

An aerial photograph of a dense city skyline, likely New York City, viewed from a high angle. The image is overlaid with a semi-transparent green filter. The text 'FROM SURVIVING TO THRIVING' is prominently displayed in the upper left quadrant, with 'FROM' and 'TO' in a lighter green and 'SURVIVING' and 'THRIVING' in white.

# 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**.

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## Chapter One

# 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.

# 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.

2020-2022: Digital Transformation  
And Priority Shifts

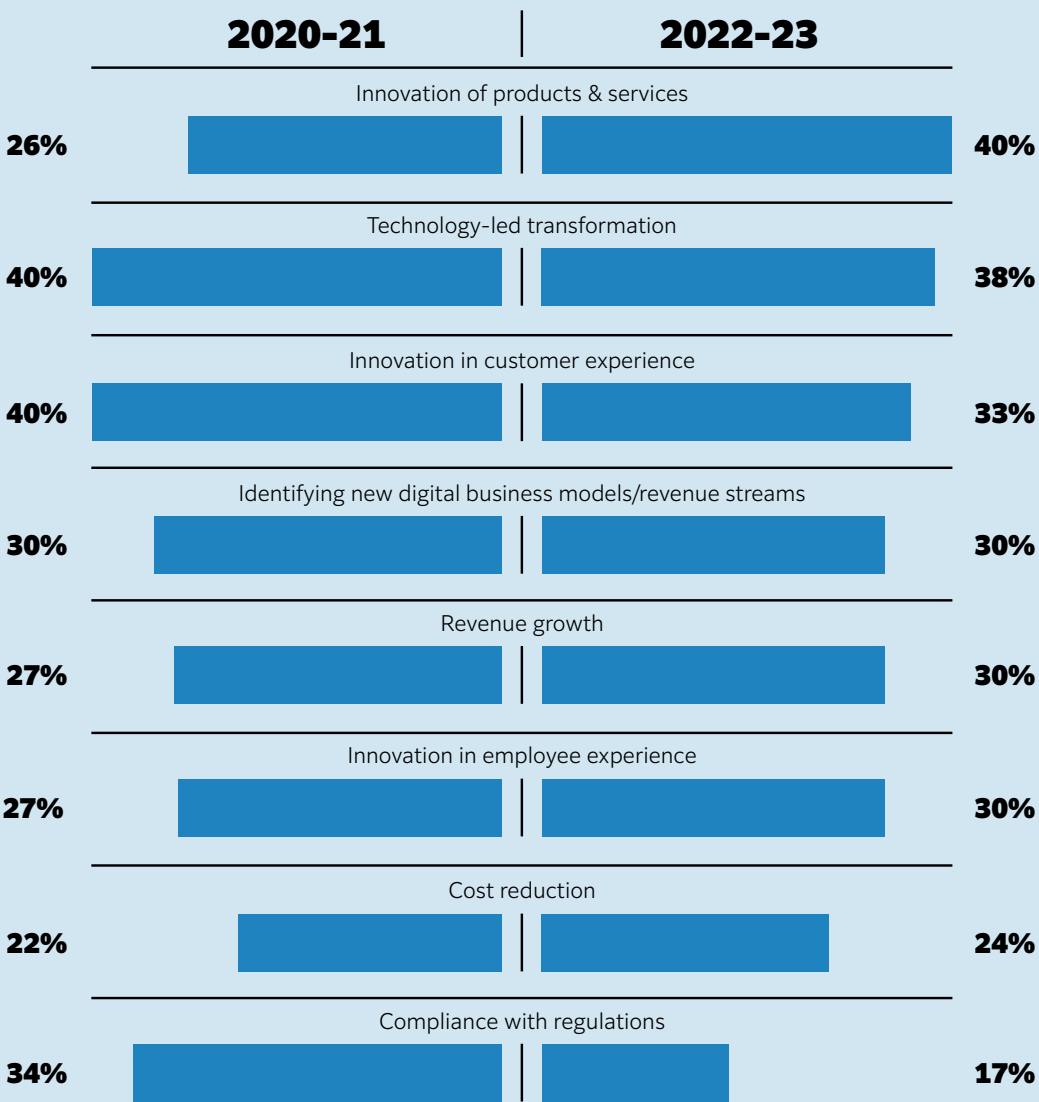
Between 2020-2022, organisations focused heavily on digital transformation, trying to keep up with the changing market and consumer behaviour.

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



Source: Ecosystem, Digital Enterprise Study, 2023

N = 2,024

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<sup>1</sup>.

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?**



# 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<sup>2</sup>. 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

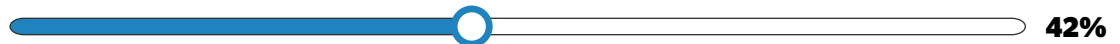
**Difficulty in agile restructuring and transformation**



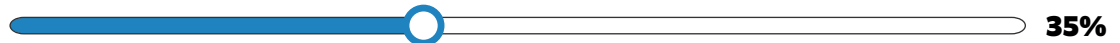
**Growing competition**



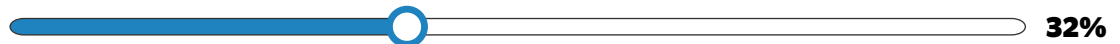
**Making the right decision on resources allocation**



**Difficulty in building a cohesive organisational culture**



**Operating model mismatch within organisations**



Source: Ecosystem survey, 2023

N = 89



Large enterprises often rely on fragmented and manual backend operations with data silos<sup>3</sup>, despite appearing innovative and tech-savvy. They underutilize 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 recognizing 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:

$$\text{awareness of emerging landscape} + \text{trust in your people} \times \text{innovative infrastructure} = \text{business agility}^4$$

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.

# 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



## 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.

# 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**

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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**

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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**

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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 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!**





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