

# ORGANISATIONAL RESILIENCE

## Resilience as a Competitive Advantage

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## How the world has evolved

The world has undergone significant changes over the years, and these changes have impacted our collective resilience in various ways. The following are some examples of how these changes can impact an organisation's resilience:

1. **Technological advancements:** Technology has transformed how businesses and governments interact with their stakeholders, allowing faster delivery of services and products. However, it has also created new challenges, such as cyber threats and the potential for social isolation. Resilience in this context requires adaptability and the ability to stay up-to-date with the latest technology to stay protected.
2. **Globalisation:** The increased interconnectedness of the world has created new opportunities for trade and cooperation, but it has also exposed organisations to new risks such as pandemics, economic shocks, and environmental disasters. Resilience in this context means being able to adapt to new global challenges and work together to mitigate their impact.

3. **Climate change:** Climate change is one of the most significant threats facing our world today. It has led to more frequent and severe natural disasters, such as floods, hurricanes, and wildfires. Resilience in this context means investing in adaptation and mitigation strategies to reduce the impact of climate change and protect communities from its effects.
4. **Social and political changes:** Societal and political changes, such as the rise of populist movements and the erosion of trust in institutions, have created new challenges for resilience. Resilience in this context means promoting social cohesion, building trust, and investing in democracy and good governance.

Overall, the world's evolution has presented us with new challenges, but it has also created new opportunities for resilience. By adapting to change and investing in strategies to mitigate risks, businesses and governments can build a more resilient world for future generations.



## Resilience is not an option

Organisational resilience is essential for the survival and success of any business or government in today's fast-paced and unpredictable operating environment. Exposure to a wide range of risks, such as natural disasters, cyber threats, economic instability, political upheaval, and pandemics can disrupt operations, damage reputation, and cause financial losses. Therefore, organisations must be prepared to face these challenges and bounce back from them quickly.

Organisational resilience involves the ability of businesses or governments to anticipate, prepare for, respond to, and recover from a wide range of risks and challenges. It is not an option because it is crucial for an organisation to survive and thrive in a rapidly changing environment. Organisations that are resilient are better equipped to navigate risks and challenges, adapt to change, and seize opportunities for growth and innovation.

In addition, organisational resilience is increasingly important for stakeholders, including customers, employees, investors, and regulators. They expect organisations to have robust risk management strategies and business continuity plans in place to ensure that they can continue to deliver products and services even during disruptive events.

Organisational resilience is a necessity for any business or government that wants to remain competitive and successful in today's dynamic operating environment.



## Gaining the competitive advantage

Organisational resilience provides businesses and governments the ability to adapt, survive, and thrive in the face of various internal and external disruptions, such as economic downturns, technological advancements, natural disasters, or competitive pressures. Building and maintaining organisational resilience can provide a competitive advantage in several ways:

1. **Flexibility and agility:** Resilient organisations are often more flexible and agile in responding to changes in the operating environment. They can quickly adapt their strategies, processes, and operations to seize new opportunities or address emerging challenges. This agility allows them to stay ahead of competitors who may struggle to navigate change effectively.
2. **Risk management:** Organisational resilience involves proactive risk management. Resilient organisations anticipate and identify potential risks and vulnerabilities, implementing measures to mitigate or minimise their impact. By effectively managing risks, businesses and governments can avoid costly disruptions, eliminate single points of failure, anticipate threats impacting critical processes and maintain business continuity.
3. **Innovation and creativity:** Resilient organisations foster a culture of innovation and creativity, encouraging employees to think outside the box and develop new solutions. This mindset allows them to identify unique market opportunities, develop innovative products or services, and differentiate themselves from competitors. By continuously innovating, resilient organisations can stay ahead in dynamic and competitive markets.

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4. **Customer trust and loyalty:** During times of uncertainty or crisis, customers tend to gravitate towards businesses they perceive as stable, reliable, and capable of meeting their needs. Resilient organisations that can consistently deliver high-quality products or services, maintain reliable customer service, and demonstrate their ability to navigate challenges, gain a better chance at securing customer trust and loyalty. This loyalty translates into a competitive advantage as customers are more likely to choose them over competitors. Similarly for governments, gaining citizen and community trusts can help to forge a more united society and community and be able to deter undesirable threats (both internal and external).
5. **Talent attraction and retention:** Resilient organisations that prioritize employee well-being, provide growth opportunities, and promote a positive work environment become more attractive to talented individuals. Employees seek stability and opportunities for personal and professional development. By cultivating a resilient culture, businesses and governments can attract and retain top talent, fostering a skilled workforce that gives them a competitive edge.
6. **Strategic partnerships and collaborations:** Resilient organisations often seek strategic partnerships and collaborations with other businesses, agencies or stakeholders. These partnerships can provide access to complementary resources, expertise, and market insights, enhancing the organisation's competitive position. Collaborative efforts can lead to shared innovation, cost-sharing, and the ability to respond collectively to market changes, giving resilient organisations an advantage over those operating in isolation.

Overall, organisational resilience provides a competitive advantage by enabling businesses and governments to adapt quickly, effectively manage risks, innovate, earn stakeholder trust, attract top talent, and form strategic partnerships. By building resilience into their DNA, organisations can better position themselves to thrive in a rapidly changing and competitive operating landscape.

***“Organisational resilience involves the ability of businesses or governments to anticipate, prepare for, respond to, and recover from a wide range of risks and challenges***

***Be sure to engage a certified business continuity consultant to maximise your return on investment”***



## Solution options

Any organisation can perform an online search to retrieve relevant information to enhance resiliency. Below are some of the commonly available options:

1. “Free” templates: These could be in the form of risk assessment and impact analysis templates as well as near complete response and recovery plans. The effort required to interpret its use case, along with customising for internal organisational requirements would probably take a considerably long duration to implement.
2. “Self-help/DIY” tutorial videos: These are normally available on subscription basis (there are “free” versions as well). While it facilitates those who are inclined to following “online instructions”, there is no option for interaction when required (that’s where most viewers will attempt to “pause and replay” hoping for clarity, but ultimately arriving at the same level of comprehension).
3. Sample templates or plans: These refer to pre-completed or random inputs uploaded for reference or “general awareness” purpose. Attempting to “copy and paste” is strongly discouraged (unless the user is sufficiently trained and experienced to make the relevant revisions for internal adoption and justification).
4. Customized off-the-shelf platforms: This category refers to platform solutions that enable organisations to input relevant information to help analyse impact to activities and processes following a disruption, as well as recommend recovery time objectives, leading to the “automated” documentation of business continuity plans. The keyword is “automation” and will require software familiarity (which will be provided by the solution expert) along with pre-existing resilience knowledge to effectively harness the outputs prepared (this will need to be provided internally by the organisation).
5. Engagement of professional services firms: This final category refers to engaging professional firms (and ideally skilled in organisational resilience topics) in providing consultancy or training services. **Careful selection should be exercised to ensure the engaged firm is a right fit for the organisation.**

Understanding your organisational needs is important to facilitate the correct selection from the above options. This does not imply that “low cost” solutions will not meet the organisation’s needs, as it truly depends on available in-house resources, the business operating environment, as well as availability of time.



## Next steps

To summarise, organisational resilience is a journey involving multiple phases to be accomplished. While “quick and low cost” solutions may be available to help accomplish some of these phases, there are severe limitations as addressed in the earlier segments. Organisations need to ask themselves the following questions when seeking to embed resilience in their businesses or agencies:

1. What are the common threats in my business operating environment?
2. What are the regulatory requirements that impact my organisation?
3. How competitive is my business operating environment?
4. What are the expectations of my stakeholders?
5. How long can my business afford to go “offline” when there is a disruption (along this line, how soon will my competitors possibly gain an advantage over my firm)?

The above are just some initial considerations when organisations consider implementing resilience into their business operations.

For further discussion on how your organisation can harness the effectiveness of organisational resilience, reach out to us at (65) 6679-6231 or simply email us at: [Enquiries@infinitycontinuity.com](mailto:Enquiries@infinitycontinuity.com).

We’d be delighted to assist.

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