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 Three

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

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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

27% Prefer remote work forever

52% Want the choice of work location

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

North Asia

20% Prefer working from the office all the time

17% Prefer remote work forever

47% Want the choice of work location

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

SE Asia

9% Prefer working from the office all the time

20% Prefer remote work forever

54% Want the choice of work location

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

Asia Pacific

14% Prefer working from the office all the time

20% Prefer remote work forever

51% Want the choice of work location

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

Source: Ecosystm Voice of the Employee Study, 2023

N=891

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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

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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

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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.

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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.

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.

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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

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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?

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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

Source: Ecosystm, Future of CX Study, 2023

N=284

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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

Source: Ecosystm, Voice of the Employee Study, 2023 N=284

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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.

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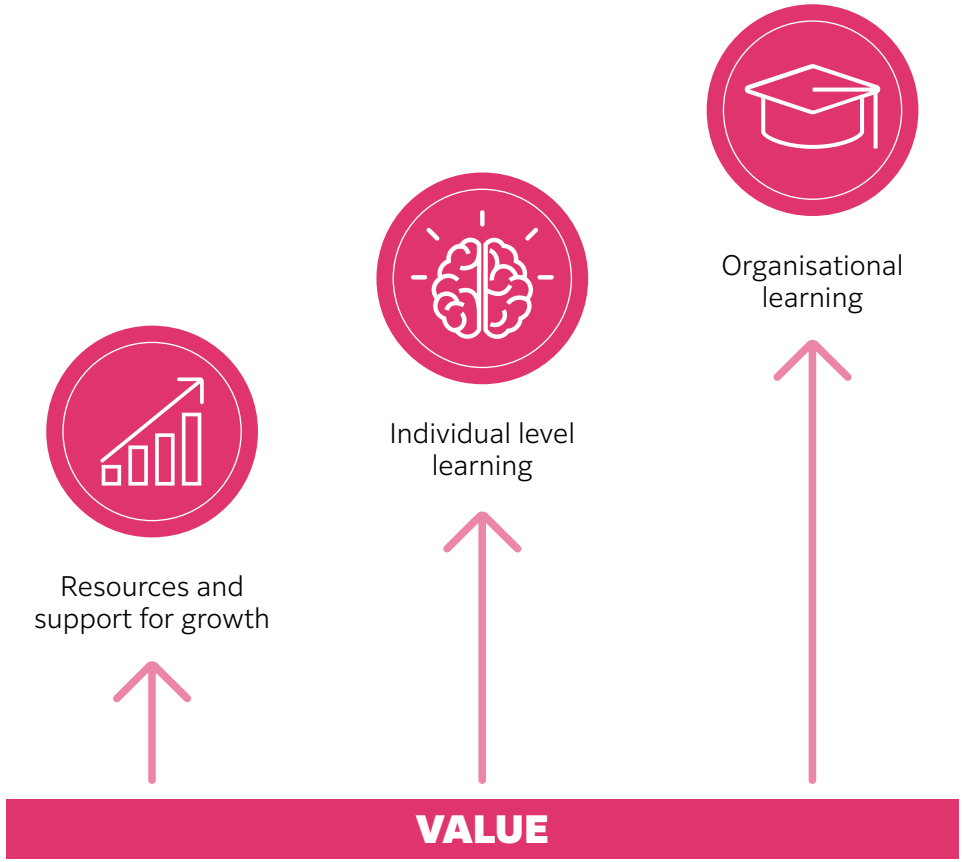
CREATING VALUE THROUGH INDIVIDUAL AND ORGANISATIONAL LEARNING

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.



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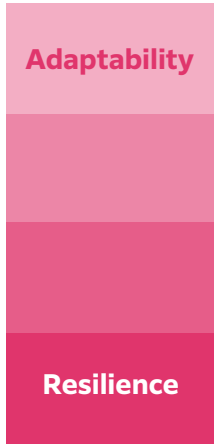
GETTING THE WORKFORCE INVOLVED: CREATING A SENSE OF BELONGING FROM THE START

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



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.

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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.

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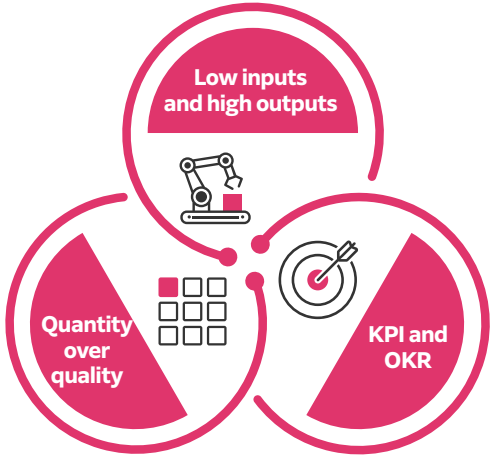
BEYOND KPIs, THE NEW WORKFORCE METRICS

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.

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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.

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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.

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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.

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.

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 center claims, etc. We talk to them, explain how this change is being managed, very precisely, and at every step of the way.

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.

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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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