FROM SURVIVING TO THRIVING

Harness Business Resilience to Build Your Competitive Advantage

The Resilience Agenda

What's your game plan to ensure your business stands the test of time? You've seen how fast-paced the business landscape is, with shifting business priorities demanding agility, productivity, and innovation. Employees are also seeking increased flexibility for better work-life integration. In addition to this is the tech race – are your employees using too many tech tools, and are they effective?

The name of the business game is not to survive. It's about thriving and flourishing amidst the rapidly evolving environment. Whether you're running an enterprise or a small business, as a leader, you and your team need to embrace changes and view them as opportunities for growth, rather than challenges to overcome.

What's key to unlocking business resilience? Using technology to build a simple digital transformation strategy and putting your globally-distributed workforce at the centre of it. What you need is innovative technology that works smarter and a culture that supports change. To do that, employee empowerment is imperative – enabling your business to adapt and innovate, even in the face of adversity.

You are ready to execute your strategy for digital transformation, invest in technology and culture, and create a resilient workforce.

With that, you are ready to **thrive**.

FUJIFILM

1
Defining Business Success Through Resilience

2
The Value of Digital Transformation

3
Sustaining Workforce Resilience

FUJIFILM

Chapter One

FUJIFILM

Defining Business Success Through Resilience

Today's risk landscape presents unprecedented disruptions for business leaders. It is a turning point where they must redefine resilience and address supply chain disruptions, inflation, and geopolitical tensions with broad solutions that do not exist in organisational silos.

To remain adaptable and decisive, business leaders must not lose their broad perspective. They need to consider potential trade-offs between short-term benefits and long-term resilience. Sustainable and inclusive growth can be achieved when businesses shift their focus from defensive measures and reactive approaches to a more sustainable, growth-oriented resilience agenda.

This requires a constant search for insights and ideas from relevant marketplaces, customers, and communities, as well as a willingness to respond to changing circumstances. With disruption and accelerated change expected to continue, building a sharpened resilience agenda will become the key to future prosperity.

FUJIFILM

THE RESILIENT BUSINESS

"A resilient business is one that is able to bounce back quickly to recover, adapt to the new normal and capture new opportunities. To do this, firstly, business leaders must have flexibility. Flexibility must be exercised with the right balance. Secondly, business leaders must have passion for what they do. With a strong passion, a never stop attitude and good communication, challenges can be embraced, difficulties can be turned into opportunities."

Masatsugu Naito

*President,
FUJIFILM Business Innovation Asia Pacific*

What does it mean to be resilient? Business resilience is about the ability to thrive and flourish in an uncertain environment – and then, rebounding and growing after uncertainty.

The pandemic exposed vulnerabilities within many organisations, as they navigated through unprecedented challenges from supply chain issues to technological difficulties. As we emerge from this, business leaders are rethinking their approach by considering new models that are nimble and innovative in a world where they are seeing increased competition from digital-native, cloud-first organisations.

FUJIFILM

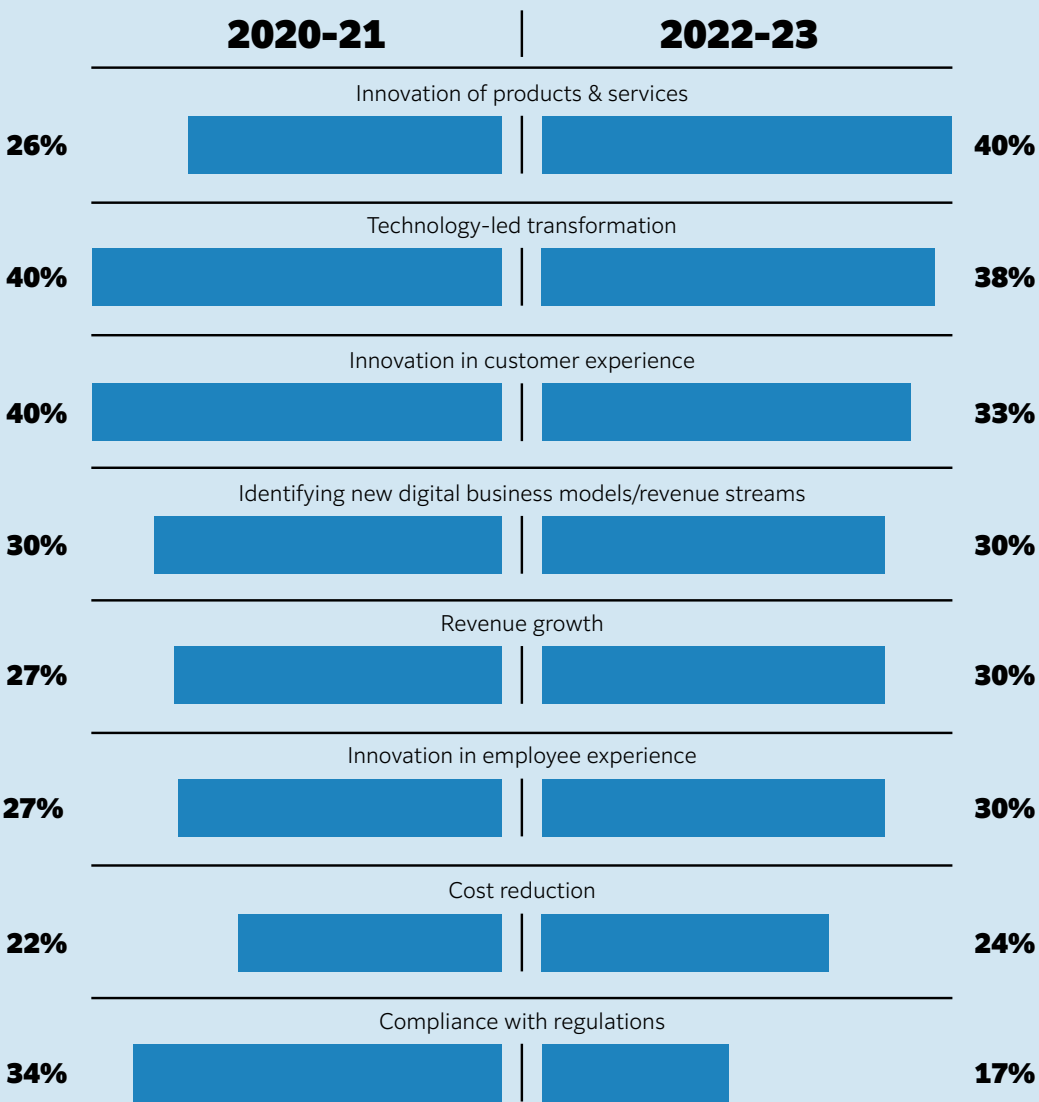## 2020-2022: Digital Transformation And Priority Shifts

Between 2020-2022, organisations focused heavily on digital transformation, trying to keep up with the changing market and consumer behaviour.

However, simply adopting digital technologies and processes was not enough to set them apart from their competitors, who were also doing the same. Organisations were unable to develop a unique or innovative customer experience that would set them apart in the market. As a result, they were merely matching their competitors' progress instead of being the frontrunners.

2023 – Beyond: Digital Transformation And Priority Shifts

Today, the focus is on using technology to drive innovation. Studies show that Asia Pacific (APAC) businesses are shifting their priorities towards the innovation of products, services and employee experience. Why? Because APAC business leaders have started to understand the integral role innovation plays to help stay ahead of competitors and build business resilience.

BUSINESS PRIORITIES IN ASIA PACIFIC

	2020-21	2022-23
Innovation of products & services	26%	40%
Technology-led transformation	40%	38%
Innovation in customer experience	40%	33%
Identifying new digital business models/revenue streams	30%	30%
Revenue growth	27%	30%
Innovation in employee experience	27%	30%
Cost reduction	22%	24%
Compliance with regulations	34%	17%

Source: Ecosystm, Digital Enterprise Study, 2023

N = 2,024

FUJIFILM

This isn't a surprising move as the APAC region has a rapidly evolving technology landscape, with some of the world's most advanced technology companies anchoring expansion efforts in the region. Governments in the region are supportive of digital transformation initiatives and are investing in infrastructure and policies to facilitate this[1].

What's more, APAC has a mobile-centric culture that relies heavily on digital services and apps for daily use. Together, these factors make APAC an ideal region for businesses to innovate and transform at a faster pace.

But are all organisations agile enough to adapt this situation to their benefit?

FUJIFILM

SMB VS ENTERPRISE: WHO IS MORE AGILE?

Despite being more vulnerable to disruptions in the landscape, small and medium businesses (SMBs) have weathered the storm better than their larger counterparts[2]. The lack of a traditional hierarchical structure, including multiple stages of approval, enables SMBs to quickly pivot in their adoption of new technologies, making them more adaptive and agile.

On the other hand, 61% of large enterprises across APAC identify *"difficulty in agility when it comes to restructuring and transformation"* as their greatest challenge. The biggest perceived barrier to their continued success is the inability to be agile in a world where they are seeing increased competition.

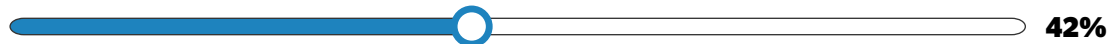## CHALLENGES FACED BY LARGE ENTERPRISES IN ASIA PACIFIC

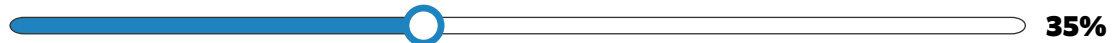**Difficulty in agile restructuring and transformation**
61%

Growing competition
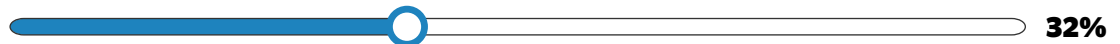59%

Making the right decision on resources allocation
42%

Difficulty in building a cohesive organisational culture
35%

Operating model mismatch within organisations
32%

Source: Ecosystm survey, 2023

N = 89

FUJIFILM

FUJIFILM

Large enterprises often rely on fragmented and manual backend operations with data silos[3], despite appearing innovative and tech-savvy. They underutilise digital technologies and stick to outdated ways of working in a modern environment.

Management in these companies tends to prioritise centralised instruction and hierarchical decision-making over recognising the potential benefits of collaborative communication between all teams across the company.

Decoding Business Agility

An agile business stays ahead by identifying and meeting customer needs through continuous innovation. How? By prioritising customer feedback for product and service improvement.

Companies that trust their frontline staff to gather and relay customer feedback can respond to market demands faster. Gathering data through surveys, feedback forms, and social media monitoring can provide valuable insights into customers' pain points.

Therefore, it is crucial for a resilient business to have a structure in place that can efficiently analyse and utilise customer feedback to improve products and services. Companies that embrace change and prioritise agility will thrive in today's ever-evolving market. Simply put, agility is:

awareness of emerging landscape + trust in your people X innovative infrastructure = business agility[4]

The resilient business has to be flexible and adaptable itself, and yet, has to respond to the desire for flexibility and adaptability from its people.

FUJIFILM

SHAPING THE RESILIENCE NARRATIVE

How do you make resilience work for you? Work has changed in recent years, and what was once permanent has perished. Preparing for the unknown is essential for resilient restructuring, and your business needs to tailor its own approach as each department and team is unique.

CHECKLIST: DEFINING THE TYPE OF FLEXIBILITY YOUR TEAM NEEDS

1   Identify the specific needs and preferences of team members regarding flexibility

2   Consider the impact of flexible arrangements on team productivity and goals

3   Determine the level of structure and guidelines needed for flexible work arrangements

4   Set clear communication expectations and channels for remote and flexible workers

5   Continuously review and adjust flexible work policies based on feedback and results

FUJiFILM

From Planning To Preparing For Resilience

Leaders need to take a proactive approach by focusing on two interrelated parts: the digital workplace and the human workforce. This requires a shift in mindset, from simply planning for resilience to preparing for it, including asking some crucial questions: Where should you place your investments? How can investments in innovation lead to long-term growth? Only then will your organisation move out of the reactive and into the proactive – harnessing the digital workplace to support the human workforce.

Thinking far outside the box

With current uncertainties, predicting what comes next is near impossible. How can organisations prepare?

Think through factors (e.g. social, economical, cultural and workforce changes etc.) that could drive the introduction of disruptive technologies like AI and how you would use it for creative problem solving.

FUJIFILM

INVESTING IN RESILIENCE PREPARATION STRATEGIES

INDIVIDUALS

Start with creating a business model that combines the needs of your people, projects and customers, into something that creates value

Invest and experiment with emerging technologies that show growing customer and employee value

TEAMS

Deploy, distribute and connect resources in an effective manner – make sure everyone has access to what they need to do their jobs

Invest in technology that can simplify and smoothen interactions between teams.

WORKPLACE

Support the people who work with you and the people who you work to serve by ensuring that your resources address pain points

Invest in technology that identifies behavioural patterns and innovates to address customer and employee needs

Leaders need to seek investments that aid innovation. It's not just about new technologies, it's about how these new technologies can enable emerging human behaviours and experiences. This makes your tech spending an investment in innovating for better employee and customer experiences.

Preparing for resilience then becomes about having the organisational framework and finding the right innovative technology that supports this framework.

FUJiFILM

FUJIFILM

Chapter Two

FUJIFILM
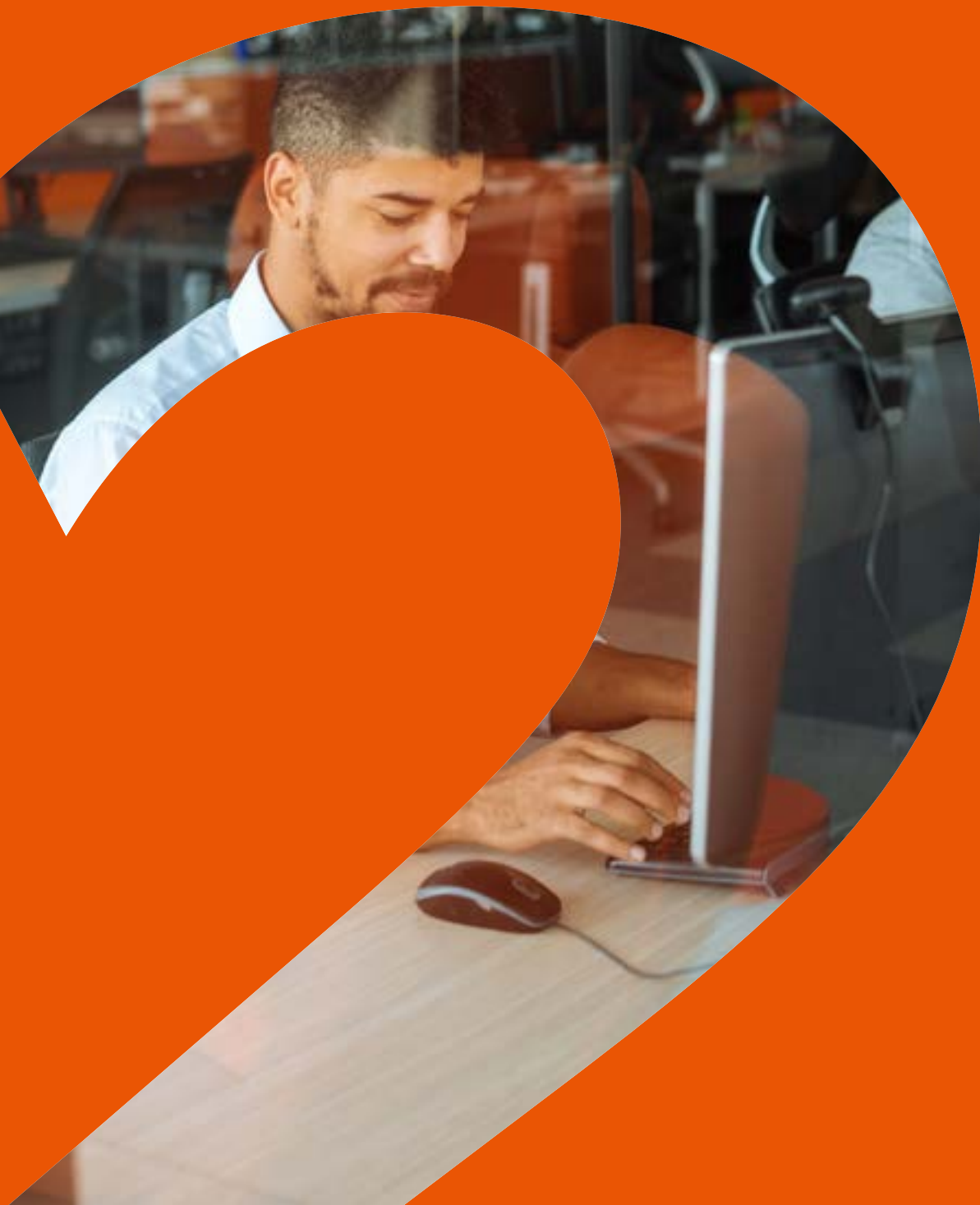
THE VALUE OF DIGITAL TRANSFORMATION

Many organisations aren't foreign to the term 'Innovation'. But, how many companies innovate for the sake of innovation, as opposed to innovating to help solve problems – growing the business and staying ahead of the competition?

To do that, start with a digital transformation (DX) strategy, centred around a people-first approach. Placing people at the core of the organisation's DX strategy creates the ideal environment for innovative ideas/innovation to thrive. With automation and Artificial Intelligence (AI) handling mundane repetitive tasks, employees can spend their time on purposeful and meaningful work developing new ideas that can drive businesses forward. Does this mean you'll need to overhaul your existing infrastructure completely? Not necessarily.

Businesses can address the gaps within their existing infrastructure and tech stack, and create a process to fill these gaps with meaningful solutions. This aspect of your digital transformation journey is an integral part of the resilience agenda, centred around the principle of innovating for people.

FUJIFILM

STAY AHEAD OF THE CURVE: FUTURE-PROOF YOUR BUSINESS WITH A DIGITAL TRANSFORMATION STRATEGY

Seismic change and disruption can be a major driver of your digital transformation strategy, forcing businesses to refine work processes, products and services to anticipate and meet constantly evolving trends and challenges. With the business world relying more on technology, companies that place importance on digital transformation strategy are able to gain an advantage by quickly adopting new technology and changing their work processes accordingly.

"The pace of technology change is challenging. No singular company can provide all the solutions needed to meet the complex needs of modern businesses. At FUJIFILM Business Innovation, we partner with leading technologies, combine them with our expertise in Multifunction Printers (MFP) and solutions to provide greater value to our customers. Our goal is to enable and support our customers' digital transformation journey, so that they can have peace of mind to focus on their business while we manage their DX ecosystem.

Kozo Kimura

General Manager,
BSS Solutions,
FUJIFILM Business Innovation
Asia Pacific

FUJIFILM

Today, there are many tools available to help organisations and their employees optimise how the business runs. The range of groundbreaking technologies—from process automation to artificial intelligence—can impact the day-to-day operations of many companies. But new technology involves a change in behaviour and can face workforce resistance. How to encourage workforce adoption of new technology for improved work processes?

Step 1: Form a small team to champion and manage DX transformation

Your DX champions need in-depth understanding of:

- Internal business processes (e.g. insurance, or processes where you're not able to consult externally)

- Available market technology

- Strategy for the DX journey and its objectives

- The importance of ROI measurement

Step 2: Find out ground sentiment to grasp employee issues with DX

Quick ways your new DX team can gather ground feedback about your business' existing tech solutions:

- **Conduct surveys:** Survey team members for feedback on technology, including user-friendliness, effectiveness, and satisfaction. Use open-ended questions for detailed feedback.

- **Hold focus groups:** Facilitate a discussion with a group of tech suite users to gather feedback on what's working and what needs improvement.

- **Monitor user data:** Use analytics to track tech suite usage for patterns and areas with low usage or problems, providing valuable insights for improvement.

FUJiFILM

TECHNOLOGY MODERNISATION STRATEGY: WHAT ARE COMPANIES PRIORITISING?

Larger enterprises find themselves managing an infrastructure sprawl and stronger mandate for clearer data and AI strategies. SMBs, on the other hand, are focused on getting the right infrastructure (including Cloud) but, only after they have a better understanding of what the IT operations team and functions should look like. Unfortunately, this is a time–and–resource-intensive process. So, it would be more effective for SMBs to accelerate their IT strategy by partnering with an IT expert.

TECHNOLOGY MODERNISATION STRATEGY

SMB
Enterprise

	A	B	C	D	E	F	G	H
SMB	38%	35%	42%	38%	38%	28%	25%	22%
Enterprise	47%	46%	43%	40%	38%	32%	32%	27%

A: Infrastructure modernisation
B: Data & AI Strategy
C: IT Operations

D: IT organisation design
E: Cloud strategy and architecture
F: Application modernisation

G: Data centre consolidation
H: Cyber resiliency

Source: Ecosystm, Voice of the Employee Study, 2023

N=839

FUJIFILM
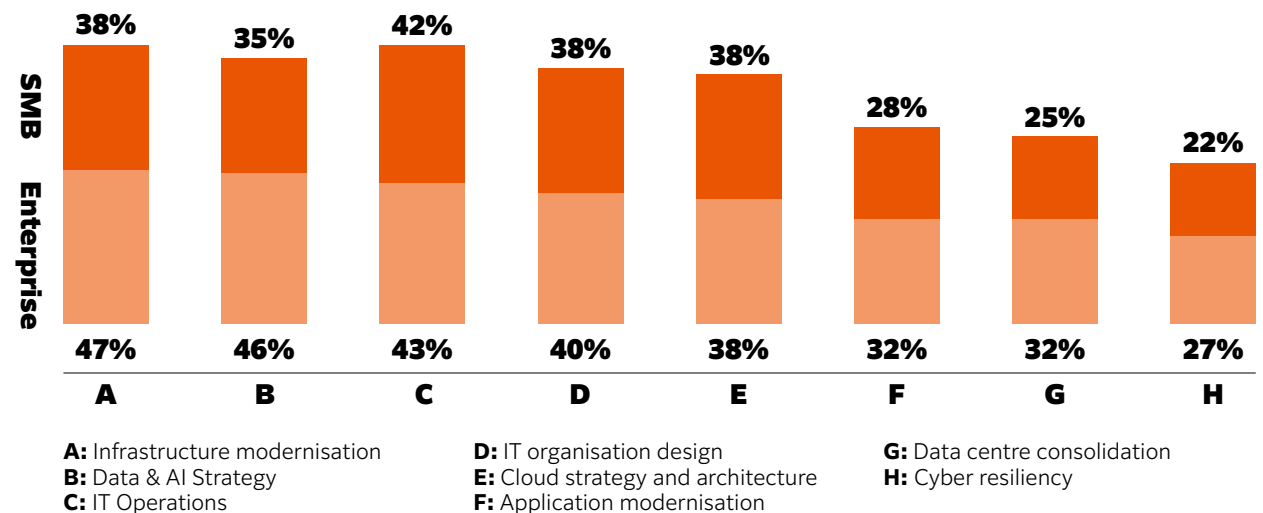
Large enterprises will focus more on cybersecurity and mobile applications than their smaller counterparts. One of the biggest challenges that large enterprises face is the management of a large number of cyber tools and solutions they have.

Now, these organisations will invest in building a single pane of glass to monitor newer cyber solutions including Security Operations (SecOps), threat management, Identity and Access Management (IdAM), and encryption. Large enterprises will also focus more on mobile apps to compete with cloud-first digital organisations.

SMBs will ramp up capabilities in infrastructure, API architecture for easier and affordable app deployment without the need for more resources (skills and money) and in emerging areas such as edge computing – that large enterprises have already evaluated.

WHERE DO SMBs AND LARGE ENTERPRISES DIFFER MOST IN TECH INVESTMENTS?

ENTERPRISE		SMB
42%	Cybersecurity	7%
35%	Mobile applications	26%
21%	Infrastructure & Data centre	31%
24%	API architecture	33%
20%	Edge computing	30%

Source: Ecosystm, Voice of the Employee Study, 2023

N=839

FUJiFILM
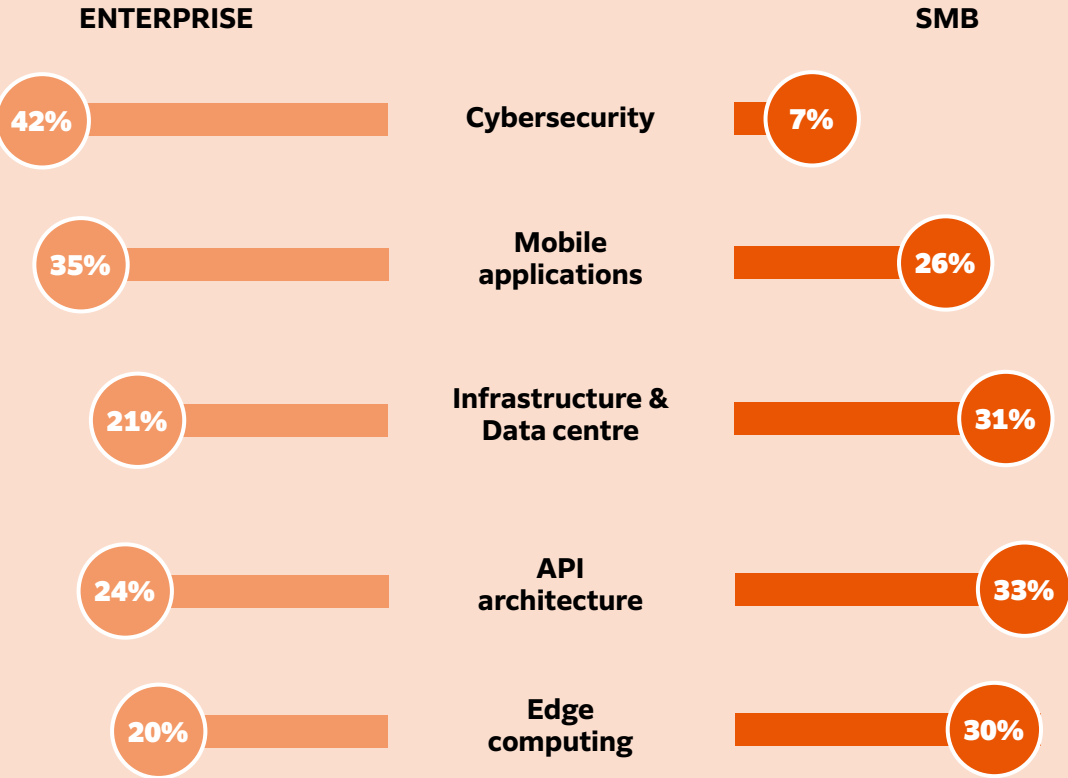
Does having new technologies mean a business has transformed digitally?

No. A digital transformation strategy is enabled by technology, but needs to be integrated into the human fabric of the organisation. The first step comes with understanding how to build an environment that enables digital solutions.

FUJIFILM

FUJIFILM

RADICAL DX SIMPLICITY

Checklist: solutions that build an agile environment to enable digital transformation.

MOVING TO THE CLOUD

Transform multiple areas of your business, enhance connectivity and communication by upgrading to a flexible cloud-based system.

BUSINESS PROCESS AUTOMATION

Transform your customer experiences with engaging and automated business processes using Workflow Automation Solutions.

MANAGED IT SERVICES

Gain a competitive advantage in the modern workplace by utilising managed IT and technology solutions to meet your business needs.

DIGITAL SECURITY

Easily protect your data and documents from unauthorised access, safeguarding your business' reputation.

Not all companies have embraced the onslaught of new technology. These companies rely heavily on their employees to work harder and faster, without enabling them with solutions that can help them work smarter.

As a result, people burn out as they are using the same tools that can only provide the same output as before. On the other hand, some companies are able to implement new technology, but fail to get the most out of it.

FUJIFILM

Training employees on new technology is important for success

Ongoing training is crucial as technology evolves, and new tools and updates become available. Without it, employees may struggle, leading to frustration and lower productivity. Adequate training can boost job satisfaction, confidence, and reduce turnover. What's more, measuring tech adoption rate and ROI regularly can aid business leaders in making data-driven decisions for successful digital transformation.

But, simply having a lot of tools on hand does not always lead to increased productivity, and can even lead to lower ROI. To get the most out of their investment, organisations need to carefully select tools that match their business needs and workflows without overwhelming their employees.

FUJIFILM

THE HEART OF INNOVATION = A SIMPLE, WELL EXECUTED DIGITAL TRANSFORMATION PLAN

By optimising business processes through automation, DX solutions can free up employees' time to focus on meaningful work. This is important as technology continues to shape the employee experience in a world of hybrid work. But with the adoption of new technologies, businesses are also facing the challenge of tech fatigue.

3 ways to form your digital transformation strategy

1. **Identify key areas for digital solutions:** Start by identifying the areas in your workflows and processes that can be digitised. For example, it could be in automating manual processes, improving communication channels, or enhancing customer experience.

2. **Develop a roadmap:** Once you have identified the key areas, create a roadmap that outlines the steps you need to take to achieve your goals. This could involve implementing new software, upgrading existing systems, or hiring new talent. Make sure to set realistic timelines and milestones to track progress.

3. **Foster a culture of innovation:** Empower your team to experiment with new technologies and provide the necessary resources and support, such as training, innovation labs, or external partnerships. This encourages open collaboration and feedback, ensuring bottom-up suggestions in identifying areas for improvement are heard and valued.

FUJIFILM

WHAT CHALLENGES ARE COMPANIES FACING IN TECH-LED TRANSFORMATIONS?

The lack of digital skills is a harsh reality, blocking organisations large and small from transforming. SMBs find it even more challenging to build skills, define success metrics and identify all the business units that can benefit from transformation.

Focusing on low-hanging fruits that showcase the early benefits of transformation e.g. digitisation, can lay the foundation for a long-term DX initiative. Businesses can tap on the expertise of a technology partner that will perform a thorough assessment of their tech suite and provide professional consultation on how to streamline their business processes.

CHALLENGES OF TECH-LED TRANSFORMATION

Large Enterprises		SMBs
45%	Lack of skills	49%
42%	Managing business process changes	37%
41%	Securing budget	38%
39%	Prioritising AI initiatives	34%
36%	Defining business requirements/KPIs/metrics	40%
34%	Identifying the right internal stakeholders	40%
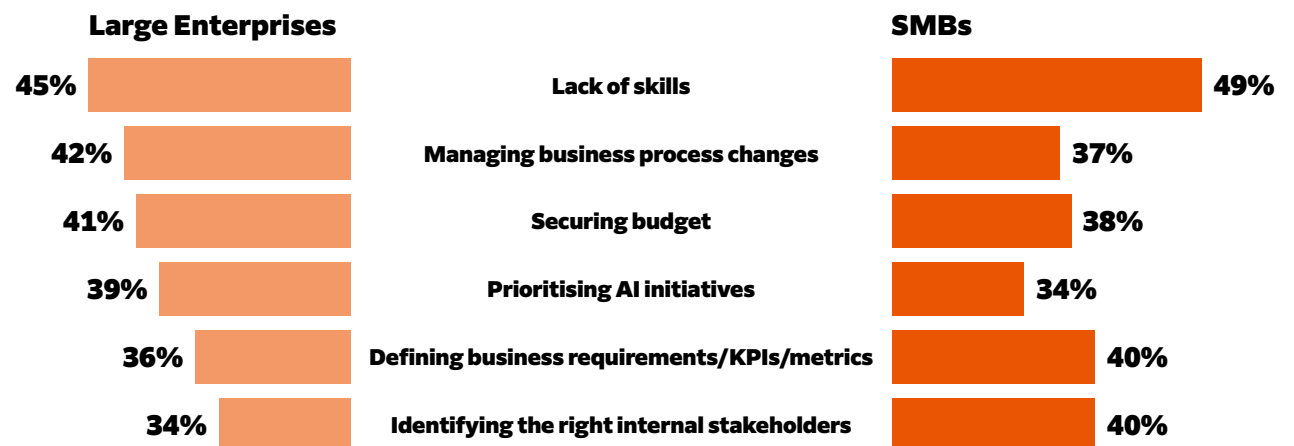
Source: Ecosystm, Voice of the Employee Study, 2023   N=336

FUJIFILM

TRUE TRANSFORMATION STARTS WITH A VISION

Enabling an effective innovative culture requires business leaders to set a vision for change. Leaders need to set the direction for the business's long-term goals, while leaving room for teams to decide the best way to achieve a solution.

One way could be by listening to ground sentiments. This allows leaders to identify potential areas for improvement and work collaboratively with employees to create and implement new ideas.

"Many companies have huge amounts of paper documents stacked in warehouses, resulting in unused data intelligence. We can help them digitise and, most importantly, extract the data so that they can put it into a workflow and use it to gain insights (data analytics) to be more efficient. For example, a bank can check loan applications in a few minutes because it has all the historic data in usable form, quickly evaluate a customer profile and make decisions from historical data."

Shinichi Morio

General Manager, BSS Services, FUJIFILM Business Innovation Asia Pacific

FUJIFILM

SUSTAINABILITY: BUILDING BUSINESS RESILIENCE WITH A DIFFERENCE

"We're definitely getting to the point where the majority of businesses, regardless of their size, integrate sustainability within their processes and functions. We're at a tipping point because the future is rapidly becoming the present when we talk about sustainability. The increase in natural disasters – droughts, bushfires, floods, storms, heatwaves – is affecting us now. And businesses are seeing the urgent need to act."

Suzanne Mildren

*Head of Sustainability,
FUJIFILM Business Innovation Australia*

As the world goes through a variety of challenges including climate change and natural disasters, businesses are incorporating environmental, social and governance (ESG) concerns into their resilience agenda.

This is usually done by setting a goal for the company to work towards human existence consists of three interdependent spheres:

- Communities & societies
- Business & economic activity
- Natural world

Viewing our existence in this holistic manner reveals that an ethical business cannot thrive in a declining society, just as a society cannot sustainably flourish in a deteriorating environment.

FUJIFILM

WHY DO COMPANIES IN APAC PRIORITISE SUSTAINABILITY?

Many organisations in the region report ESG practices aligned to corporate strategy, while others prioritise sustainability to secure funding for their business. All roads lead to one truth: sustainability and ESG policies need to carry significant weight in your business resilience agenda.

65%
Alignment to overall corporate sustainability strategy

57%
Impact of customers and stakeholders

48%
Social & environmental factors

42%
Regulatory obligations (pre-empting policy and regulatory changes)

28%
Access to funding dedicated to ESG projects

Source: Ecosystm survey, 2023

N=89

FUJIFILM
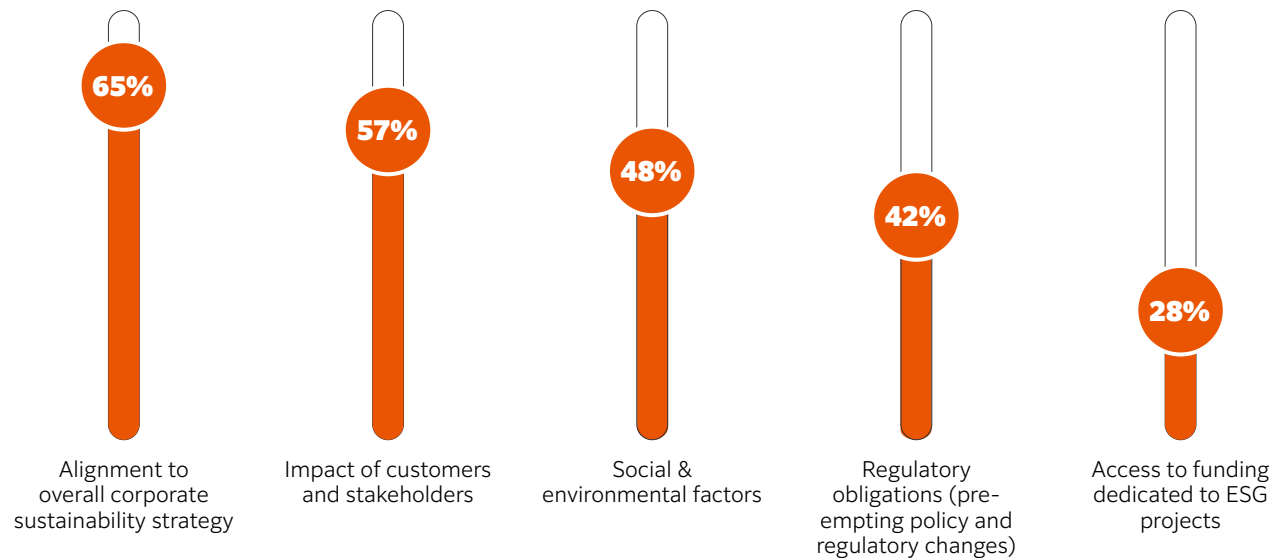
However, there are still some gaps that suggest that ESG strategies can be developed further. For example, data gaps (for both reporting purposes and to derive insights) and early adoption challenges, such as selecting a reporting standard and accessing funds, hinder sustainability measures.

WHAT ARE THE MAIN CHALLENGES THAT ORGANISATIONS FACE WHEN COMPLYING WITH ESG STANDARDS?

Ambiguity related to sustainability reporting

54%

Operational cost / Cost of certification

52%

Human resource constraints

38%

Lack of robust data

35%

Source: Ecosystm survey, 2023

N=89

FUJIFILM
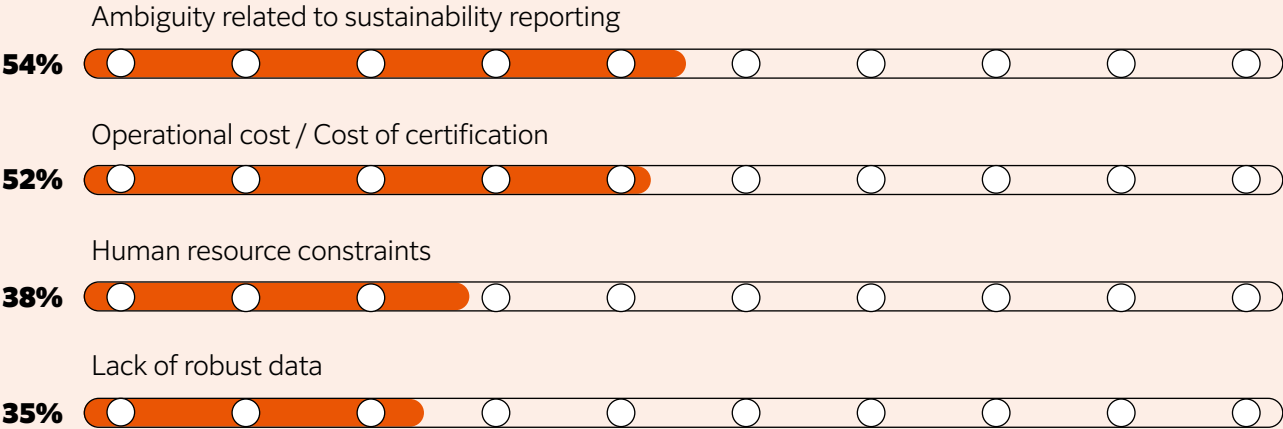
HOW INNOVATION CAN SHAPE A BUSINESS' SUSTAINABILITY AGENDA

Businesses need to prioritise specific tasks to set and achieve measurable, transparent ESG practices and goals in order to drive more sustainable and inclusive growth. Innovation is a key ingredient in sustainability because it leads to shorter timeframes for significant change.

"We're committed to ESG (Environmental, Social, Governance) and the triple bottom line of People, Planet and Profit (known as 3Ps). Business success is not only about making more money, but about the impact we have on the community and our planet. Through our social transformation initiatives, we want to create a safe environment for people to thrive, alongside our commitment to environmental sustainability."

Terence Nai Heong

General Manager, Toppan Security

FUJIFILM

FUJIFILM

TRANSFORMATION IN ACTION

Transformation In Action showcases four real-life case studies of businesses that have successfully applied digital transformation initiatives to drive growth, enhance customer experiences, and improve operational efficiencies. These case studies provide insights into how businesses can leverage technology to achieve their strategic goals and stay ahead of the curve. Each case study illustrates a different approach to digital transformation and highlights the benefits of a proactive approach to innovation.

These case studies demonstrate the wide range of industries that are embracing digital transformation. Whether you are just starting out or looking to accelerate your own digital transformation project, these case studies offer valuable insights and practical tips to help you succeed.

FUJIFILM

THE FIRST PHASE OF DX STARTS WITH DIGITISING DOCUMENTS

Wellington City Council, New Zealand

"We recently passed our 10 millionth scan, and we're looking forward to continuing our work with FUJIFILM Business Innovation. They're not only helping us work smarter, but they're preserving an essential aspect of our city and nation's history. It's a great partnership".

Adrian Humphris
Archives Team Leader,
Wellington City Council

Opportunity

Wellington City Council had over 800,000 historic files in their archives, storing everything from paper documents, bound books, maps, plates, CDs and DVDs dating all the way back to 1840.

They wanted to digitise these valuable, historical documents in the event of an incident. To provide better value to the public, digitising these records would also improve access to the information; however to do it themselves, it would take more than 20 years.

Another key challenge was to maintain service for their customers and continue fulfilling record requests.

Transformation

A revitalisation of Wellington City Council's capabilities transpired. By working with FUJIFILM Business Innovation, the council was able to protect the rich history of the city with document digitisation and efficient file management capabilities, and also provide better value and service to the public.

Time consuming manual searching for information has been superseded with Optical Character Recognition (OCR) indexed file search capability.

The result?

Customer service has significantly improved beating target response times by 60%. A smarter way of working was achieved, through improved service to the public and business as usual operations being maintained.

View the full case study

FUJIFILM

LEVELLING UP PRINT PRODUCTIVITY AND COST REDUCTION

TIMG, Australia

"
The situation review gave us a launch pad to imagine the new fleet, beyond just a wish list of effective workflows and cost savings".

Carlo Di Toro
National Bureau Manager,
TIMG LitSupport

Opportunity

LitSupport Printing Bureaus is part of The Information Management Group (TIMG) a litigation support division which operates 24 branches 24/7 throughout Australia.

Maintaining consistent on-time, error free service delivery for their government, legal and corporate clients (with complete confidentiality and security) is vital to their business operations.

TIMG's ageing print and production fleet was operating legacy devices and mixed service contracts (on different cycles). All of these were costly technology inhibitors and made it difficult for staff to maintain critical service levels.

Transformation

LitSupport turned to FUJIFILM Business Innovation to upgrade, unify and streamline their product fleet. Implementing the Revoria Press E1 Series together with Workflow solutions and digital mailroom in every branch provided the ideal solution to achieve consistent capabilities and increase productivity.

The result?

TIMG's early results indicate a 26% reduction of the total cost of operation. A dramatic reduction of stoppages, downtime and maintenance has positively impacted teams, as they are now less fatigued and frustrated.

View the full case study

FUJIFILM

BUILDING COMPETITIVE ADVANTAGE WITH ROBOTICS AUTOMATION

Kanemitsu Pulley, Thailand

" From our policy of bringing robot technology to enhance our work potential, we chose RPA because we saw technological leadership. It has given us a competitive advantage and we're on track to become a leader in the engine parts manufacturing industry in Thailand."

Sayaka Yamaskawa
President,
Kanemitsu Pulley

Opportunity

Kanemitsu Pulley is a business with big ambitions to innovate and differentiate. Its approach is to utilise the latest technologies and equipment to increase workflow productivity and efficiency.

Kanemitsu Pulley's digital transformation plans included streamlining the way its departments manage repetitive based work processes, data administration and rule-based work.

Initial discovery revealed HR, Sales & Marketing and IT were burdened with unnecessary paperwork, time-sensitive administration processes and prone to human errors.

Transformation

By automating Kanemitsu Pulley's departments with FUJIFILM Business Innovation's RPA solution, the business experienced a rapid transformation.

Robotics Process Automation (RPA) technology replaces repetitive, monotonous and consuming tasks, freeing up employees so they can spend more time creating business value.

The result?

The business increased speed of work 5x times, transitioned to be completely paperless, reduced data error occurrence to 0%, improved customer satisfaction with faster service and freed up staff considerably.

View the full case study

FUJIFILM

UTILISING DATA TO ENABLE GROWTH AND FOOD SAFETY

Delicious Chef King Catering, Hong Kong

"

The kitchen can now speed up its production time. Being able to cut 2 hours of production time is day-and-night. It's now much easier to hire and retain kitchen staff, and this is crucial to ensuring our food quality and production standards remain high".

Marine Lai
General Manager,
Delicious Chef King Catering

Opportunity

Delicious Chef King Catering prides itself on production efficiency, food safety governance and continuous innovation.

Part of its transformation plan was to better utilise its significant investment in food manufacturing equipment. The business understood it needed an automation capability in its manufacturing process. An integral element of this was its data management capability.

Kitchen conditions also presented a real challenge for IT hardware, inside a hot and humid working kitchen environment.

Transformation

The transformation started with FUJIFILM Business Innovation providing an IT consultant to design the IT network and infrastructure. The installation of rack coolers and heavy-duty industrial grade monitors solved the environmental problem, while cabling solutions, customised server configuration and multi-function printers improved connectivity.

The result?

The new data capability fully integrates with the re-engineered production processes, improving food safety and creating a more efficient operation.

The business is now in a much better position to take advantage of its data capability and information management systems.

View the full case study

FUJIFILM

FUJIFILM

Chapter Three

FUJIFILM

Sustaining Workforce Resilience

The world of work is rapidly changing, and with it, the expectations of employees and employers alike. These changes have forced businesses to adopt new perspectives on working styles and increase reliance on technology. As a result, it's become increasingly important for businesses to focus on workforce resilience, ensuring that their employees are able to adapt and thrive in this rapidly changing environment.

To sustain workforce resilience, businesses must prioritise the employee experience by creating a supportive culture that values learning and development. This involves implementing people-and-culture initiatives that build a sense of belonging and encourages collaboration, creativity and innovation.

By prioritising workforce resilience, businesses can create more agile and adaptable workforces and capitalise on this new paradigm of modern work.

FUJIFILM

WHAT'S NEXT IN THE WORLD OF WORK?

Hybrid work is more than just a fad or a passing trend. Today, 66% of workers in APAC prefer a hybrid model of work, with only 15% of respondents saying they want to go to the office on fixed days. This shows that employees today value the flexibility of working remotely and the freedom to choose when they come to the office.

THOUGHTS ON REMOTE WORKING

ANZ

10%
Prefer working from the office all the time

52%
Want the choice of work location

27%
Prefer remote work forever

11%
Prefer to have fixed days to go to the office

North Asia

20%
Prefer working from the office all the time

47%
Want the choice of work location

17%
Prefer remote work forever

16%
Prefer to have fixed days to go to the office

SE Asia

9%
Prefer working from the office all the time

54%
Want the choice of work location

20%
Prefer remote work forever

17%
Prefer to have fixed days to go to the office

Asia Pacific

14%
Prefer working from the office all the time

51%
Want the choice of work location

20%
Prefer remote work forever

15%
Prefer to have fixed days to go to the office

Source: Ecosystm Voice of the Employee Study, 2023

N=891

FUJIFILM

Work-life Integration: A new opportunity for balance and change

The change in employee expectations and aspirations is an opportunity for business leaders to reconfigure workspaces. While moving into a more permanent era of hybrid work, the conversation has shifted from work-life balance to work-life integration. Employees desire the flexibility to work from where and how they choose to – allowing them to work at their most productive times to meet deadlines.

TOP BENEFITS OF REMOTE WORK

ANZ

63%	Reduction of commute time
49%	Ability to work flexible schedules
51%	Money saved on food and travel
32%	Flexibility to work from anywhere
34%	More time spent with family

North Asia

60%	Reduction of commute time
48%	Ability to work flexible schedules
38%	Money saved on food and travel
43%	Flexibility to work from anywhere
35%	More time spent with family

SE Asia

46%	Reduction of commute time
44%	Ability to work flexible schedules
52%	Money saved on food and travel
44%	Flexibility to work from anywhere
48%	More time spent with family

Asia Pacific

56%	Reduction of commute time
47%	Ability to work flexible schedules
46%	Money saved on food and travel
41%	Flexibility to work from anywhere
39%	More time spent with family

Source: Ecosystm Voice of the Employee Study, 2023

N = 891

FUJIFILM

AT THE CENTRE OF WORKFORCE RESILIENCE

Nurturing a culture of work for a distributed, remote workforce

Retaining talent

Implementing a workforce-driven resilience strategy that can steer the organisation through ever-evolving challenges

The employee experience in this new era of work is no longer a one-size-fits-all solution. Business leaders need to create value for their employees to come back to work.

How? By placing this distributed workforce at the centre of their resilience agenda, and building a digital transformation strategy around them.

"One of the key characteristics of workplace resilience is to have a growth mindset. People with a growth mindset see challenges and failures as opportunities for growth and learning.

We should provide an environment for employees to try new ideas without fear of failures. We celebrate successes and learn from failures to promote a culture of continuous improvement."

Gwen Wong

General Manager, Human Resource FUJIFILM Business Innovation Asia Pacific

FUJIFILM

FUJIFILM

PEOPLE AND CULTURE AS THE CENTRAL FORCES FOR BUSINESS RESILIENCE

THE CASE FOR HYBRID WORK

RETURNING TO THE OFFICE

Unlock crystalised intelligence through transparent interactions with all team members.

Foster deeper social skills to create a united work culture within the organisation and with customers.

WORKING REMOTELY – FROM HOME

The flexibility of work-from-home allows better work-life integration, where employees can design work around their life.

A global workforce working remotely would contribute diversity and difference of opinion to grow the business into new markets.

To balance both sides of the coin, organisations need to adopt a hybrid work model that allows for flexibility, and provides reason for employees to want to return back to the office.

How? Your digital transformation strategy must prioritise your employee's experiences and take shape accordingly, to unlock its benefits. Technology should address workplace challenges, however, many digital transformation projects make the mistake of prioritising technology over people.

FUJIFILM

To bridge this gap, organisations should prioritise creating a sense of belonging in their cross-border teams and use technology to enable transformation. This sense of belonging will promote trust, collaboration, better communication, and overall team performance. Additionally, organisations can explore digital solutions that can facilitate communication and collaboration among globally-located teams. By prioritising this, organisations will be able to create a more cohesive work environment.

WHERE BUSINESSES ARE TODAY

Focus entirely on the nature of technology being implemented.

⬇

WHAT BUSINESS LEADERS NEED TO LOOK AT

The people using the technology: do they feel that this tech is solving their pain points?

⬇

WHAT THE OUTCOME WILL BE

A culture of work that drives resilience and brings a global workforce together.

FUJIFILM

BACK TO THE OFFICE: HOW TO PLAN FOR SUCCESS

Encouraging employees to come back to the office is far more complex than issuing a company-wide mandate. What organisations need is a strong employee-first lens, to create a successful employee experience.

This requires knowledge of the ideal structural systems your employees need. For example, prioritise creating a hybrid work environment that fosters a sense of belonging. This could include adapting Employee Value Propositions (EVP) to include workplace wellness, empathetic management, seamless engagement, and development opportunities (both professional and personal) to change how employees view the company.

THE POWER OF WORKSPACE REDESIGN: 3 VALUE-CREATION ZONES FOR INNOVATION IN HYBRID WORK[4]

INDIVIDUALS

Facilitating productive work at the individual level

————

Task completion requires a quiet space, technology access, and the freedom to take breaks whenever needed.

TEAMS

Enabling connection, collaboration and brainstorms across teams

————

Relationship work (Formal)
genuine collaboration, to identify the best way forward out of challenges.

Connection work (Informal)
having coffee, informal conversations and bonding with colleagues and peers.

WORKPLACE

Harnessing technology in the workplace

————

Creating an environment to facilitate both individual and organisational learning – moving the business forward as one e.g. intranets, video conferencing etc.

FUJIFILM

Consensus: Innovation Comes After a Coffee, or After Work Interactions[5]

This is why the modern workplace plays a pivotal role in defining the identity of an enterprise. It forms a crucial link in employee satisfaction, productivity, attrition, and the business' success in attracting and sustaining desired talent. How to start designing for this? By partnering with a reliable digital transformation provider that can support with business communications and workflows.

But, returning to the office alone is not enough to fully address the challenges in this new paradigm of work. Companies need to be prepared and have plans in place to handle any future disruptions. For example, they may need to develop new communication strategies or invest in new technology to enable remote work.

"Our workforce is telling us they prefer to come to the office. There's two types of intelligence when you come to work; fluid and crystallised intelligence. Younger workers have fluid intelligence built into their DNA, yet they need to interact with more qualified experienced staff to crystallise their intelligence, gaining real world know-how and skills, especially in a knowledge-based industry"

Patrick Kok

MD Group Operations,
Great Eastern Life Insurance

FUJIFILM

FLEXIBILITY AS A DIGITAL TRANSFORMATION IMPERATIVE

Why should flexibility be a top priority in your digital transformation plans?

- **Improved work-life integration:** Encouraging work-life integration through limited work hours and energising activities can lead to a more fulfilled and productive workforce. Working parents can be there for their children, people with physical disabilities can find remote employment opportunities, and all employees can have more time to pursue their hobbies and passions outside of work.

- **Healthier and happier employees:** Allowing for more downtime and encouraging activities that promote relaxation and energisation can lead to a happier and healthier workforce. This can reduce stress and burnout, boost employee morale and job satisfaction, and increase overall well-being.

- **Increased productivity and innovation:** Despite the popular belief that longer hours lead to higher productivity, limiting work hours and promoting relaxation activities allow employees to come to work refreshed and focused - driving better ideation and performance.

Driving innovation, quality performance work and ultimately, a resilience agenda, requires strong leadership that's steadfast in its response when faced with challenges. What do business leaders then, need to have when manoeuvring unstable business landscapes?

FUJIFILM

TRANSFORMING THE EMPLOYEE EXPERIENCE TO UNITE A FRAGMENTED HYBRID WORKFORCE

Business leaders need to look at leveraging technology to break down operational silos. Here's what organisations in APAC are doing to improve employee experience in 2023.

Organisations today are looking beyond the usual ways to attract and retain employees. In addition to competitive remuneration, they are empowering employees with the right technology – enabling a hybrid workforce.

HOW ORGANISATIONS HOPE TO INCREASE EMPLOYEE EXPERIENCE IN 2023 AND BEYOND

Improving existing technology solutions for greater ease of use	**42%**
Upskilling to allow role changes within the organisation	**36%**
Investing in new technology tools and solutions	**33%**
Increasing social interactions and regular check-Ins	**32%**
Ensuring access to the right workplace tools	**32%**
Offering greater flexibility in choice of work hours and days	**27%**
Including regular training sessions to address employee challenges	**26%**
Competitive renumeration	**24%**

Source: Ecosystm, Future of CX Study, 2023   N=284

FUJIFILM

The focus is on providing employees with a seamless, more productive experience wherever they work. Moreover, companies are creating more opportunities for their employees to develop new skills and undergo lateral movements within the organisation. To foster a value-driven workplace, organisations must provide resources and support for employee development and organisational learning.

HOW TECHNOLOGY IMPACTS EMPLOYEE EXPERIENCE

Improves productivity	59%
Promotes collaboration	47%
Enhances employee loyalty	43%
Fosters innovation	41%
Drives better customer experience/ outcomes	41%
Gives employees more ownership	36%
Attracts talent	34%

Source: Ecosystm, Voice of the Employee Study, 2023

N=284

FUJIFILM

FUJIFILM

WHAT IS ORGANISATIONAL LEARNING AND WHY IS IT IMPORTANT?

It's the creating, retaining, and transferring of knowledge within and across teams in an organisation. This improves group problem-solving and experimentation of ideas – all of which impacts sustainable business success. This allows organisational teams to continue to advance their professional growth and development individually, and as a team. With this, business leaders can ensure that, as their team improves, they are developing a broad range of knowledge and information that will benefit the organisation.

FUJIFILM

CREATING VALUE THROUGH INDIVIDUAL AND ORGANISATIONAL LEARNING

Leaders play a vital role in developing and implementing a culture of learning. Employees look to their leaders to make learning a priority in their personal development strategy (e.g. workshop/certifications) by providing access to learning opportunities and resources.

The goal here is to help employees acquire or upgrade their skills and knowledge to be able to do their work better. In facilitating an environment for individual learning, the organisation learns too as it positively impacts other elements of the business such as innovation, employee purpose, engagement and retention.

Organisational learning

Individual level learning

Resources and support for growth

VALUE

FUJIFILM
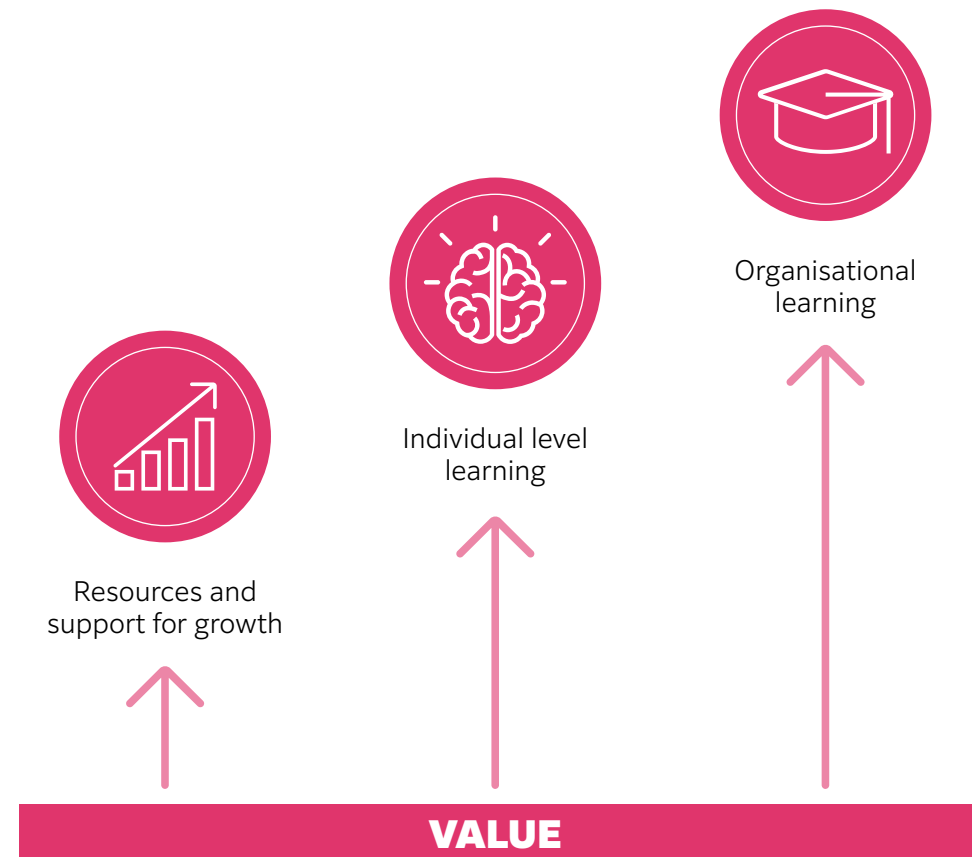
GETTING THE WORKFORCE INVOLVED: CREATING A SENSE OF BELONGING FROM THE START

How are businesses currently defining employee purpose? In small businesses, it's defined through a simpler employee handbook, transparent communication and less red tape, while for larger enterprises, it's defined through a central onboarding guide, which is disseminated top-down from management. However, this instead reduces employee value and purpose in their work.

The key: involving everyone (within the team) from the start of a project. This fosters a sense of transparency and ownership among employees, leading to a more engaged and driven workforce.

HERE ARE 3 WAYS BUSINESS LEADERS CAN STRENGTHEN EMPLOYEE PURPOSE

Adaptability

Resilience

Adjusted management styles
Embracing trust and transparency with how the workforce is managed, and allowing them to break-free from the 9 to 5 work-cycle by replacing 'work-life-balance' with 'work-life-integration'.

Clearly carved employee purpose
Help employees answer this: Why does what I'm doing matter? Leverage technology to show the organisation across the globe how each person's work matters, restoring pride and purpose into the workforce.

Technology to enable people
Creating opportunities for collaboration between teams instead of just within the team, so they can contribute to the ecosystem of knowledge sharing in the company.

FUJIFILM

POWER IN COLLABORATIVE COMMUNICATION

A successful digital transformation strategy requires open communication to uncover and address human pain points. By improving communication, your employees are now more engaged, leading to increased productivity as they feel valued and empowered to participate, concentrate, and ask questions.

Business leaders can consider how effectively their teams are collaborating, and use technology to facilitate effective communication. A dynamic solution such as Unified Communications Solutions transforms presentations into seamless, impactful sessions, improving engagement and participation.

Additionally, such tools also help to build trust and strengthen relationships – a pull factor to encourage employees to return to the office.

FUJiFILM

BEYOND KPIs, THE NEW WORKFORCE METRICS

Common productivity metrics in the workforce today:

(KPI = Key Performance Indicators)
(OKR = Objectives and Key Results)

Measuring productivity in today's dynamic workforce requires reaching beyond KPIs – it's about solving complex problems through performance work[4].

What is performance work?

It's the ability to toggle between collaboration work, solo work and learning – usually enabled and facilitated by technology and the flexibility to do it where and when you want.

FUJIFILM

CALM LEADERSHIP = KEY DRIVER OF RESILIENCE

Modern business leaders must be adept at pivoting in challenging times. With circumstances changing rapidly, leaders must stay agile under pressure, providing cues for the rest of the organisation to shift accordingly. Leaders should create an adaptable environment for navigating through challenges, big or small. Here are 6 ways leaders can do this:

CHANGE THE WAY YOU OPERATE

Evaluate how your operating model fits with changes in work and how it affects your leadership team and family.

INTENTION MATTERS

Visualise potential challenges and opportunities, and plan how to stay focused on your priorities while being flexible when necessary.

MEASURE YOUR REACTION

When faced with unexpected situations, pause briefly to assess the situation, and avoid reacting instinctively. Use techniques like acknowledging incoming messages and addressing them later to avoid feeling distracted or anxious.

REFLECT

Ask for feedback from trusted colleagues to gain different perspectives. Find a regular practice that works for you, whether it's meditation, exercise, or another activity that allows you to create space and listen to your inner voice.

SHIFT YOUR PERSPECTIVE

Practice integrative awareness by considering multiple perspectives and asking yourself what's important. Make conscious decisions based on fresh information and regularly revisit them with an open, curious, and learning mindset.

YOUR ENERGY MATTERS

Prioritise performance and health by allowing recovery time. Incorporate micro practices such as breathing exercises, cardio, and power naps.

Calm leadership is central to ensuring your people are ready and primed to act fast because that's what they're used to. But in challenging times, it's about the shift to problem-solve and sail through the unpredictable tides successfully.

FUJIFILM

INSIDE THE MINDS OF GREAT LEADERS

Progressive business leaders are building
unstoppable teams and leveraging cutting-edge
technology to unlock business resilience.
We spoke to four industry executives in
Asia Pacific to share their insights.

FUJiFILM

WHY INNOVATION AND SOCIAL TRANSFORMATION EFFORTS ARE CRUCIAL TODAY

Terence Nai Heong Ng
*General Manager
of Toppan Security,
Systems Private Limited*

1. Do you agree digital transformation is crucial in building business resilience?

Absolutely. For us at Toppan, we are adding ESG mandate to our DX initiatives. Social Transformation is driven by belief that business should care about people and the planet, not just profit. Social and digital transformation bring together people and technology, to build trust and resiliency.

2. Where should businesses prioritise, when it comes to people, technology and innovation?

People and culture have always been at the forefront, they are the soul behind the business. Innovation means 'marrying people with technology' in a balanced and synergistic way. While research, product development, and other

areas are also important, the continual adoption of technology by people is a significant step towards innovation.

3. What is the secret to achieving successful digital transformation?

It's important to have a continuous improvement mindset, taking small steps and linking each action to a desired outcome, rather than pursuing a big change for its own sake.

Motivate your people, establish a culture of continuous learning in your organisation and forge diversity and inclusion – these will make your company stronger in the long run.

FUJiFILM

HOW BUSINESS CAN EMBRACE DIGITAL TRANSFORMATION

Harry Chan
AVP of IT (Business Intelligence and Digital Workplace Solution), IHH Healthcare

1. How important is it to listen and build initiatives/ solutions around the needs of people?

As humans, we may be reluctant to change, but if we don't disrupt ourselves, others will disrupt us. It's important to push past this reluctance and remind ourselves to innovate and progress to avoid becoming obsolete. And these new ideas and technology shouldn't be pushed blindly. We need to find the right fit and keep iterating."

2. What advice do you have for leaders about creating value in an environment of continual change?

60-70% of transformation efforts are failing for a variety of reasons. One of the reasons is because organisations aren't starting with the end in mind, they're starting with a technology-first approach, and not thinking about the culture, mindsets, and skill sets that need to be developed to be successful. You also need to be sensitive to what really brings value to customers, this requires having a keen listening ear.

3. What are your tried and proven methods to deliver successful DX/ CX initiatives?

Outside of using data effectively, digital transformation (DX) and customer experience (CX) is critically important – it must be something your customers are able to adopt intuitively and pick up very fast. Leaders also need to be intuitive – learn to read and understand your customers, so you can understand what they are truly looking for.

FUJIFILM

HOW CONTINUOUS IMPROVEMENT BOOSTS BUSINESS RESILIENCE

Patrick Kok
Managing Director of Group Operations, Great Eastern Life

1. How do you define a resilient business?

If you're asking how a business can be resilient, it has to start with the way it's organised. From a strategic point of view, it must be flexible, agile and it must have business continuity at the core. From a people point of view, they need to be adaptable, have tenacity to overcome challenges and be able to solve problems. In terms of business systems and processes, there must be a focus on continuous improvement.

2. Do you feel disruption and digital transformation are connected?

Disruption alone doesn't drive digital technology; it's COVID that has successfully driven digital transformation, allowing employees to work remotely. At Great Eastern, we quickly enabled our workforce to work from home, investing a lot of effort, manpower and investment to let employees access company systems from home. We even custom built a productivity dashboard to monitor performance.

3. In an environment of continual change, how can businesses become more resilient?

Organisational alignment. It's about having the right tone from leadership at the top, the buzz from the bottom and a positive, supportive feel in the middle. It's also important there's a strong change management practice in place. For example, we have a three-person transformation team that engages with operation staff that are responsible for processing, underwriting, contact centre claims, etc. We talk to them, explain how this change is being managed, very precisely, and at every step of the way.

FUJIFILM

RESILIENT LEADERSHIP IN AN ERA OF CHANGE

Koh Ching Hong
*Chief Executive Officer,
FUJIFILM Business
Innovation Singapore*

1. How can leaders lead and win in a crisis?

Every crisis is an opportunity presented for leaders and organisations to build mental resilience. To do so, you need good leadership that is calm and collected in the assessment of critical situations and planning. Always assess, evaluate and engage with a communication-first approach.

Above all, everything connects back to how the leadership and people handle crisis, for even the best plans cannot anticipate the unknown.

2. How can you bolster leadership teams to stay resilient?

Technologies change often, business innovation changes the process of work, and strategic plans change based on customer needs. But leadership skills aren't changing at the same pace. We need to future proof our leaders with high emotional intelligence to be more resilient, be able to adapt, engage, coach and to lead people from the heart.

3. What's the secret to getting businesses to embrace the concept of resilience?

We focus on building inward values that foster trust within ourselves and our customers. For example, we take pride in our purpose and brand, respect each other to build a strong diversity, equity, inclusion, and belonging (DEIB) community, and work together to deliver exceptional customer experiences through innovative teamwork.

FUJIFILM

FUJIFILM BUSINESS INNOVATION

At FUJIFILM Business Innovation, we understand that digital transformation is no longer just an option but a necessity for businesses to thrive in today's fast-paced, competitive landscape. Our mission is to help our customers in Asia Pacific transform their businesses by providing innovative solutions and services that enhance their workflow and solve their business challenges. With our extensive knowledge and experience, we aim to be the digital transformation partner of choice for businesses in the region.

We believe that improving our customers' business communication environment is the key to success. By streamlining and automating their operations, businesses can reduce costs, increase productivity, and enhance customer satisfaction.

We are committed to achieving these goals by integrating cutting-edge technologies such as AI, IoT, and cloud services into our solutions. We help our customers leverage these technologies to gain a competitive edge and drive growth.

With a presence across 13 countries in Asia Pacific, we have a deep understanding of the region's unique business challenges and opportunities. Our solutions and services are tailored to meet the specific needs of businesses in the region, regardless of their size or industry. Whether it's improving document management, enhancing workflow, or optimizing printing processes, we have the expertise and technology to help businesses transform their operations and achieve their strategic goals. With FUJIFILM Business Innovation, businesses can stay ahead of the curve and thrive in today's digital age.

Get ready to **thrive**.

Find out how FUJIFILM Business Innovation can help you. Contact our sales representatives today!

SCAN CODE OR CLICK TO WEBSITE

FUJIFILM

REFERENCES

[1] Bernama, Budget 2023: RM100mln in automation, digitalisation grants provided for SMBs, February 2023

[2] Frost & Sullivan, Smarter connected commerce: evolution and opportunities for Micro, Small, and Medium Enterprises (MSMEs) in Asia-Pacific (APAC), 2022

[3] IDC, IDC Report Highlights Cloud Data Management Challenges, 2022

[4] Dr Richard. Claydon, Content Advisory Sessions, February 2023

[5] Slack, Informal meetings are key to innovative ideas, 2022

FUJiFILM