



Organizational Resilience in Companies within APAC Survey Report

(Adaptation of Organization Resilience in the Asia Pacific)



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Introduction

Organizational Resilience can be defined as a business's ability to adapt and evolve as the global market is evolving, to respond to short term shocks – be they natural disasters or significant changes in market dynamics and to shape itself to respond to long term challenges. Organizations must be resilient in order to sustain impact through good times and bad. A resilient organization is not just one that will 'bounce back' after a crisis. It is one that can continue to operate with high effectiveness even when faced with a crisis.

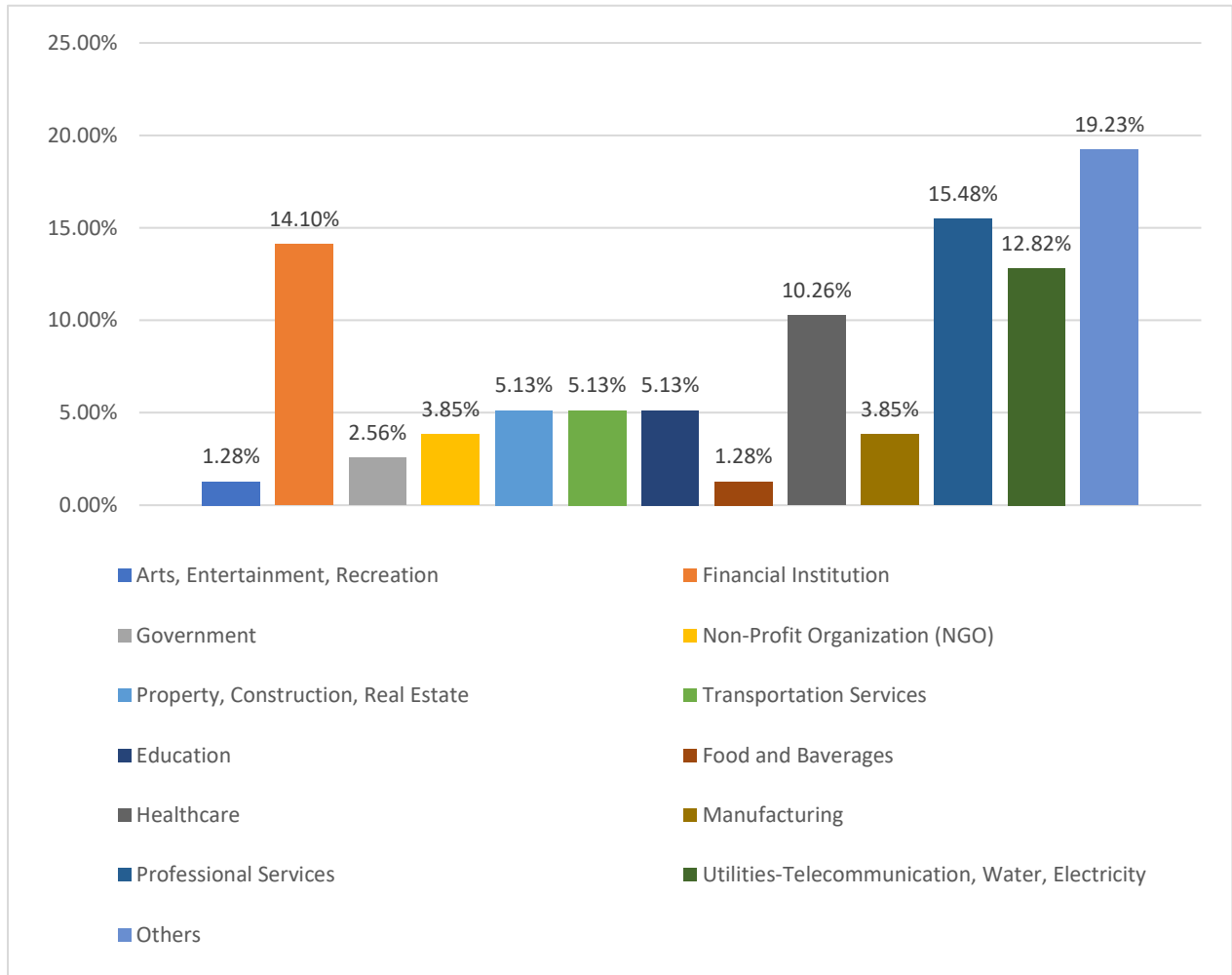
This survey was intended to gauge the respondents' views of these conditions within their organization and set a benchmark against other organizations within the region. Organizational Resilience is a relatively new concept within Asia compared with the Western world and this survey sets out to understand how much of Organizational Resilience has been adopted by businesses in the Asian region.

The data gathered in this report are through online surveys conducted between July 2021 to October 2021. A total of 100 respondents took part in this survey with participants representing countries from Singapore, Malaysia, Philippines, China, Hong Kong, and other locations in Asia. Section A will discuss on the demographics of the respondents and Section B will discuss and analyze on the results for each question of the survey.

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Section A: Respondents' Demographic Breakdown

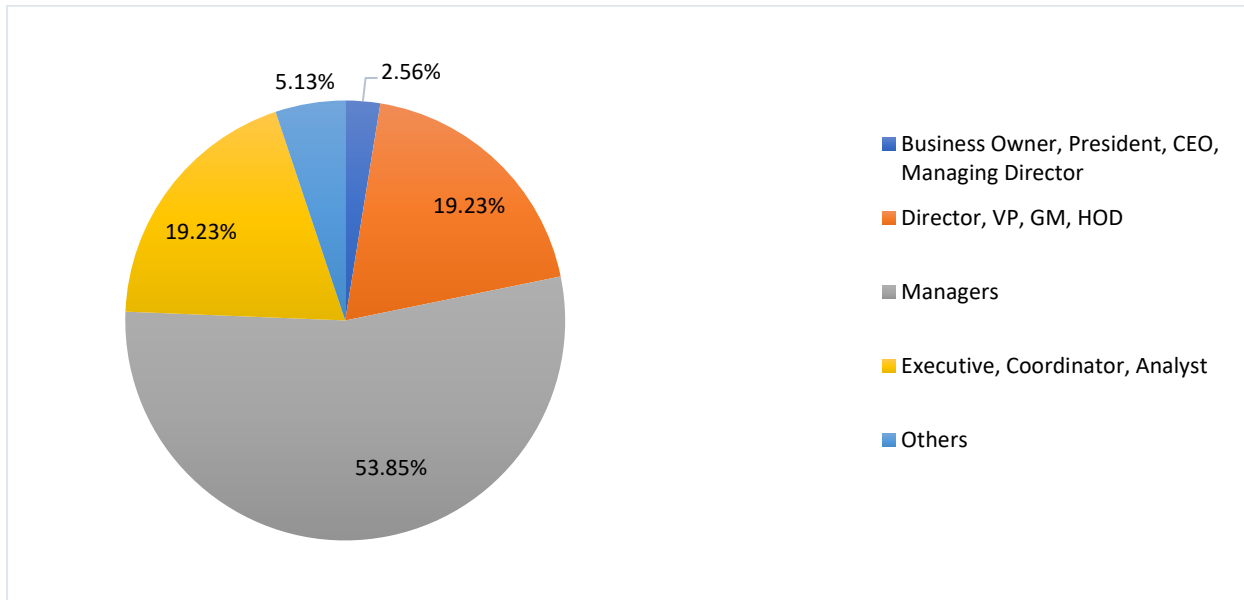
1. What is your industry?



Majority of the respondents represented the Professional Services (15.48%) such as Consultancy firms or Advisories. Meanwhile Financial Institution industry was the second highest with 14.10%. 74.36% of the respondents were from the private sector, 19.23% do not belong to any of the above industry and 6.41% were from the public or non-profit NGOs.

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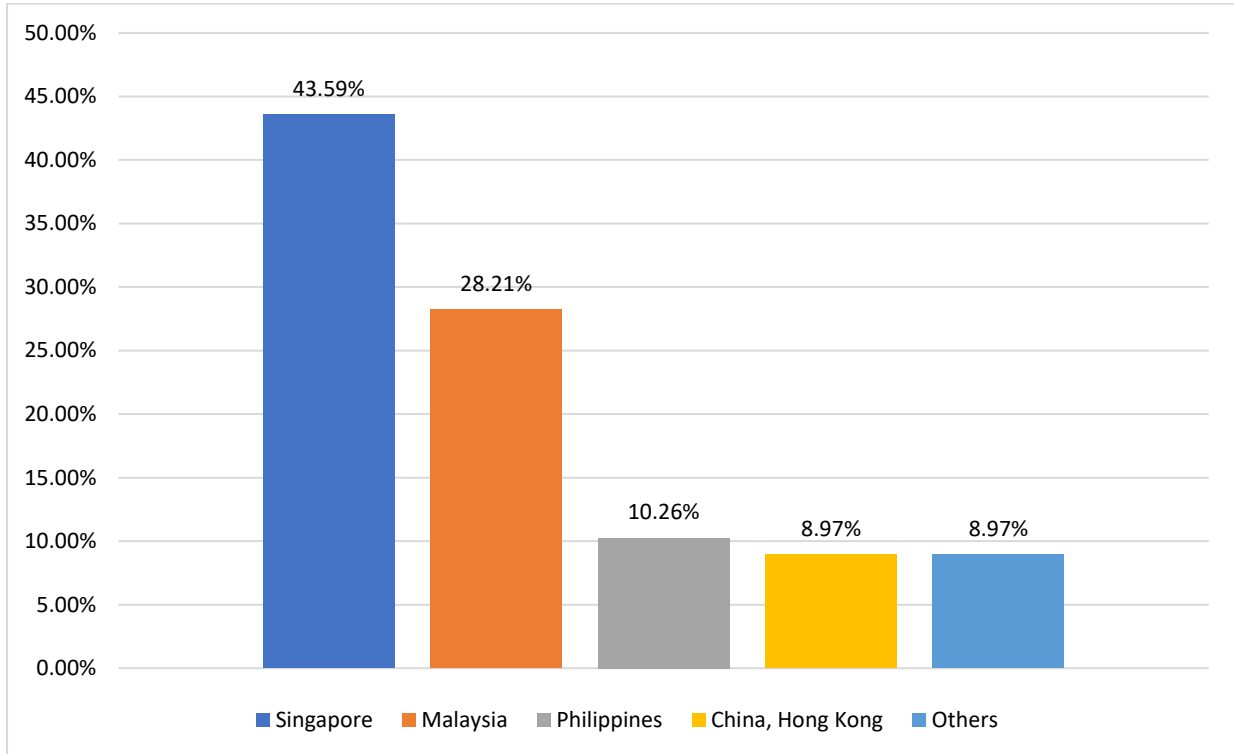
2. What is your job title?



Among all respondents, a majority of the respondents were in the managerial level (53.85%). The next two largest representations were the Executives, Coordinators and Analysts and the Directors, Vice-Presidents, General Managers and Heads of Departments with both shared the same number of 19.23%.

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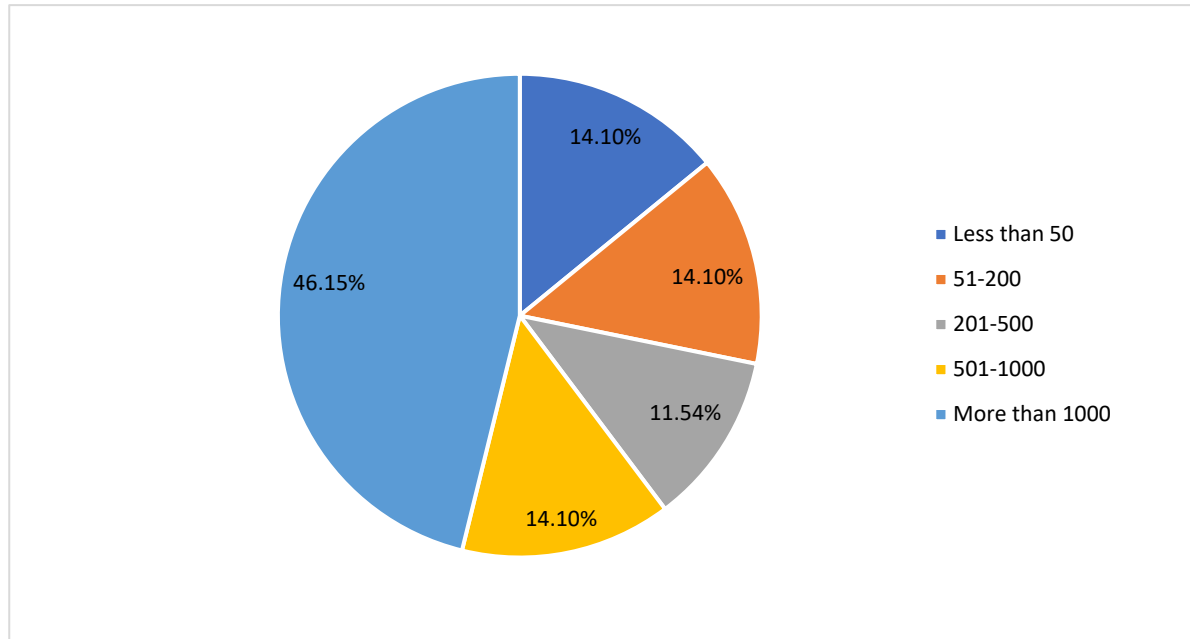
3. What country are you based in?



91.03% of the respondents were from Asia with Singapore recorded the highest number representing 43.59% and followed by Malaysia with 28.21% of respondents.

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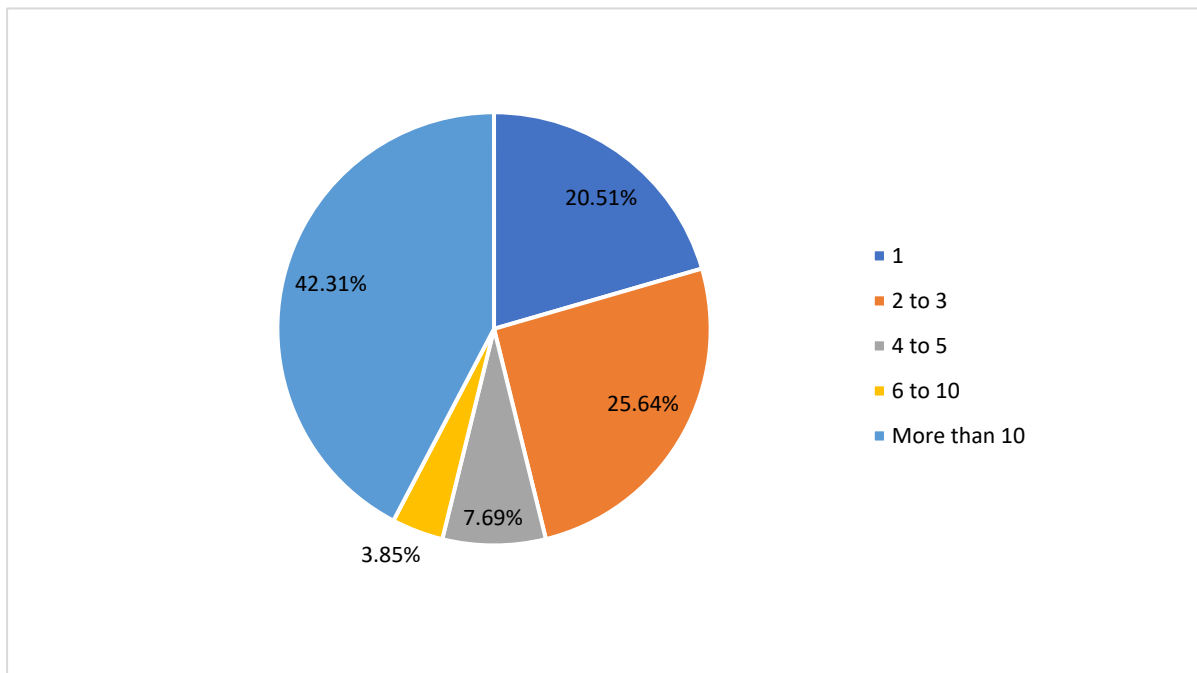
4. What is the size of your workforce?



Based on the result above, 46.15% of respondents were from large organizations with more than 1000 employees. Respondents from organizations with 201 to 500 employees were represented the least in this survey with 11.54%. In general, there is a fair distribution from organizations with different sizes of workforce.

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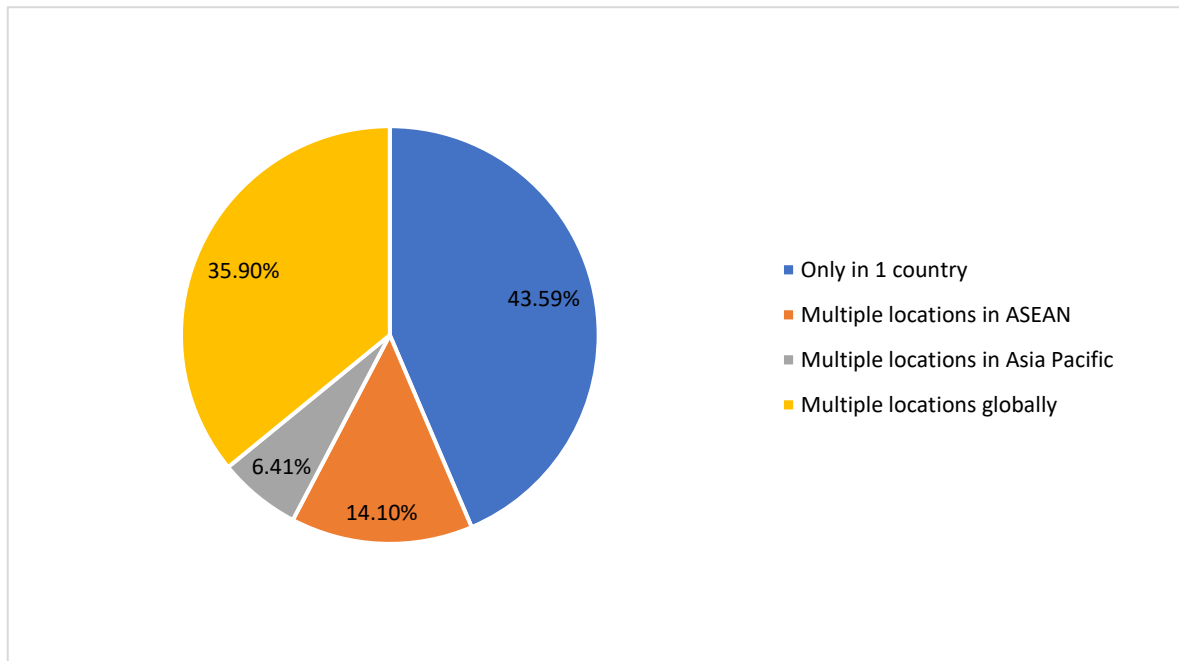
5. How many business offices/sites do you have?



42.31% of respondents were from organizations with more than 10 business offices and/or sites. 20.51% had only 1 office site. The businesses that had 6 to 10 and 4 to 5 offices/sites were the least represented with 3.85% and 7.69% respectively of respondents.

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6. Where are your business offices/sites located?



Majority of respondents (43.59%) worked in organizations located only in 1 country. The remainder of respondents, 56.41% were from organizations that were located in multiple locations either across ASEAN, Asia Pacific or globally.

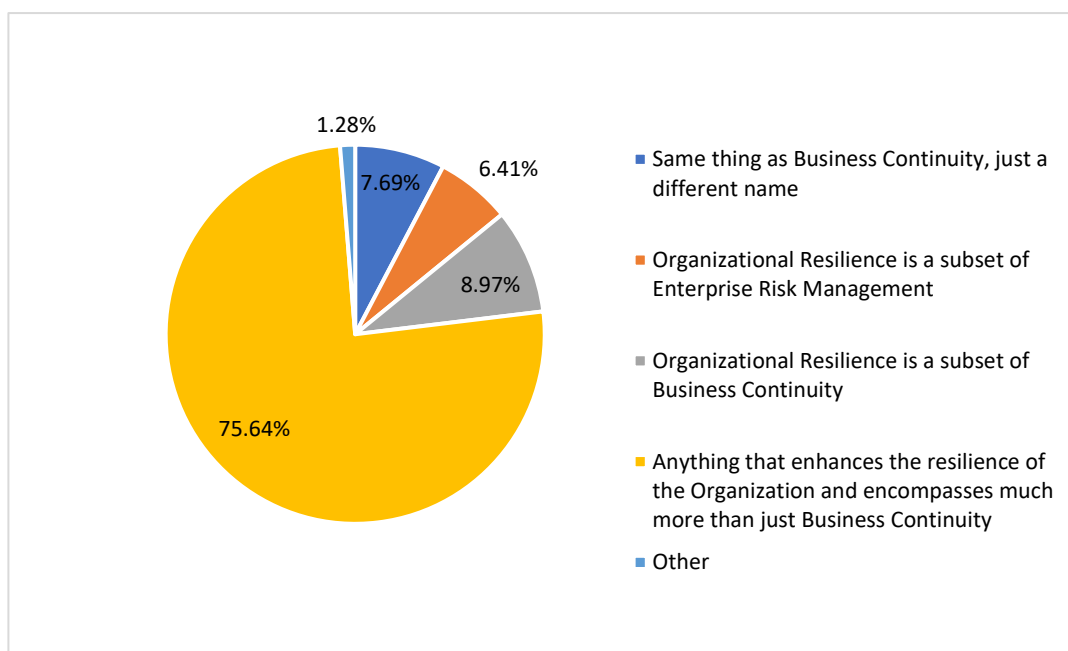
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Section B: Summary of Results and Analysis

The survey was split into 3 main sections. We polled the respondents' opinions on their views on Organizational Resilience (OR), how ready the respondents feel their organizations were in OR and what their company's plans were for OR.

Questions 7 to 13 will ask respondents on their views on OR:

7. In your view, what is Organizational Resilience?

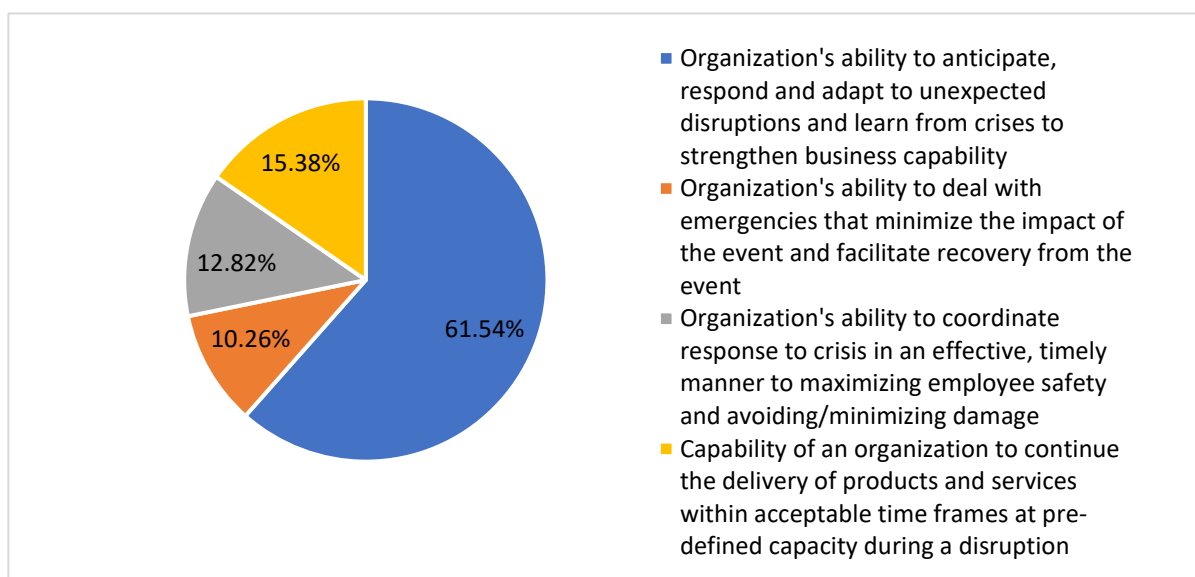


The first question was to collect the general views of respondents' on Organizational Resilience (OR). Most of the respondents (75.64%) chosen the option "Anything that enhances the resilience of the Organization and encompasses much more than just Business Continuity" which was what OR truly comprises of. This was a very encouraging outlook for the overall understanding of OR.

BCP Asia analysis and tips : OR, a rather new terminology, is a system that go beyond Business Continuity, Enterprise Risk Management and any other management systems such as Quality, Environmental etc. It encompass the many touch points of each function that provides information for proactive organizational decision making.

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8. In your opinion, how is an organization considered resilient?

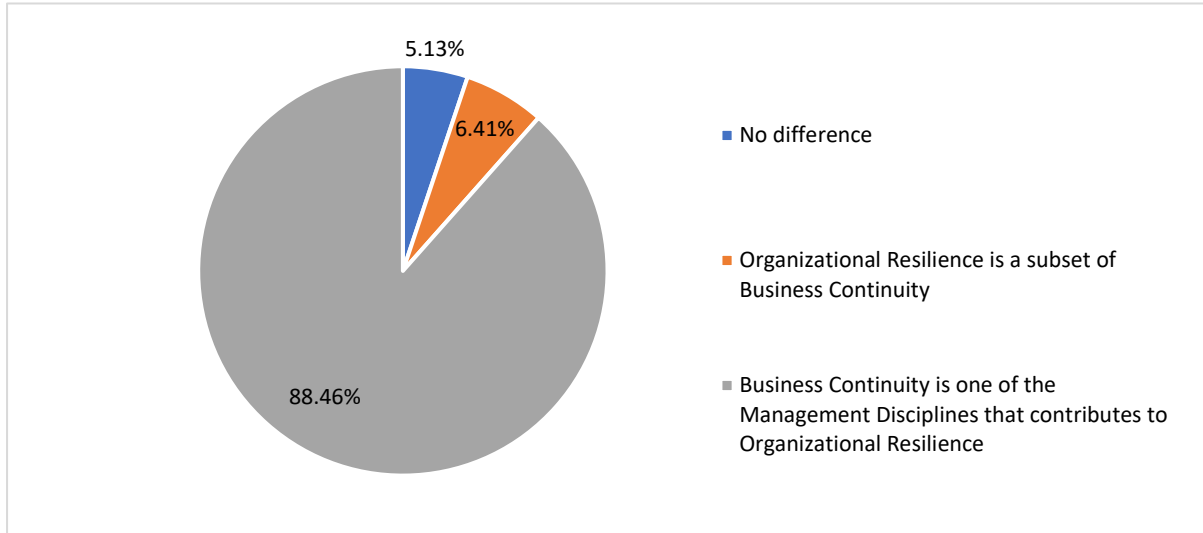


On the next question, respondents were asked on their opinion on how an organization can be considered resilient. The top choice was “Organization's ability to anticipate, respond and adapt to unexpected disruptions and learn from crises to strengthen business capability” with 61.54%. Meanwhile, the least popular choice was linked to the ability to deal with emergencies that minimize the impact of the event (10.26%). OR will require to respond to situations that happen out of the norm as well as advance forward such as the ability to deal with emergencies, coordinate the response, and the capability to continue the delivery of products/services. Based on the ISO22316:2017 standards on Organizational Resilience, **Organizational resilience** is defined as “the ability of an organization to **absorb** and **adapt** in a changing environment to enable it to deliver its objectives and to survive and prosper”.

BCP Asia analysis and tips : More resilient organizations can anticipate and respond to threats and opportunities, arising from sudden or gradual changes in their internal and external context. With OR implemented, the channels feedback process in place allows for timely updates on the issues faced and swift decisions at organizational level can be made. Organizations committed to OR can benefit with an improved ability to anticipate and address risks and vulnerabilities with an increased coordination and integration of management disciplines to improve coherence and performance.

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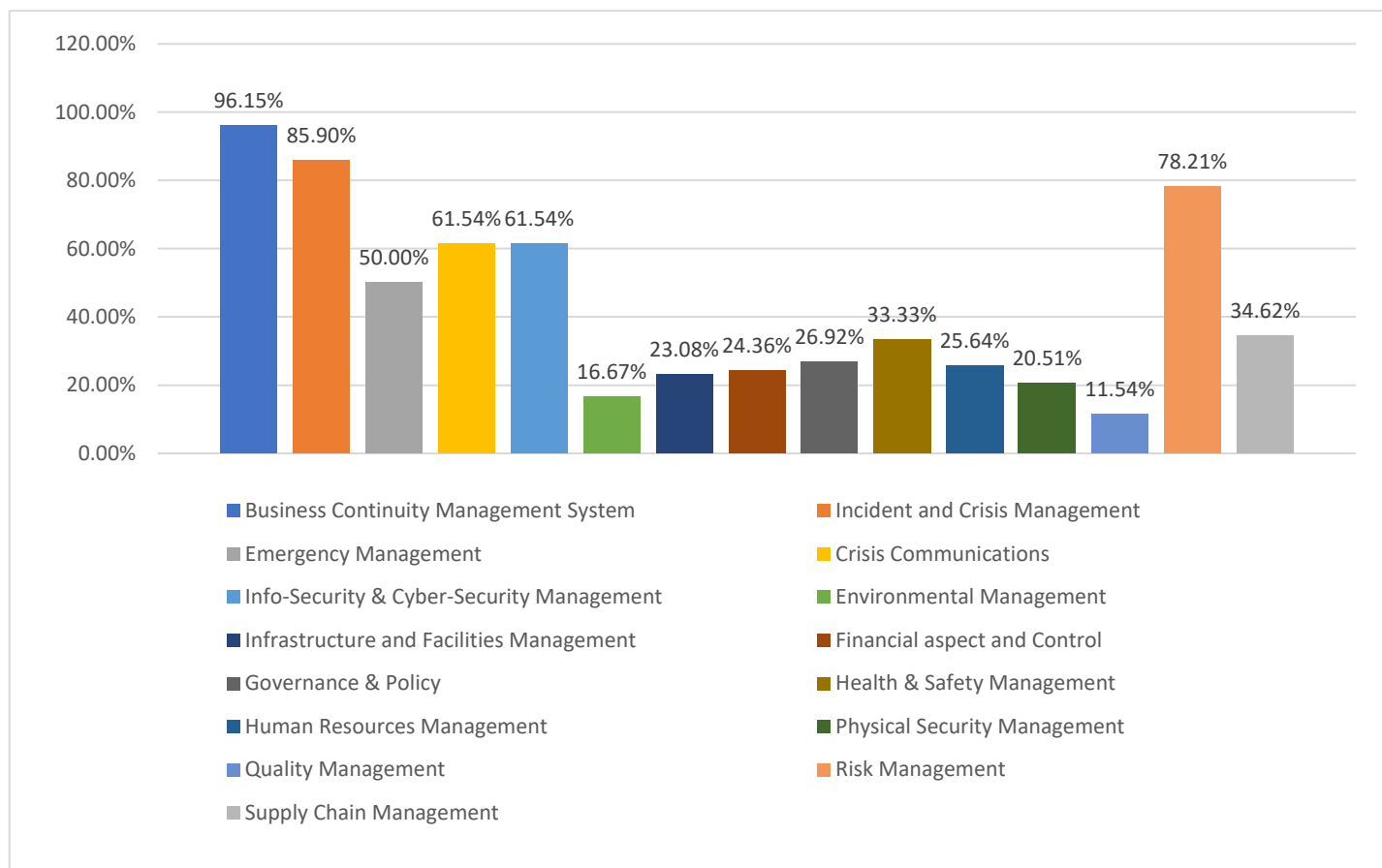
9. In your opinion, what is the difference between Organizational Resilience and Business Continuity?



Majority of the respondents felt that Business Continuity is one of the Management Disciplines that contributes to Organizational Resilience (88.46%). This further strengthens the data collected and discussed in Question 7.

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10. In your opinion, what are the major disciplines that should be encompassed within Organizational Resilience?



In this question, respondents were asked to choose 5 major disciplines they felt should be included in OR and the top selected disciplines were ranked as below:

- 1) Business Continuity Management System (BCMS) (96.15%)
- 2) Incident and Crisis Management (85.90%)
- 3) Risk Management (78.21%)
- 4) Crisis Communications (61.54%)
- 5) Info-Security & Cyber-Security Management (61.54%)
- 6) Emergency Management (50%)

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BCP Asia analysis and tips : From the results above, it is expected in the industry that most respondents would choose either BCMS, Crisis management or Risk Management as one of most important disciplines for OR. It could be inferred that at this point in time where COVID-19 measures were still in place, many organizations tend to focus on the importance of security and cyber-security as work from home was still a recommended approach. This resulted in high focus in technology-related management systems as well as incident response and handling of the incidents including BCMS, Crisis Communication and Info-Security & Cyber-Security Management. This could be due to the current rise of security breaches experienced by many organizations.

The point to note from the result is that Organizational Resilience was designed around the principles and attributes but does not dictate on which disciplines are to be involved. This decision is left to individual organizations to include in their OR framework depending on their business nature and various degrees of dependencies.

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11. What should be considered when implementing Organizational Resilience for the company?

Options	1 st choice (%)	2 nd choice (%)	3 rd choice (%)
Leadership	87.2	7.6	3.8
Training and Awareness	18.0	42.3	23.1
Communications	6.4	32.0	34.6
Human Resources	23.1	18.0	24.3
Testing & Exercise	6.4	20.5	33.3

Options	4 th choice (%)	5 th choice (%)
Company culture	28.2	10.2
Company reputation	23.1	28.2
Cyber-security	25.6	25.6
Resources	11.5	43.6
Administrative process	29.5	42.3

From the comparison table above, as expected, the top choice to be considered when implementing OR was “Leadership” with a vote of 87.2%. The next popular 1st choice for consideration was “Human Resources” with 23.1%. In addition, the most popular 2nd consideration was Training & Awareness (42.3%) and Communications (32.0%).

On the other end of the spectrum, “Resources” (43.6%) and “Administrative Process” (42.3%) top the least popular choice (5th Choice) as most just see them as supporting components when implementing OR for their company.

BCP Asia Analysis and tips : Any change management process will need to be driven from leadership team, which was what the respondents reflected. Though OR can be done through bottom up, the entire system may not work without a good leadership and senior management support. There could be lack of buy-in and resources, not to mention about the framework and reporting structure that forms the skeleton of the entire process.

For a successful OR to be implemented, the leadership support is the key priority and should always be. With their support, the other 9 Options provided in this question can be put in place easily.

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12. In your opinion, please rank the below benefits of Organizational Resilience?

Options	1 st choice (%)	2 nd choice (%)	3 rd choice (%)
Maintain competitiveness	44.9	16.6	15.4
Improve decision-making capabilities during crisis	17.9	42.3	27.0
Effective leadership	26.9	26.9	29.5
Increase internal coherence, improve efficiency and effectiveness	15.4	32.1	23.1
Protect and build brand reputation	24.3	12.8	25.6
Protect and build brand reputation	18.9	20.5	24.3

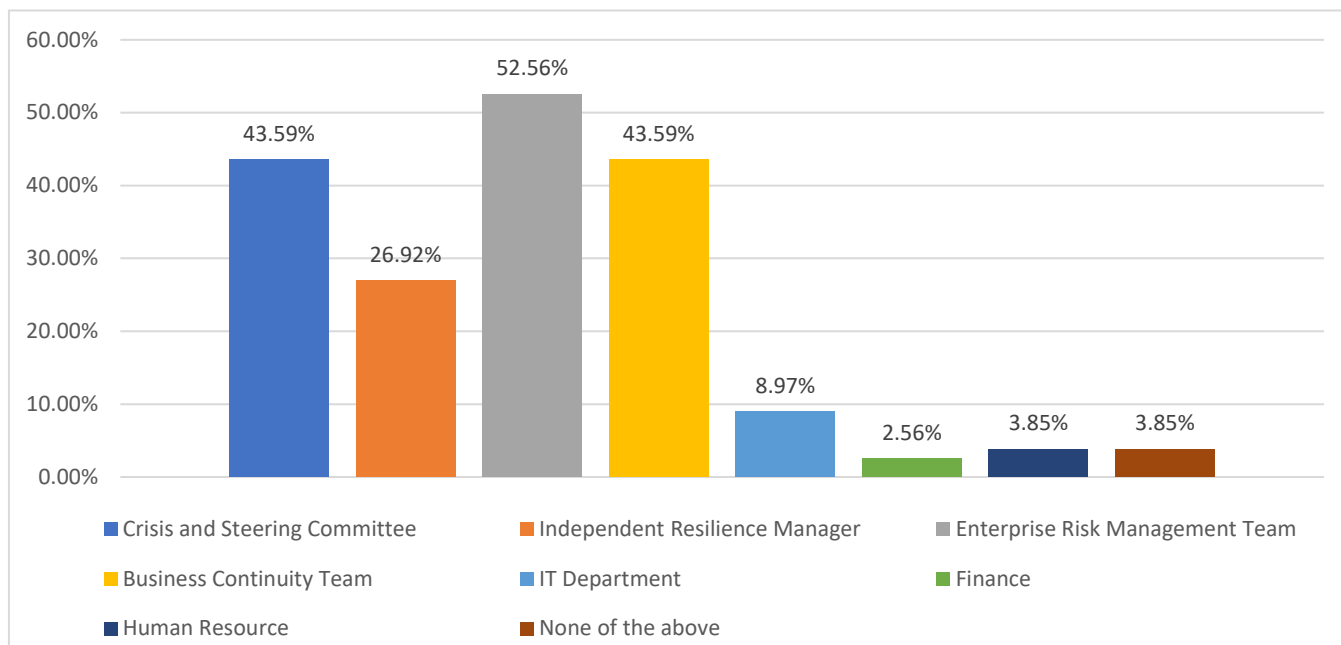
Options	4 th choice (%)	5 th choice (%)
Easily adapt to and handle changing circumstance	30.8	20.5
Confidence to take measured and response quickly to opportunity and threats	15.4	38.5
Understand the context organization and to fulfil the organization's vision and mission	38.4	34.6
Good governance and coordinating accountability across organizational structures	23.0	47.4

Next, we polled the respondents on their opinions on the benefits of OR. Majority of the respondents (44.9%) indicated that "Maintaining competitiveness" is the main benefit of OR followed by 42.3 % choose "Improve decision-making capabilities during crisis" as their second choice. In the meantime, most respondents (47.4%) chosen 5th choice as "Good governance and coordinating accountability across organizational structures" is a top benefit of OR.

BCP Asia analysis and tips : It is obvious that most organizations seek the biggest benefit in OR to help them to ensure they are maintaining their competitiveness during the daily operation as well as during the crisis time. This is followed by the benefit of improve decision-making capabilities during the crisis which we were asked many times in the last 2 years especially when all organizations still battling with COVID-19 time.

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13. In your opinion, which team/department is most suitable to be in charge of Organizational Resilience?



Note: Respondents were requested to select top 2 of the options.

In this question, respondents were requested to select the team/department that they feel are most suitable to be in charge of OR. The top 3 choices were the Enterprise Risk Management Team (52.56%) followed by both Crisis and Steering Committee and Business Continuity Team (43.59%). It was interesting to see about 26.92% of the respondents keen to have Independent Resilience Manager to be in charge of the Organisation Resilience for their company

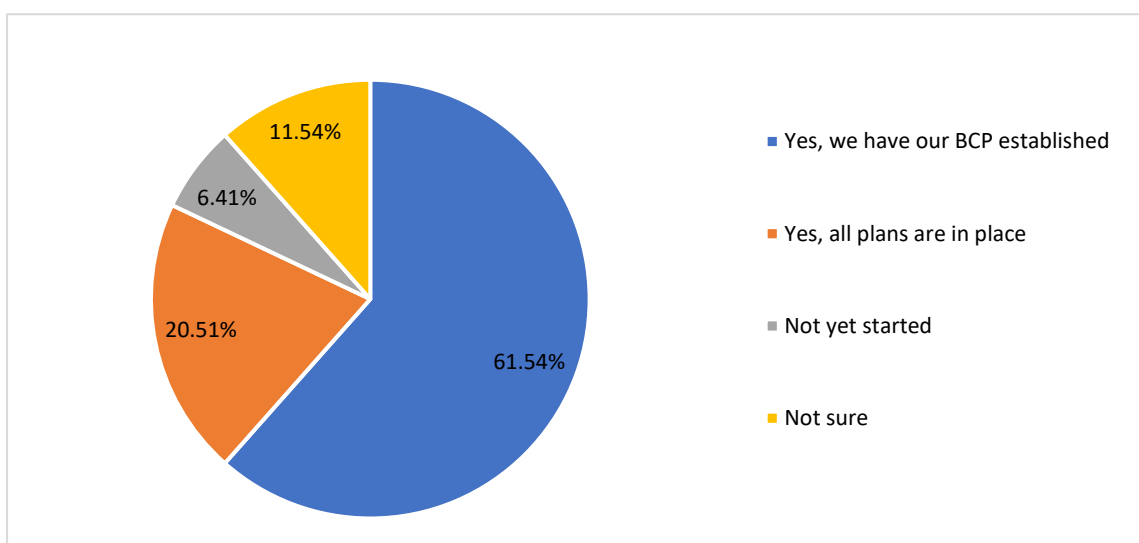
BCP Asia analysis and tips : It is not surprising to see that Crisis & Steering Committee, ERM, and BC team tops the chart, since it is common that resilience is related to risk and recovery. While is a bit of surprise to us to see that ERM is almost 10% higher than the other 2 options, and also only 26.92% of them supported having another new independent Resilience Manager to in charge of OR, which we believe this mainly due to the fact that most of the respondents see OR as integrating the existing management system to achieve the objective of organization resilience rather than as an entirely new system.

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Questions 14 to 20 will delve into OR within the respondents' own organizations.

This set of questions will be indicative of the receptiveness and preparedness of OR in APAC as compared to the US, Europe and UK.

14. Do you know if your company has any plans to embark into Organizational Resilience currently?



Only 20.51% of them thought their organization have all the plans needed in OR were in place. 61.54% of the respondents said they have established their own BCP as a plan to embark into OR. This number may be skewed higher due to the demographics of respondents being more inclined towards BCP in general. In addition, over the last 18 months, more companies may have established and implement BCP due to COVID-19.

BCP Asia analysis and tips : We clearly see a very encouraging indicator here where 20.51% indicated they already had all plans for OR in place, considering the OR concept and standard was only introduced in the last 5-6 years; of which 2 years organisations were fighting with COVID and pandemic. Although 61.54% of them did have BCM in place but as most responded in Question 7 clearly indicated OR was inclusive of Business Continuity, Enterprise Risk Management, and anything that enhances the resilience of the organization and encompasses much more than just Business Continuity. We will expect more work for enhancement of OR will be needed in the coming years.

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15. On a scale of 1 – 7, how strong do you think your company is in Organizational Resilience?

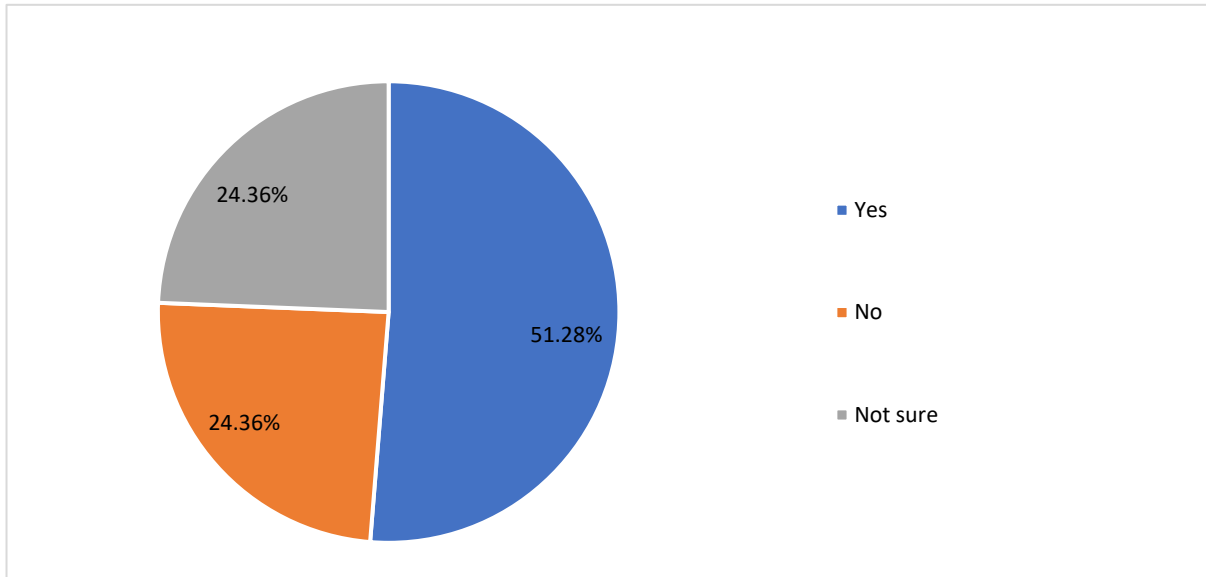
Respondents were then asked to indicate how strong do they think their company is in OR based on a scale of 1 – 7. The result was an average number of **5.14** which is indicative that most respondents felt that their organizations had a satisfactory OR programme, however, there were still some rooms for improvement.

BCP Asia Analysis and tips:

This question relates to the previous question. Respondents were confident that with the BCMS and ERM in place, their organizations were more resilient and could bounce back or return to normal fast if a crisis strike.

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16. Does your company have any department or personnel in charge of Organization Resilience?



When asked if their company has any department or personnel in charge of OR, a significant number (51.28%) affirmed that they have departments in charge for it such as Business Continuity, Risk Management, Organizational Committees or the Management Group. At the same time, a significant number of respondents (24.36%) declared that their companies do not have any department in charge of OR.

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17. Please rank the groups below in order of their involvement in Organizational Resilience planning & implementation?

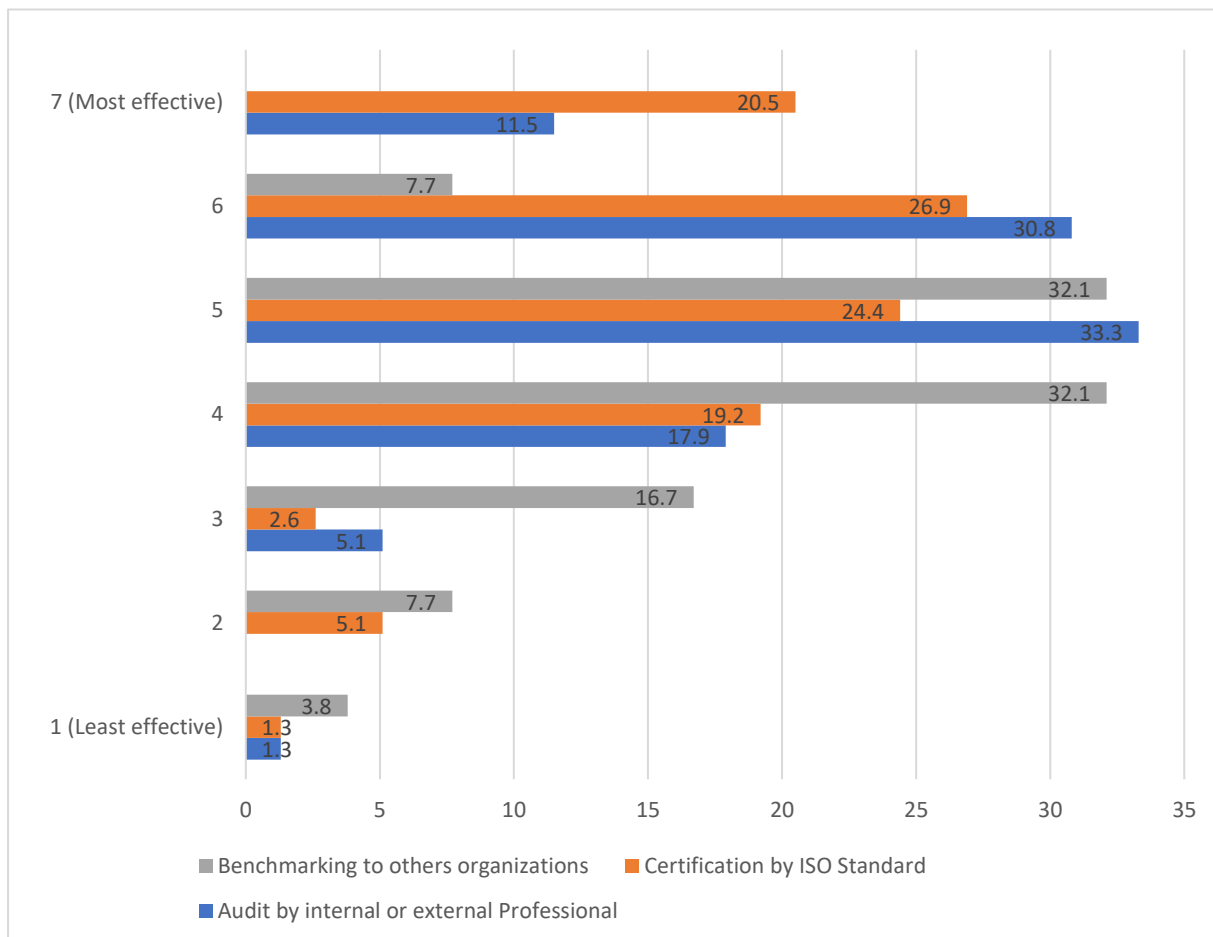
Options	1 st choice (%)	2 nd choice (%)	3 rd choice (%)
Management team	82.0	14.1	2.6
Business Continuity team	48.8	41.0	9.0
Enterprise Risk team	32.0	48.7	11.5
Crisis Management team	19.2	51.3	24.4
Supply Chain	9.0	15.4	34.6
Human Resources department	5.2	6.4	43.6

Options	4 th choice (%)	5 th choice (%)
Operations department	39.7	7.8
Administrative and Support Department	43.6	37.2
Finance department	33.3	53.9
Legal team	8.9	74.3

In this question, respondents ranked the different Teams/Departments in order of their involvement in OR planning & implementation. The top choice was the Management Team (82.0%) without surprise BCM, ERM and Crisis management team amount the top selection.

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18. Please rate the effectiveness of the following methods in assessing your company's Organizational Resilience readiness?



Based on the table above, “Audit by internal/external Professional” was seen as the most effective method in assessing their companies’ OR readiness with a total of 75.6% of votes rating in the high scales of 5 to 7. There was a divided stance on the effectiveness of “Certification by ISO standard” in assessing OR readiness with the most rating from rating 4 (19.2%) to 5 (24.4) to 6 (26.9) to 7 (20.5). Last but not least, 71.9% of respondents agreed that “Benchmarking to other organizations” is an effective method in assessing their companies’ OR readiness.

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Respondents also listed other methods that were effective in assessing OR Readiness:

- Regulatory Bodies
- Exercise and Test
- How Companies survived the COVID19 challenges

BCPAsia analysis and tips:

The method of assessing the effectiveness of OR is always challenging and something that is very debatable, while we are totally supporting the ideas of getting internal or external experts to audit our plan. Those experts can be determined as experts in your business process or experts in OR process and requirements to assist you to understand your readiness and at the same time setting the long and mid-term goals.

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19. In the case of a disruptive event, on a scale of 1 – 7, how quickly can a decision be made on a solution to counter the impact of the event?

Respondents were asked on how quickly can a decision be made on a solution to counter the impact of certain event. On a scale of 1 – 7, the respondents were confident in the speed that a decision can be made to counter the impact of an event with an average rating of **5.24** out of 7.0.

BCP Asia analysis and tips:

Quite consistency based on responses in the previous few questions as the respondents are very confident on their BCM, incident response, and crisis management program. Hence, they also beliefs that their response time and decision making process are well in control.

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20. In the case of a disruptive event and a solution has been decided on, on a scale of 1 – 7, how quickly can this solution be carried out?

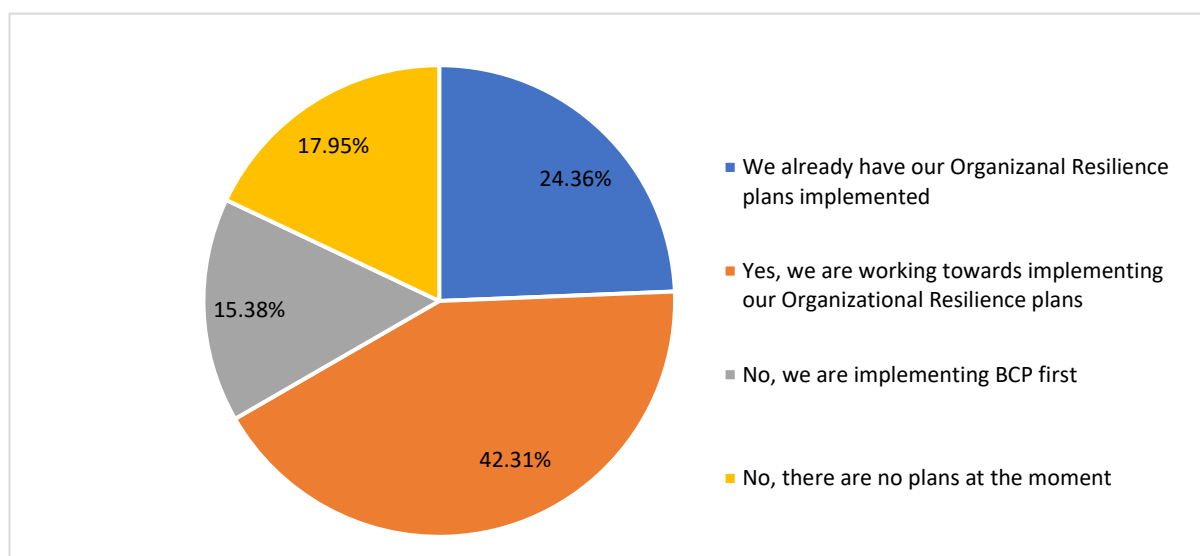
Average Number (max 7.0)
5.49

The result shown that the average number is 5.49 which is thought most of organizations can act quickly to make a decision to counter the impact of the event which is considered quite strong in the strategy and recovery perspectives.

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This last part of the survey looks at the respondents' Company's plans for Organizational Resilience. This would let us know the upcoming trends of companies with regards to OR and what their focus will be on within the next year.

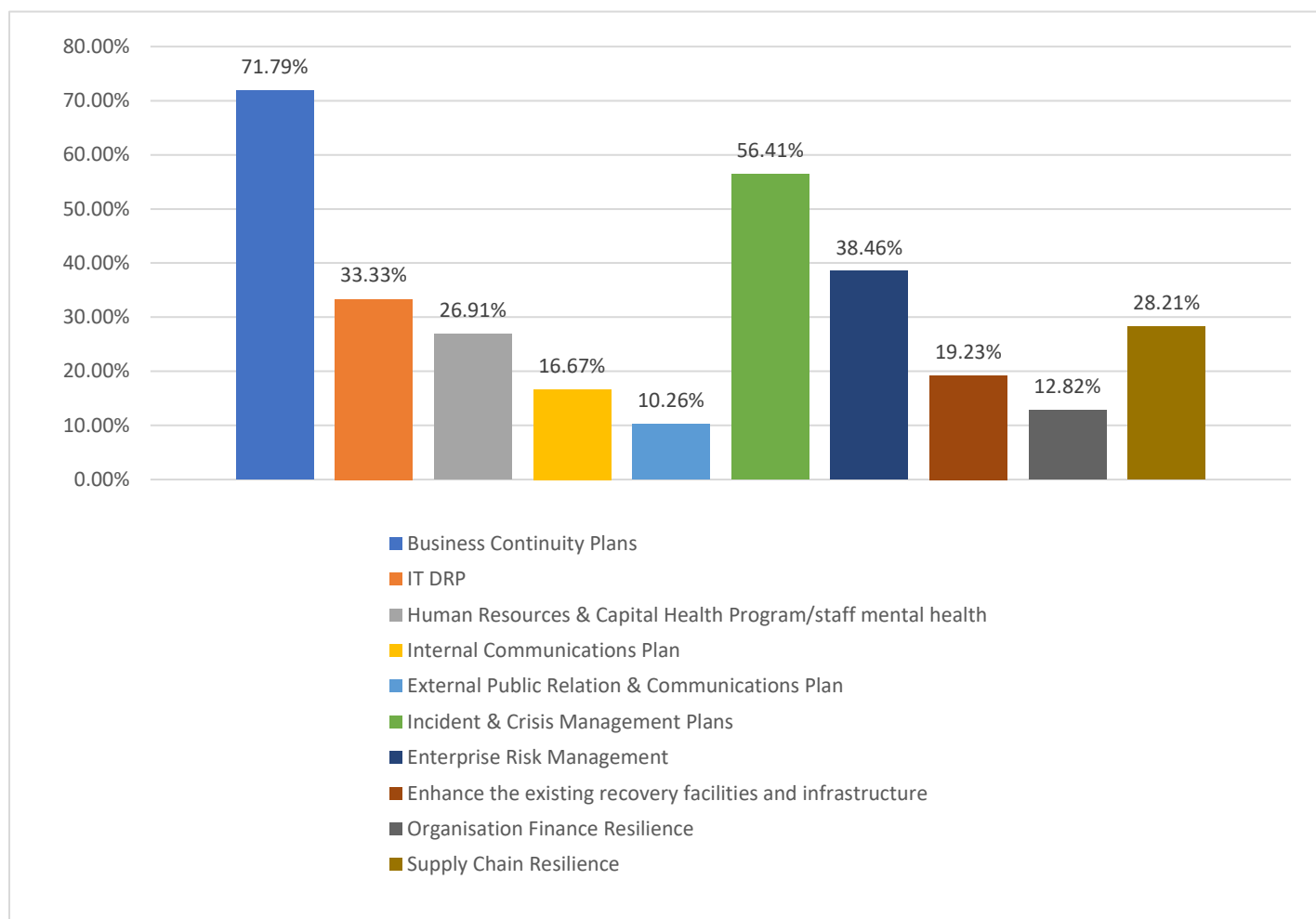
21. For the next 6 months to 1 year, is your company planning to implement Organizational Resilience?



In this question, we asked our respondents about the plans to implement OR in their companies for the next 6 months to 1 year. Majority (42.31%) indicated they are working towards implementing their OR plans for the next 6 months to 1 year, while 15.38% of them said they are not going to plan to implement OR but will focus on BCP first.

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22. In order to increase your company's resilience, what is the top 3 plans/programme that your company is focusing on in the next 1 year?



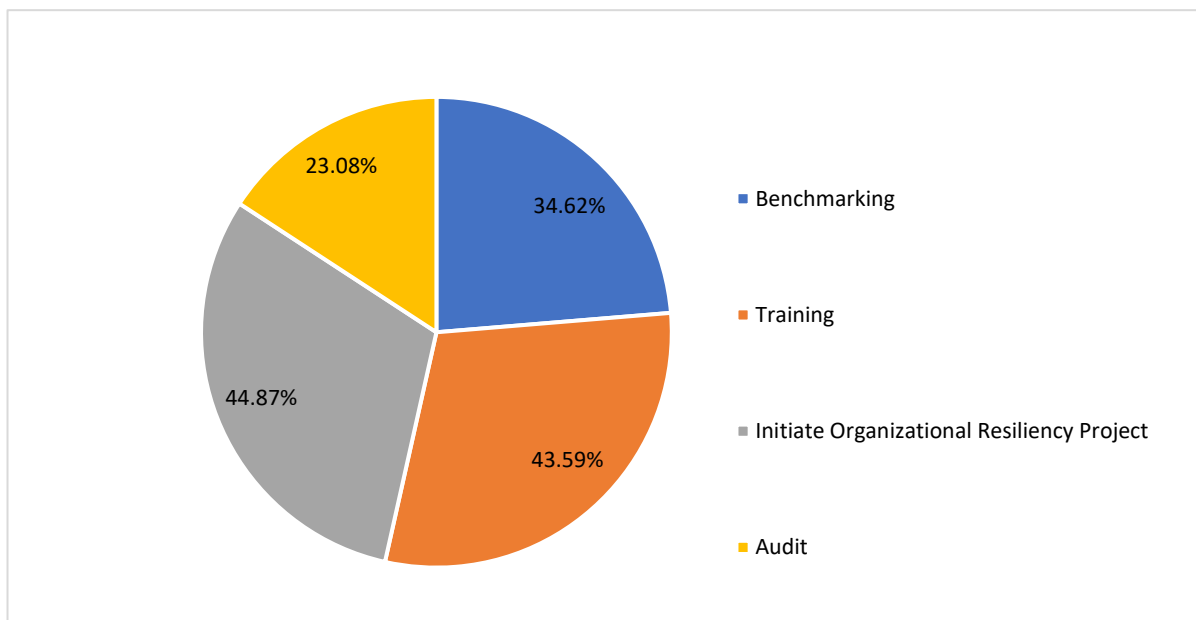
Note: Respondents were requested to select top 3 choices.

To reinforce the data, we would like to know what are the area that respondents need to focus on in the next 1 year in order to increase resilience. The top 3 programmes were ranked as follows:

- 1) Business Continuity Plans (71.79%)
- 2) Incident and Crisis Management Plans (56.41%)
- 3) Enterprise Risk Management (38.46%)
- 4) IT DRP (33.33%)
- 5) Supply chain (28.21%)

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23. What is the next step for your company in terms of Organizational Resilience?



Note: Respondents can select more than 1 option.

The last question in this survey asked on the next step for their companies in terms of OR. Most respondents (44.87%) declared Initiate OR Project as their next step, followed by Training (43.59%).

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Conclusion

We do understand that as BCP Asia community and respondents in this survey are likely to be professionals in ERM, BCM and risk and resilience industry, hence the result gearing towards these disciplines tends to be higher as compared to if we only conduct this survey for the general market across the industry.

From this survey, we can conclude that professionals from different disciplines, such as Business Continuity, Risk Management, crisis management, Emergency etc. will need to work together with those from other management disciplines towards the overall goal of building and improving comprehensive organizational resilience. Furthermore, the best practice for OR requires cooperative understanding on the communication, an understanding of organisation risks as well as a greater flexibility in the design of the framework or model will certainly great help in enhancing the Organisation resilience

Besides, each organization will need to determine the principles, attributes of OR and evaluate their OR framework by before implementing them. Another emphasis is that organizations need to evaluate the disciplines or the factors that contribute to resilience.

An important consideration when implementing OR is effective leadership as displayed in question 11. Last but not least, organizations should create a correct culture by training and involving staff in the programme.

With an effective OR programme in place, there are some advantages to reap. Organizations can increase the ability and capacity for anticipating and responding to opportunities and threats. They can consider a different evaluation system to assess their resilience and readiness with review by internal / external experts being the preferred option as well as be able to coordinate and approach techniques to integrate existing management disciplines that support the OR for a more streamlined and cohesive programme. For organization thinking of getting started in OR can consider training as the first step to initiate the process of organizational resilience.

We welcome any feedback and discussion on Organisational Resilience and this survey with BCP Asia at enquiry@bcpasia.com; Subject: Organisational Resilience Survey Report.

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Acknowledgement

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All analysis, results and recommendations were made by BCP Asia, in consultation with Mr. Henry Ee, Managing Director for BCP Asia. He is a certified Business Continuity professional with more than 25 years of experience in the business resilience industry. Most recently, Henry served as a Technical Expert for Business Continuity/Resilience on the International Organization for Standardization (ISO) and he was also part of Enterprise Singapore's working group on their published guide on Business Continuity Planning for 2019 Novel Coronavirus and working committee for SS ISO22301.