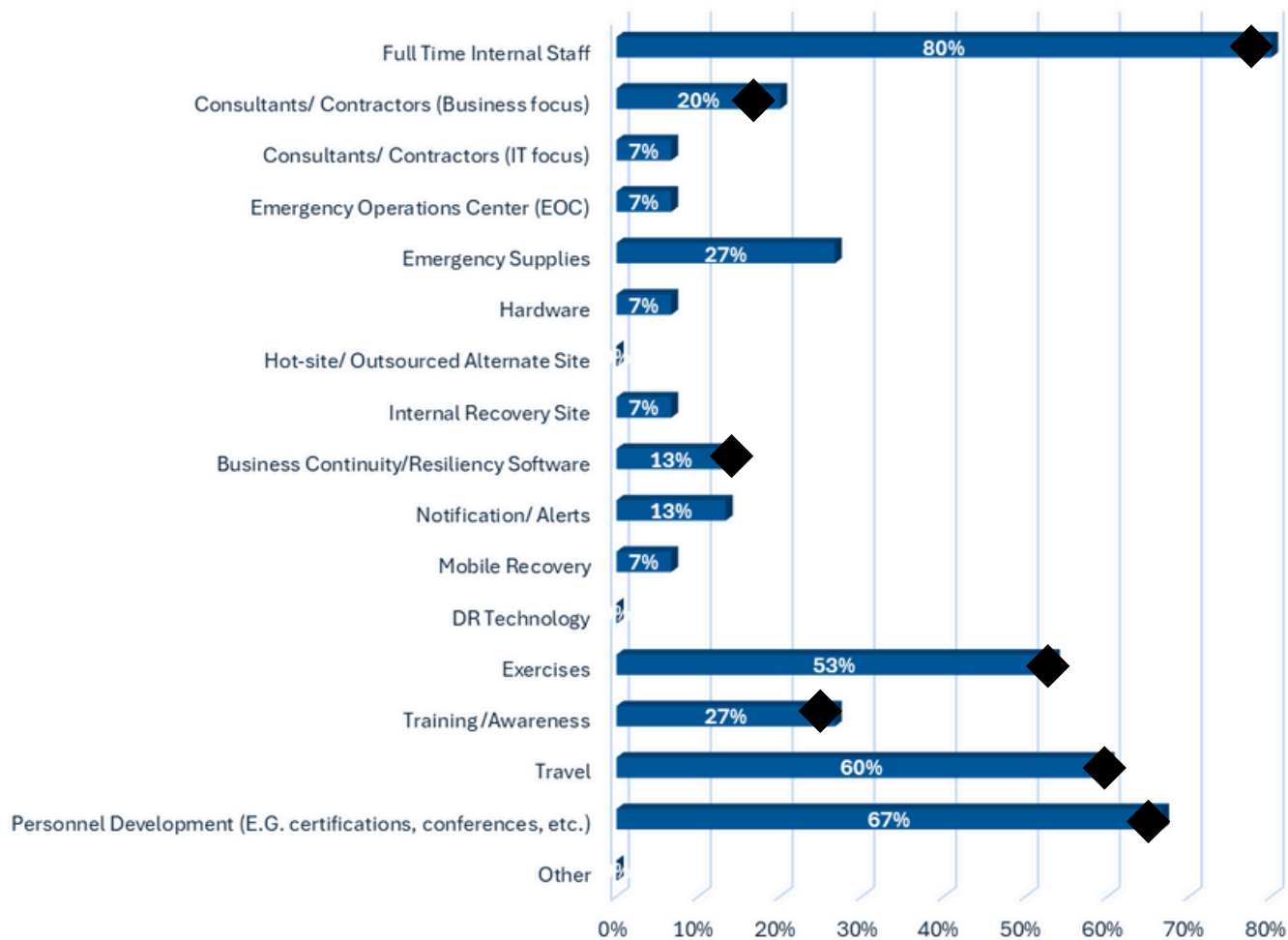
When analyzing budgets by organizational revenue, a clear correlation emerges – larger companies invest more heavily in resilience programs.

Organizations reporting a Business Continuity/Resilience Management budget of \$1M USD+ by revenue tier:

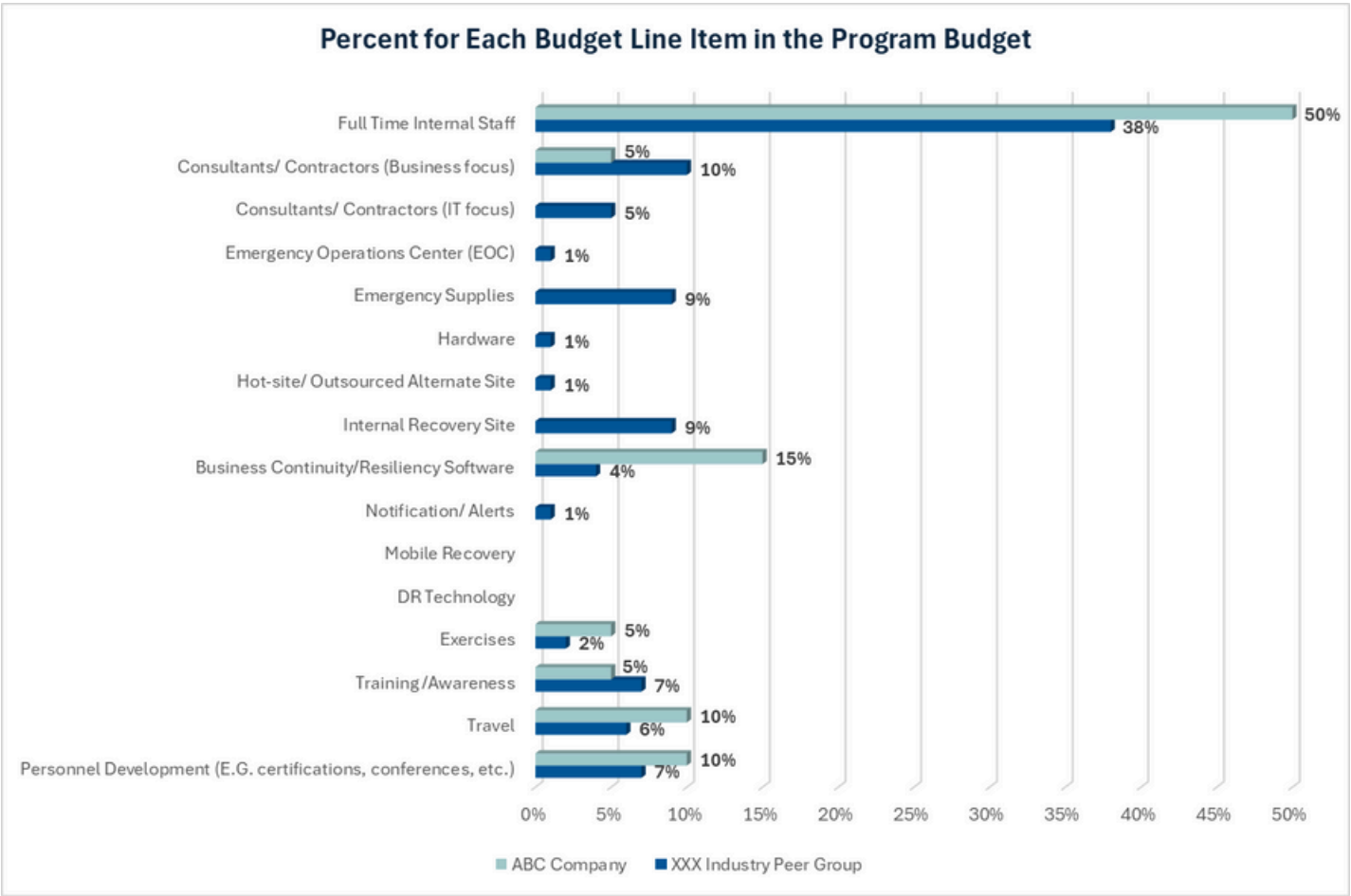
- X% of companies with \$10M–\$100M USD in revenue
- XX% of companies with \$100M–\$500M USD
- XX% of companies with \$500M–\$1B USD
- XX% of companies with \$1B–\$5B USD
- XX% of companies with \$5B–\$20B USD
- XX% of companies with over \$20B USD

These findings reflect a growing recognition of resilience as a strategic investment, particularly among high-revenue enterprises managing complex risk landscapes.

What is Accounted for within the Program Budget



Insights: According to our research, more than half of *all* organizations include key budget line items such as full-time staff, Business Continuity/Resiliency software, notifications, exercises, training, travel, and personnel development. **XXXXXX** organizations commonly prioritize full-time staff, exercises, travel, and personnel development-related expenses. **ABC Company's** budget approach is closely aligned with broader industry trends, incorporating full-time staff, software, exercises, training, travel, and personnel development, as well as business-focused consultants and contractors, demonstrating a comprehensive investment in program support.



Insights:
Our research shows that **ABC Company's** average budget allocation for full-time staff and Business Continuity/Resiliency software is more closely aligned with overall industry averages than with the **XXXXXX** sector specifically. Across all organizations, the average budget percentages for these categories are **XX%** for full-time staff and **XX%** for software, reflecting broader investment patterns in resiliency programs.

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

➔ 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.

➔ Career Coaching

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

➔ Consulting Referrals

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

➔ Direct-Hire Recruitment

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

➔ Staff Augmentation

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

➔ Fractional Recruitment Support

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



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