

# Making Operational Resilience a Competitive Advantage: A Survey

Survey by



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## Acknowledgments

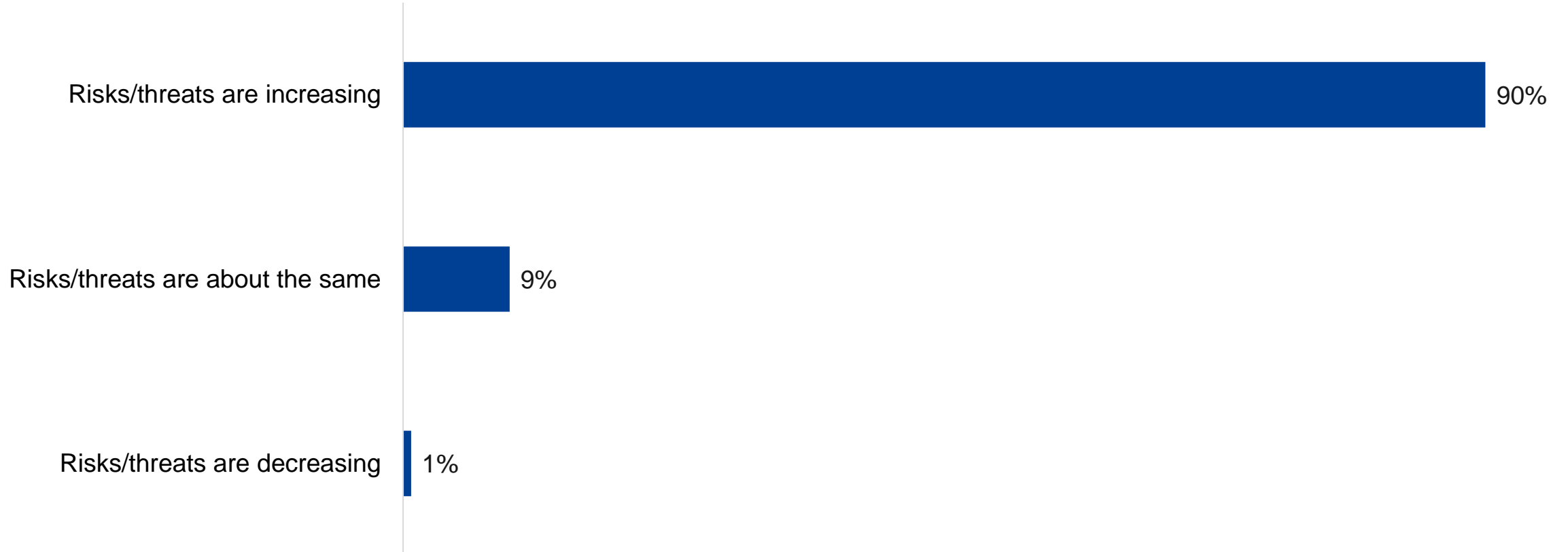
This survey was made possible by a working group of resilience professionals:

- Dan Harney, Synopsys
- Mike Janko, Goodyear Tire & Rubber Company
- Steven Kohlbecker, Kenvue
- Andrew McMahan, New York University
- Denise Papiernik, Bristol-Myers Squibb
- Danya Strait, Agility Recovery & Preparis
- Nancy Valente, Freedom Mortgage



## 90% of resilience professionals expect an increase in threats over the next 3 years

Q: What is your perception of the risks/threats to your organization's ability to continue delivering products and services over the next (3) three years?



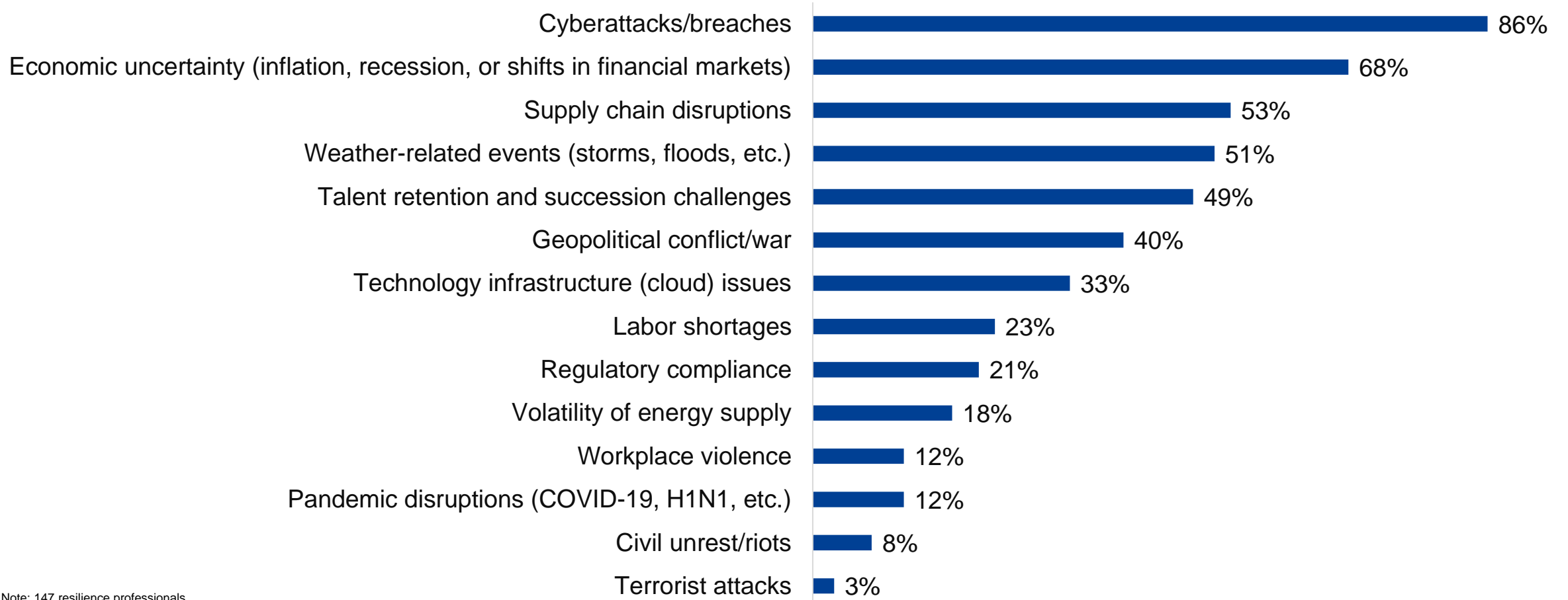
Note: 147 resilience professionals

Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023



# Resilience professionals see cybersecurity, economic uncertainty, and supply chain disruptions as the top risks/threats

Q: What do you consider to be the most significant risks/threats to your organization's ability to continue to deliver products and services?



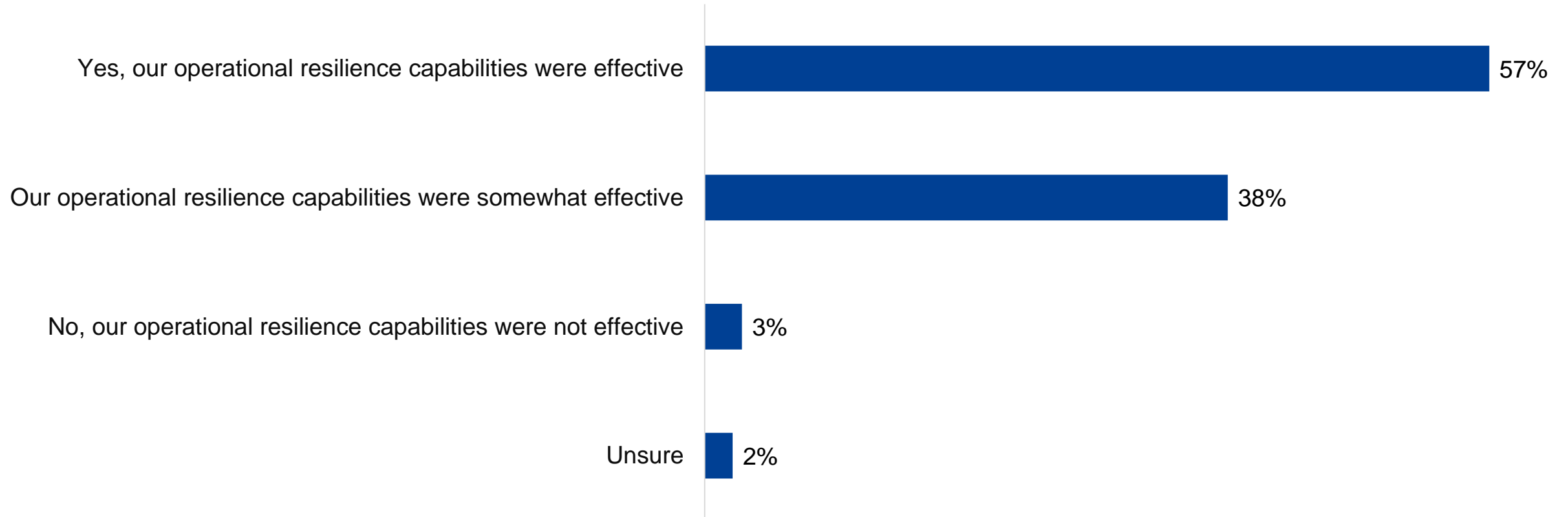
Note: 147 resilience professionals

Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023



# Resilience professionals are confident in the effectiveness of their operational resilience programs

Q: Considering the most recent event that impacted your organization's ability to continue to deliver products and services, were your operational resilience capabilities effective?

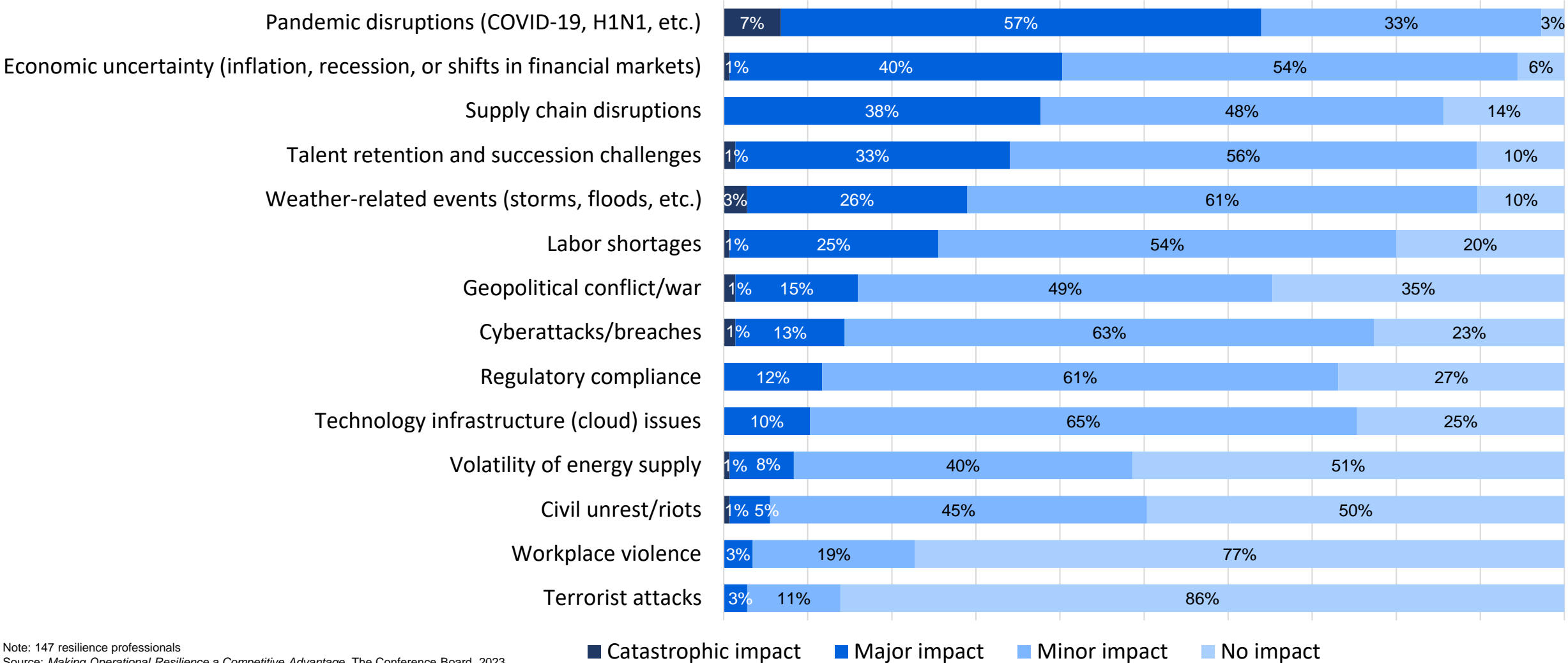


Note: 147 resilience professionals  
Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023



# The pandemic, economic uncertainty, and supply chain disruptions affected companies the most in the last three years

Q: How has your organization been impacted by the following events during the past three (3) years?

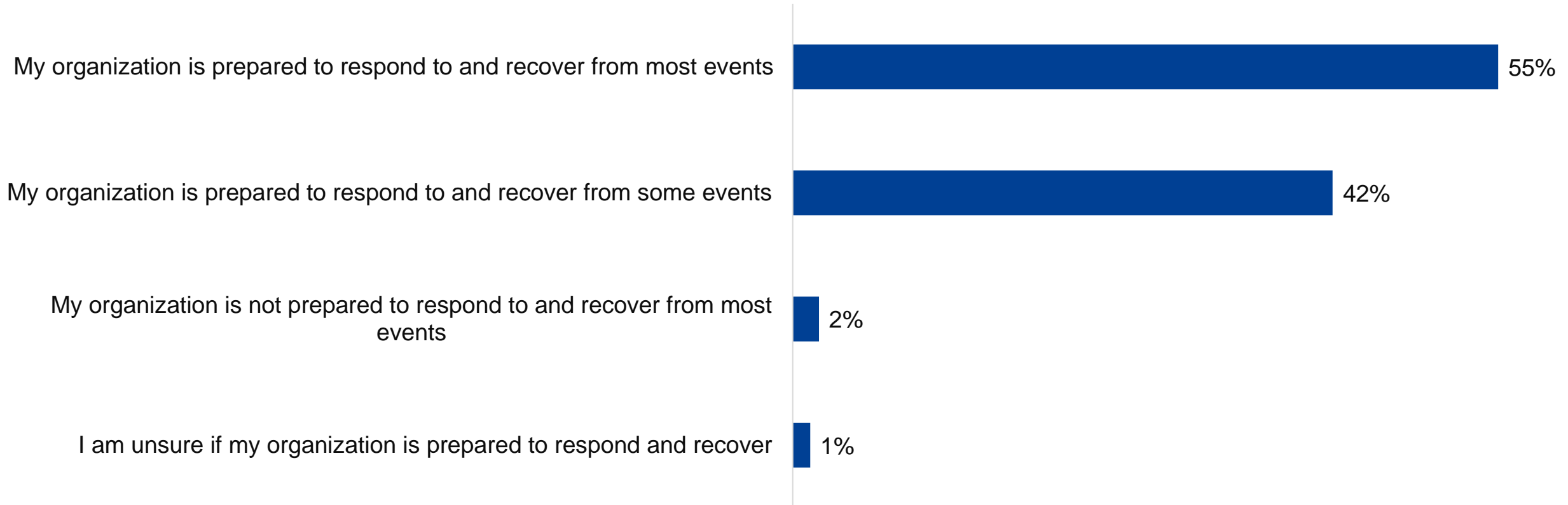


Note: 147 resilience professionals  
 Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023



## 55% of respondents say their organization is prepared for most events

Q: How prepared is your organization for an event that may impact its ability to continue to deliver products and services?



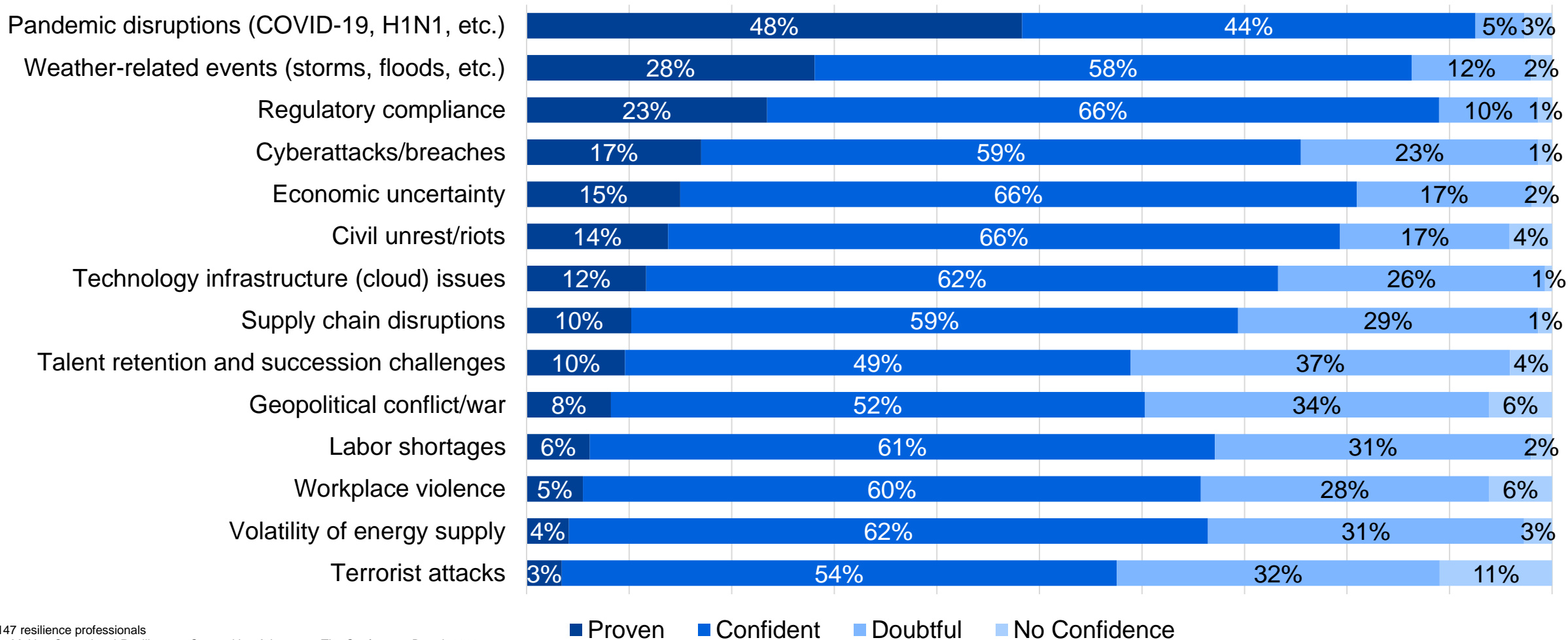
Note: 148 resilience professionals

Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023



# Resilience professionals are confident their organization is prepared for most events

Q: How confident are you that your organization is prepared to respond to and recover from the following events?



Note: 147 resilience professionals  
 Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023

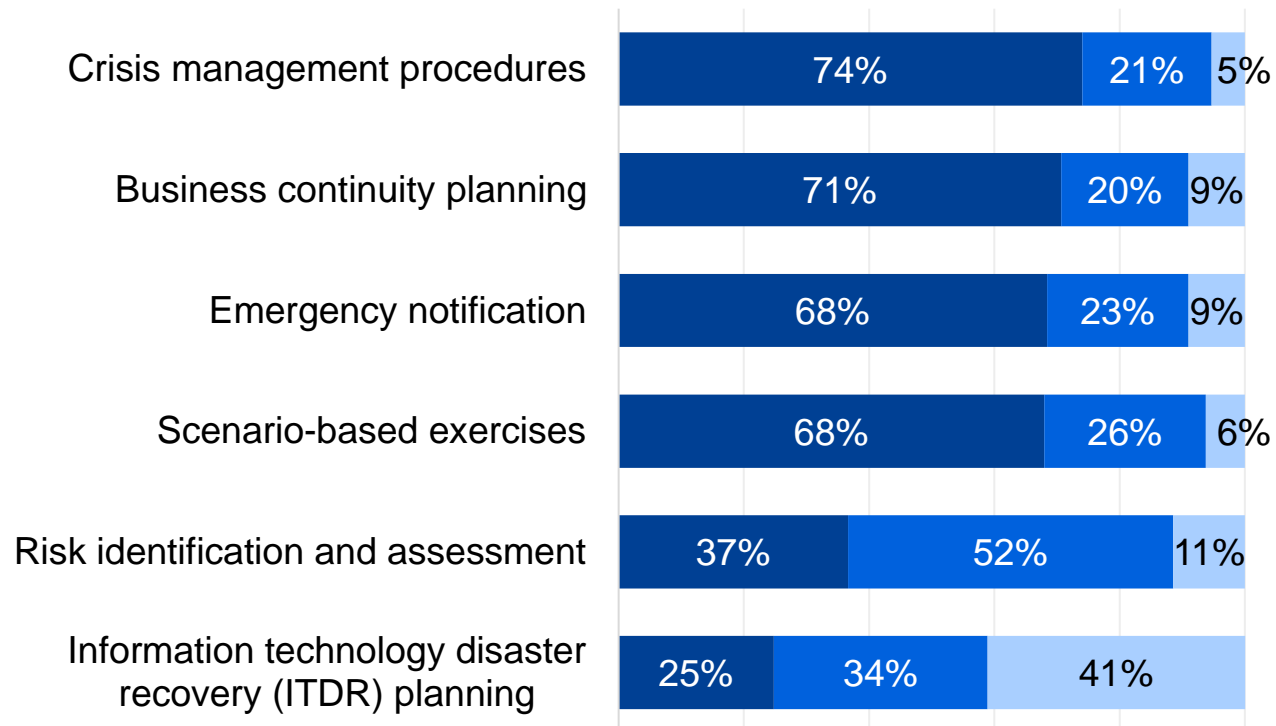




# Resilience programs do not consistently cover core areas

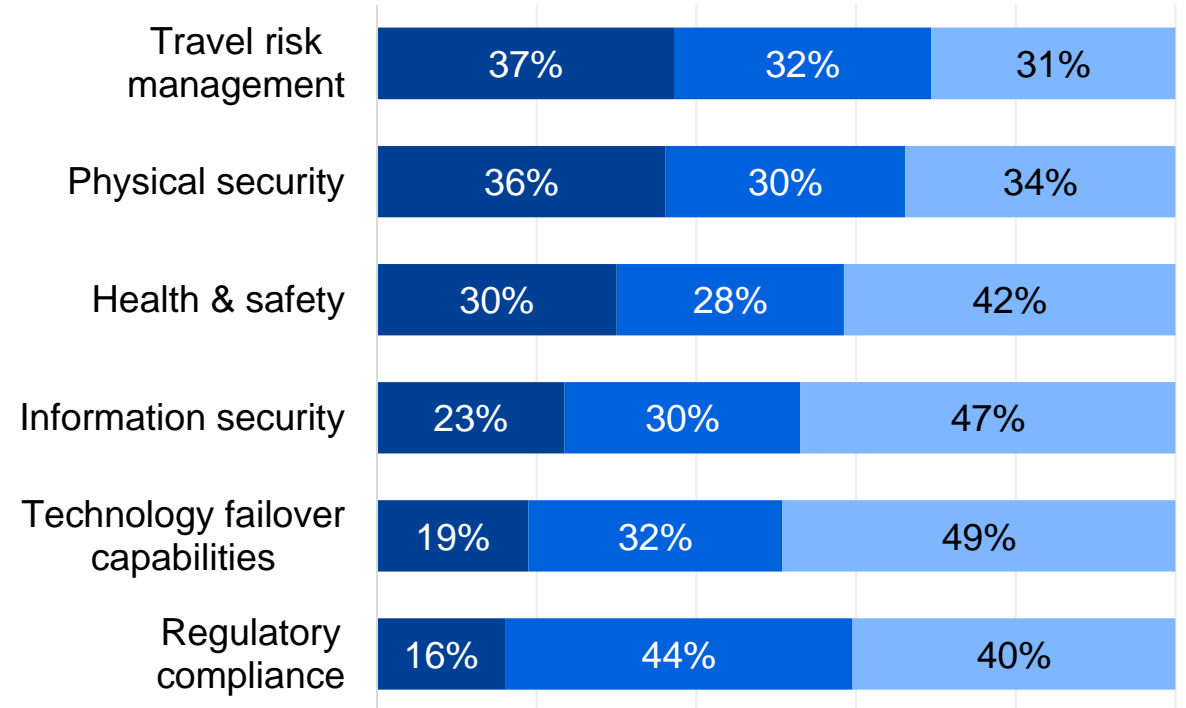
Q: What functions are within the scope of your overall operational resilience program? (Stages)

■ In the program ■ Shared with other areas ■ In another department/outside my area



Q: What functions are within the scope of your overall operational resilience program? (Substance)

■ In the program ■ Shared with other areas ■ In another department/outside my area

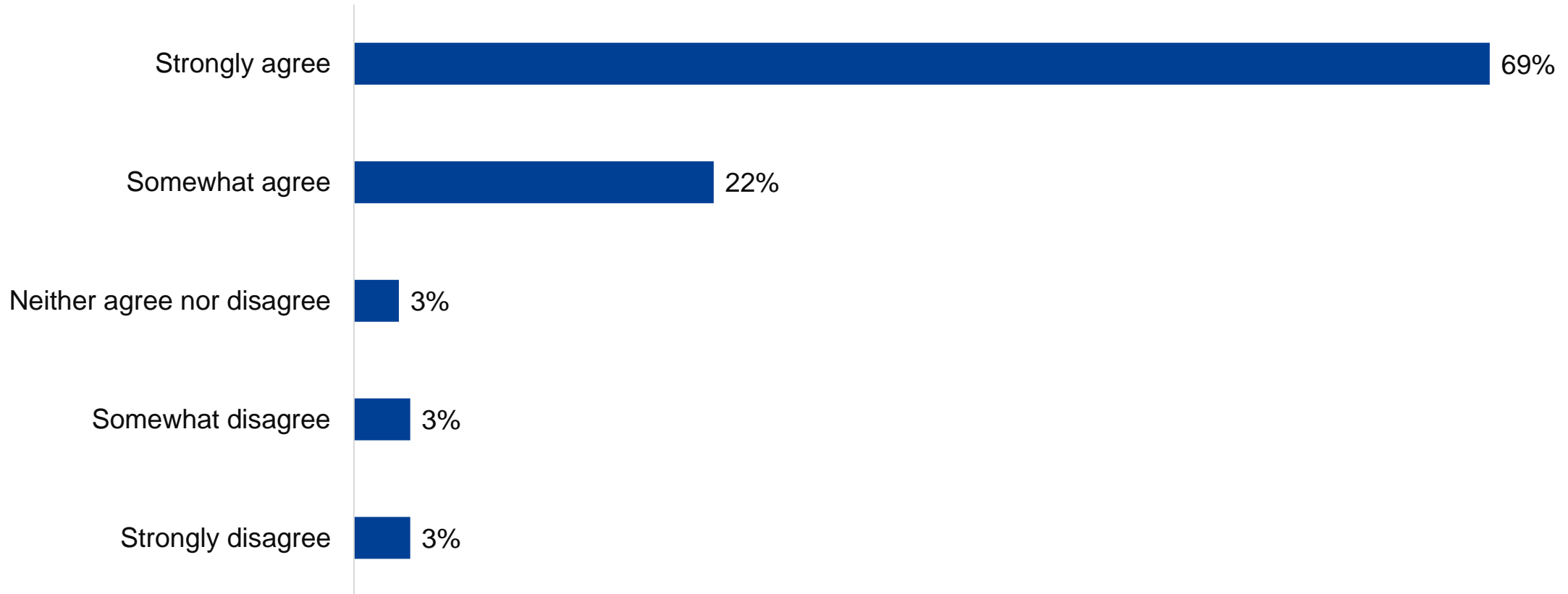


Note: 148 resilience professionals  
 Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023



# The way organizations work has drastically changed in the last 3 years

Q: Indicate your level of agreement or disagreement with the following statement: The way we work (remote, hybrid, in-office) at our organization has completely changed over the past three (3) years.

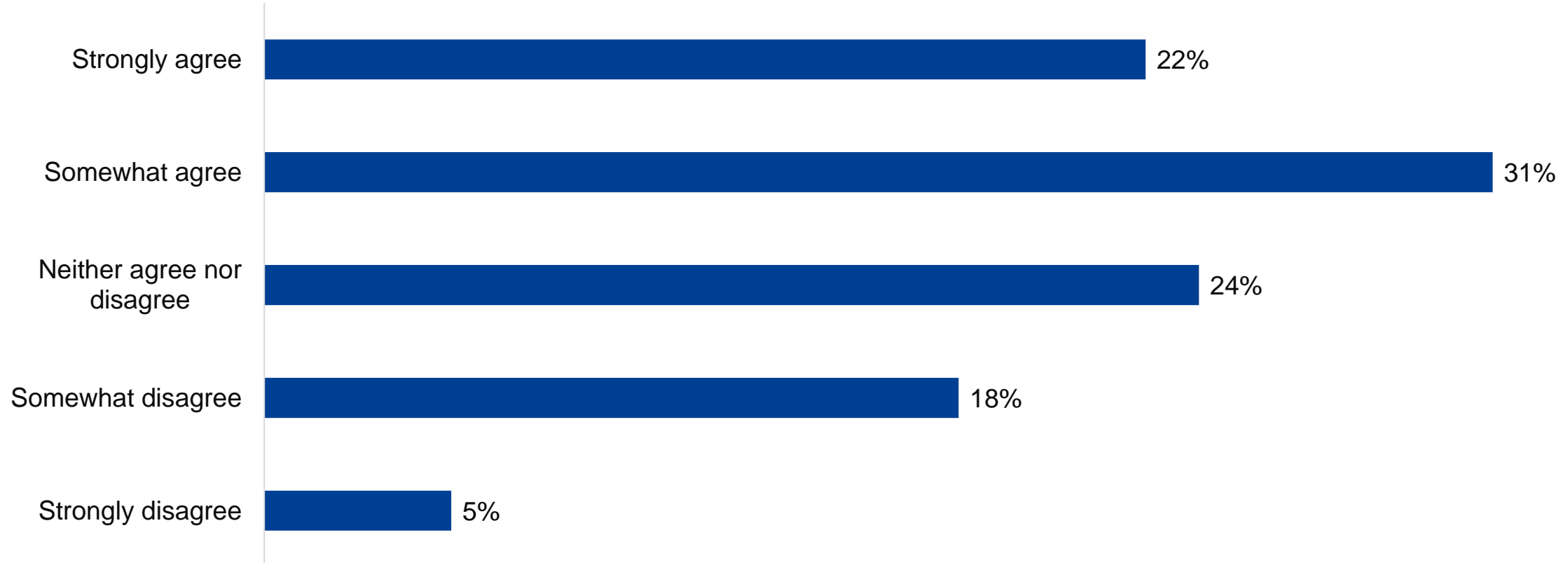


Note: 147 resilience professionals  
Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023



## Resilience professionals are split on the effects of the pandemic on employee engagement

Q: Indicate your level of agreement or disagreement with the following statement: Employee engagement has improved at my organization over the past three (3) years.

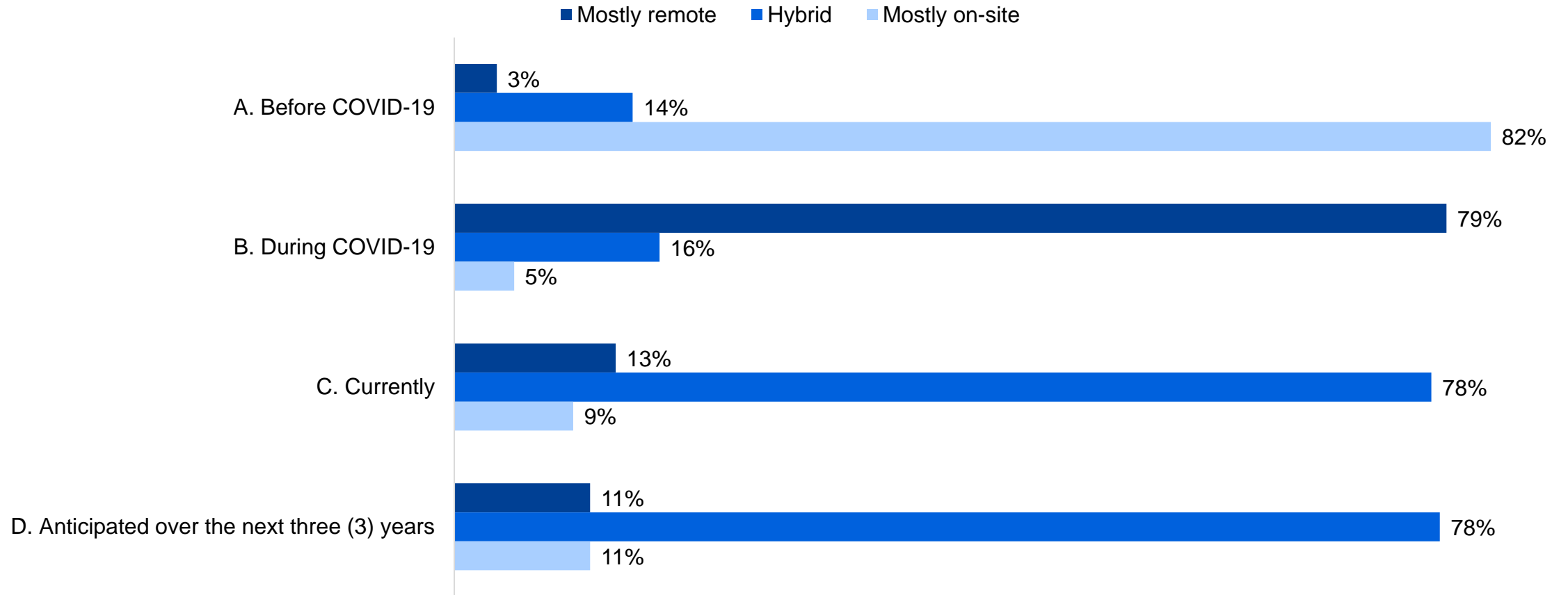


Note: 148 resilience professionals  
Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023



## Hybrid work is anticipated to continue in the future

Q: How often were staff working remotely: A) before COVID-19, B) during COVID-19, C) currently, D) and anticipated over the next three (3) years?



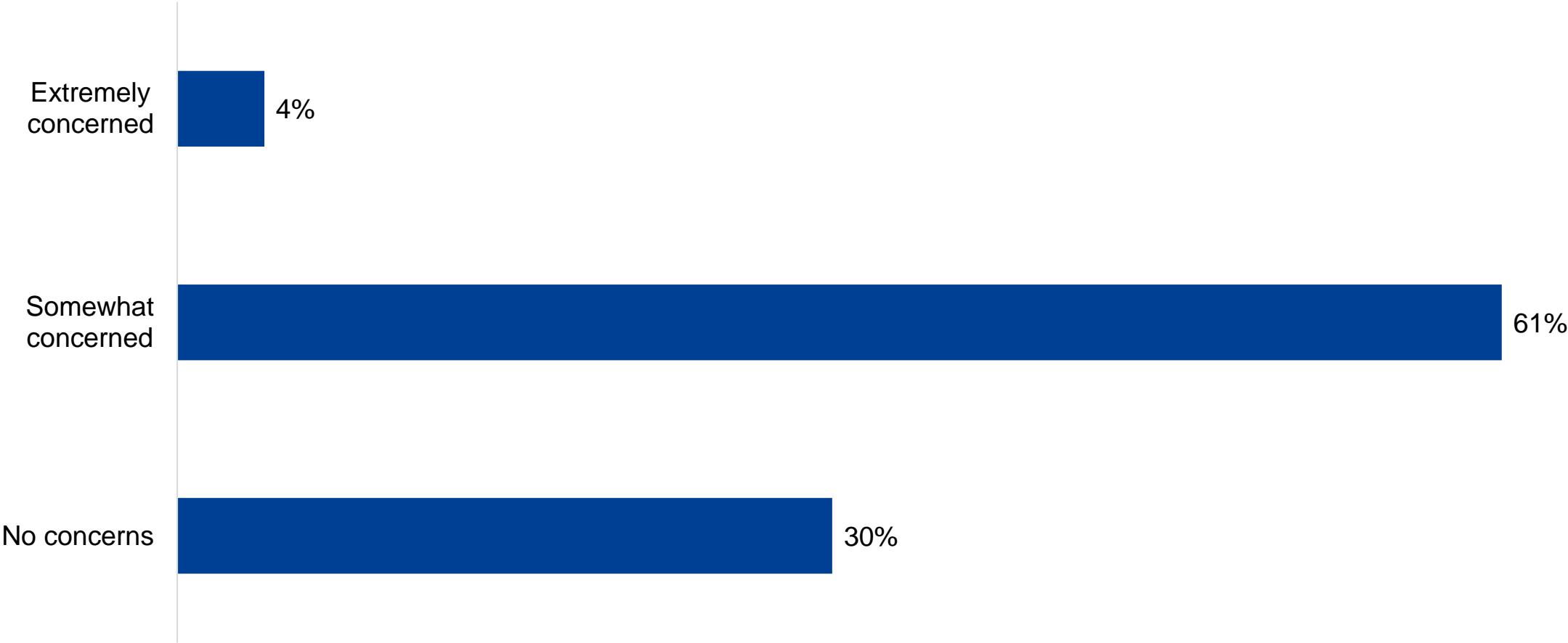
Note: 148 resilience professionals

Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023



# A majority of resilience professionals are concerned about their current remote work strategy

Q: How concerned are you about the overall level of risk associated with your current remote work strategy?



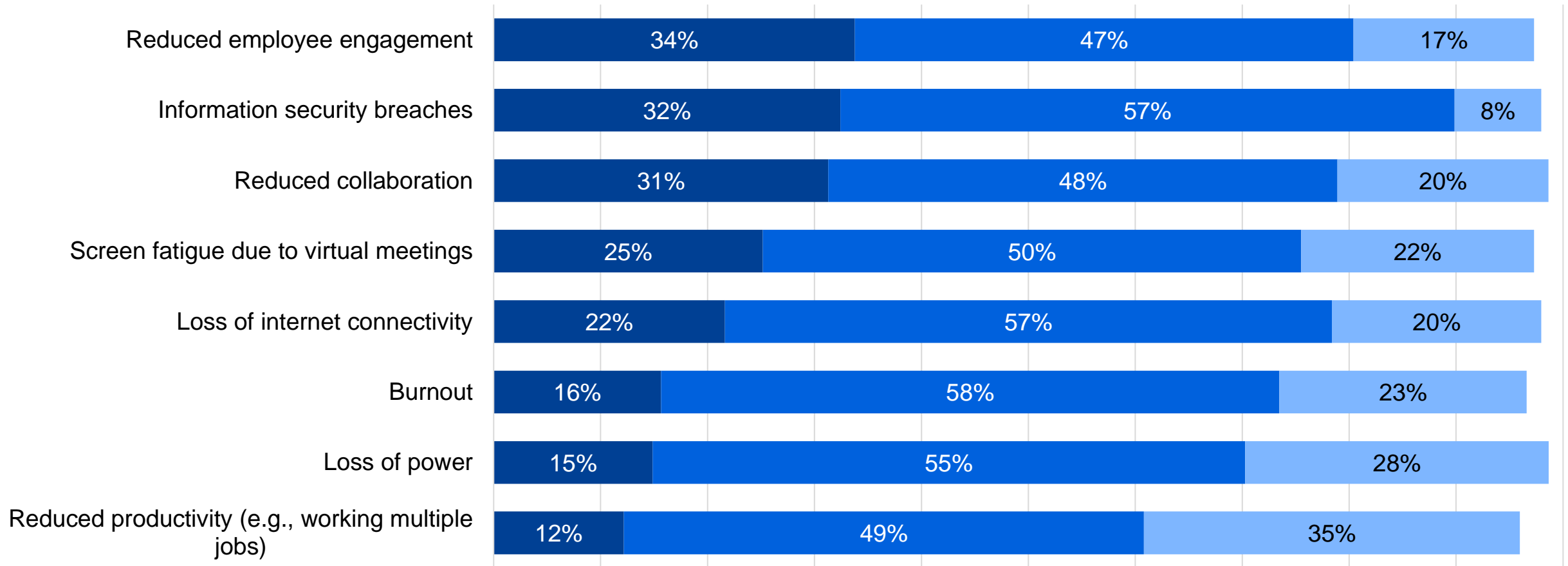
Note: 147 resilience professionals; "Unsure" not included  
Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023



# Resilience professionals are concerned about not just technology, but employee engagement, collaboration, and other “human” issues

Q: How concerned are you about these remote work risks?

■ Extremely concerned ■ Somewhat concerned ■ No concerns



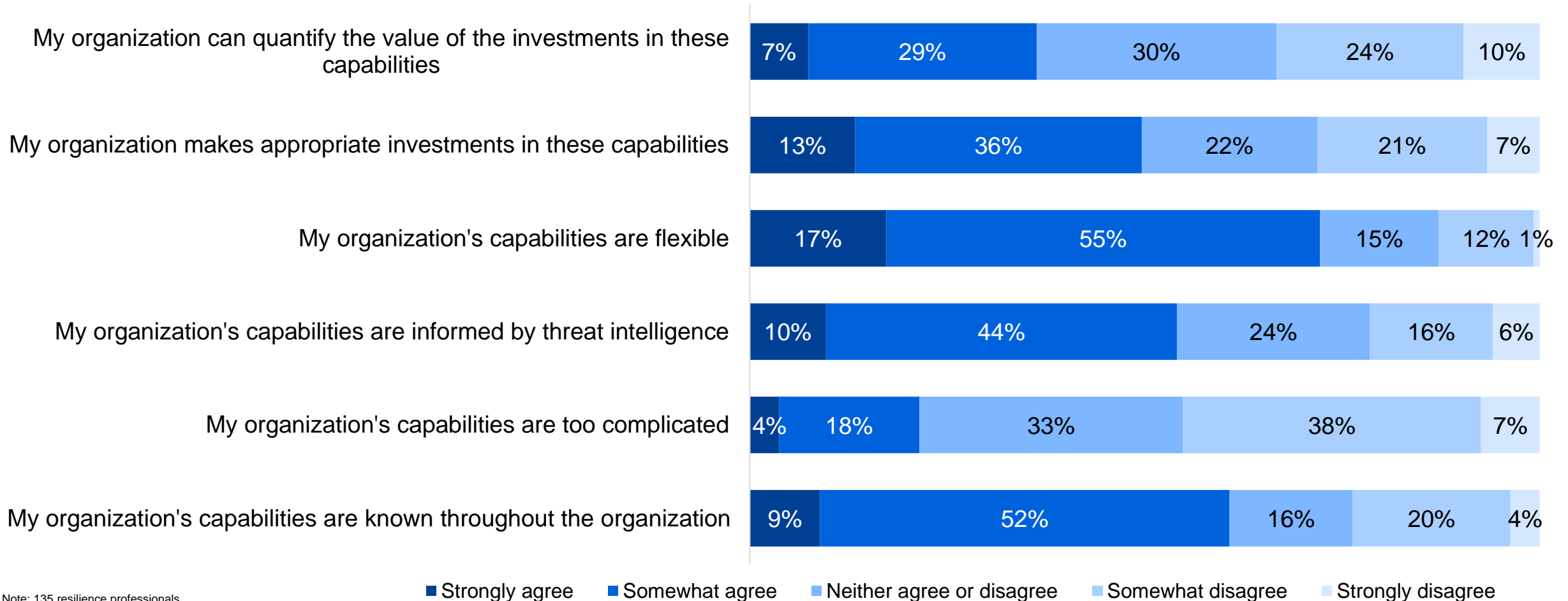
Note: 147 resilience professionals; “Unsure” not included

Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023



## Resilience professionals believe their capabilities are known throughout the organization

Q: Indicate your level of agreement or disagreement with the following statements with respect to your organization's operational resilience capabilities.



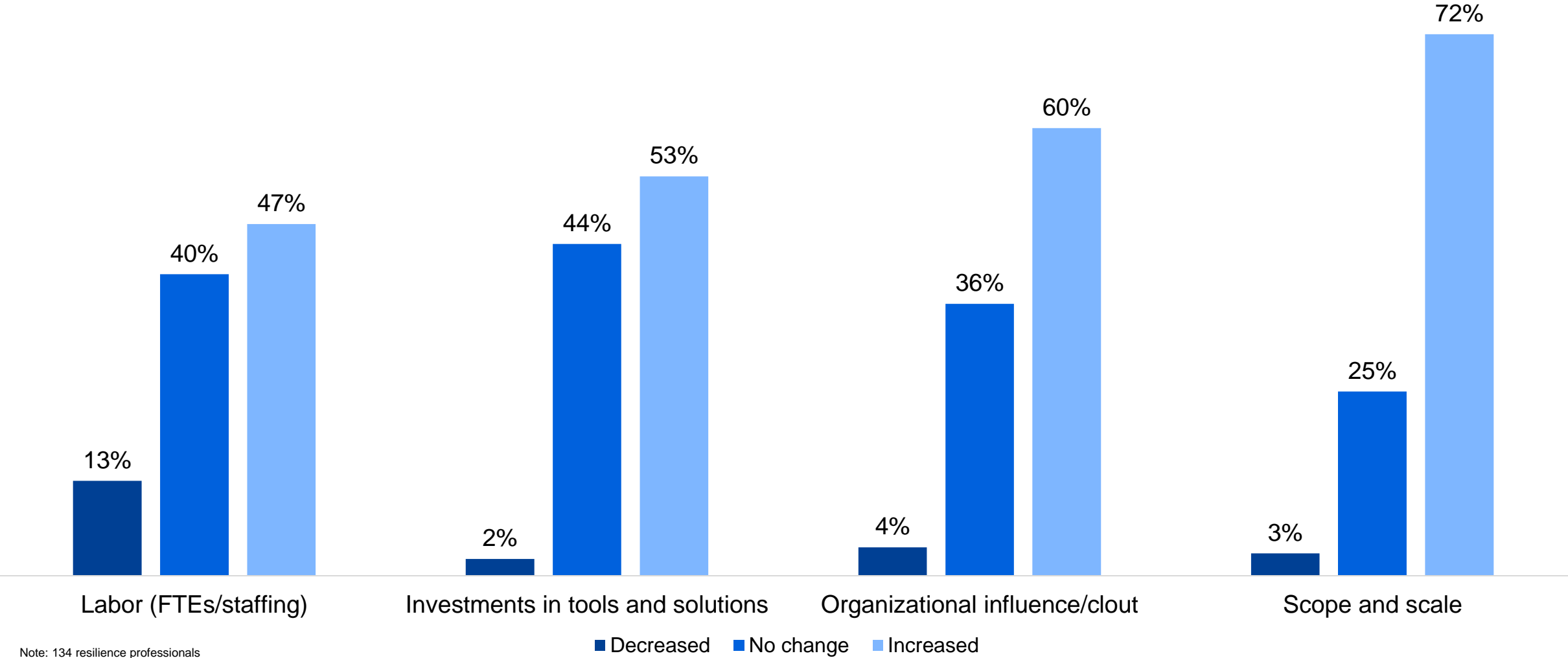
Note: 135 resilience professionals

Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023



# The influence and scope of operational resilience programs have increased

Q: Indicate any changes in your operational resilience program the previous three (3) years.



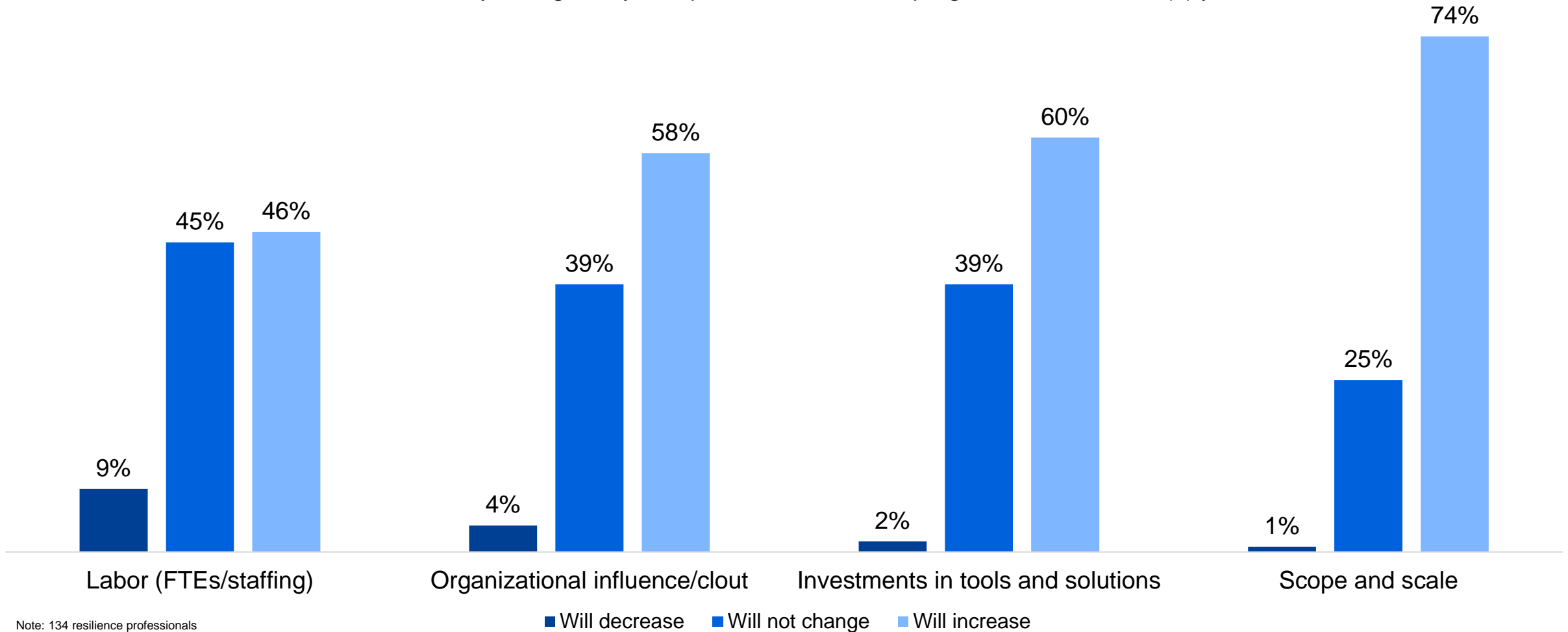
Note: 134 resilience professionals  
Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023





## The influence and scope of operational resilience programs will continue to increase

Q: Indicate any changes in your operational resilience program the next three (3) years.



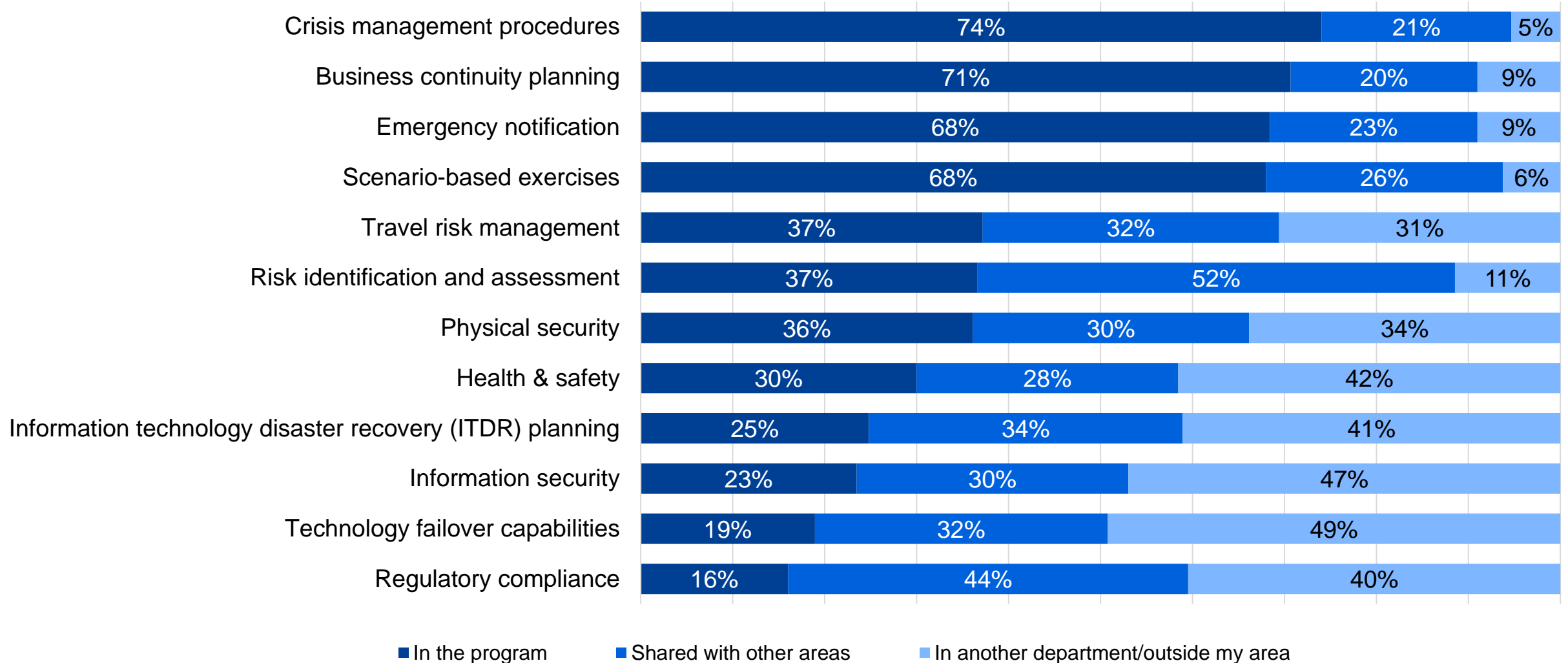
Note: 134 resilience professionals

Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023



# Responsibility for resilience is fragmented

Q: What functions are within the scope of your overall operational resilience program?



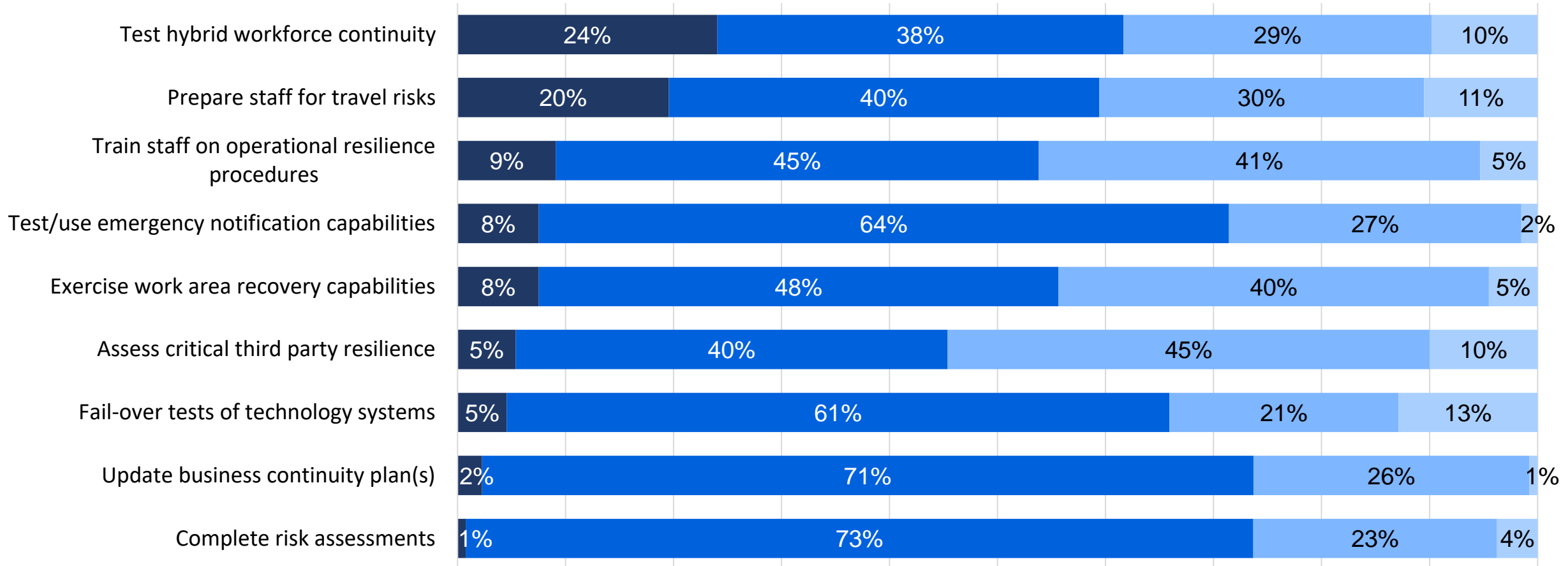
Note: 132 resilience professionals

Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023



# Resilience programs consistently execute risk assessments and update business continuity plans

Q: How often does your organization execute the following:



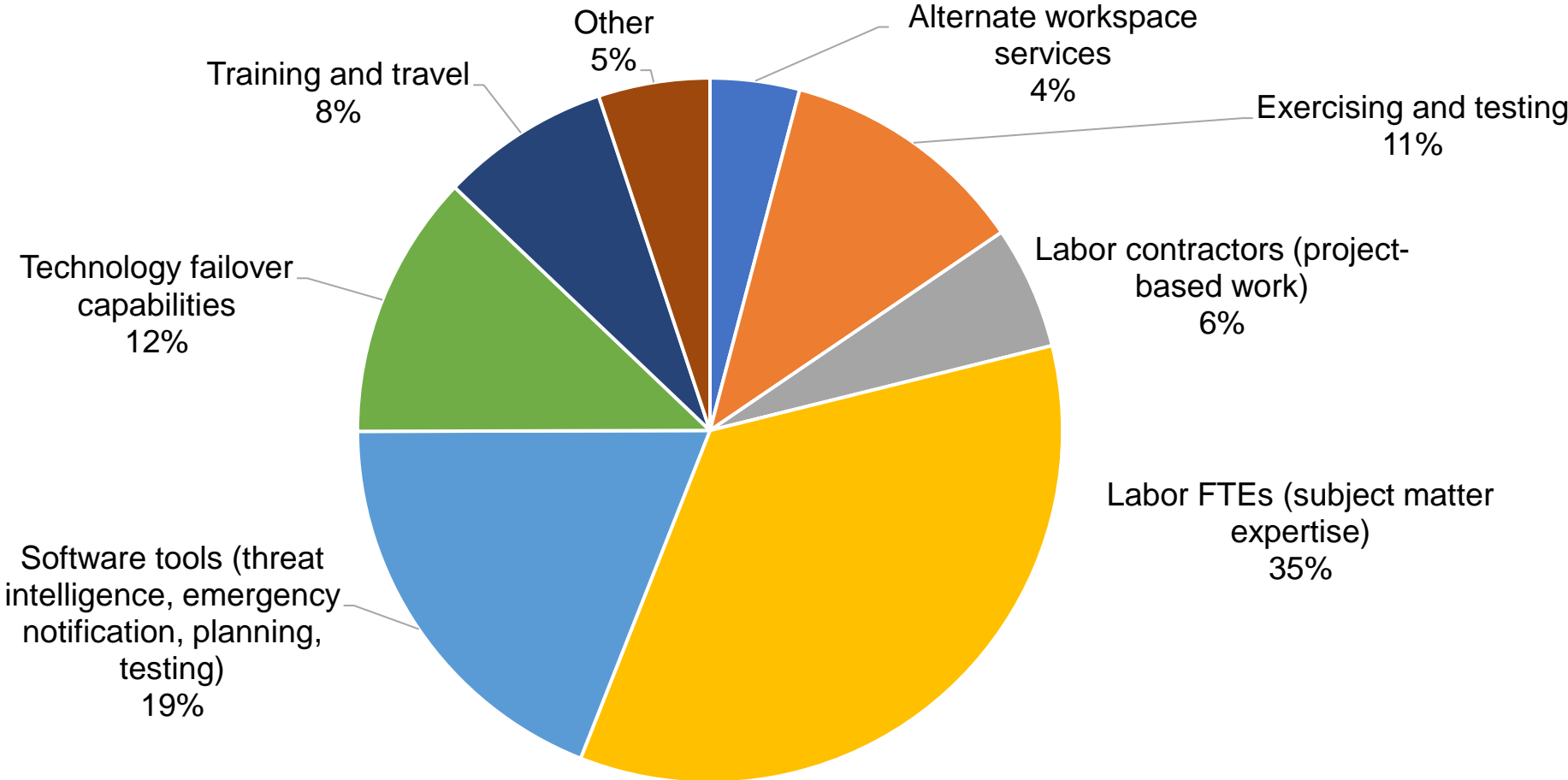
Note: 132 resilience professionals  
 Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023

■ Never ■ Regularly ■ Ad hoc ■ Unsure



# More than 50% of operational resilience budgets go to labor and software tools

Q: Please estimate what percentage of your current annual operational resilience budget is allocated to each of the following?

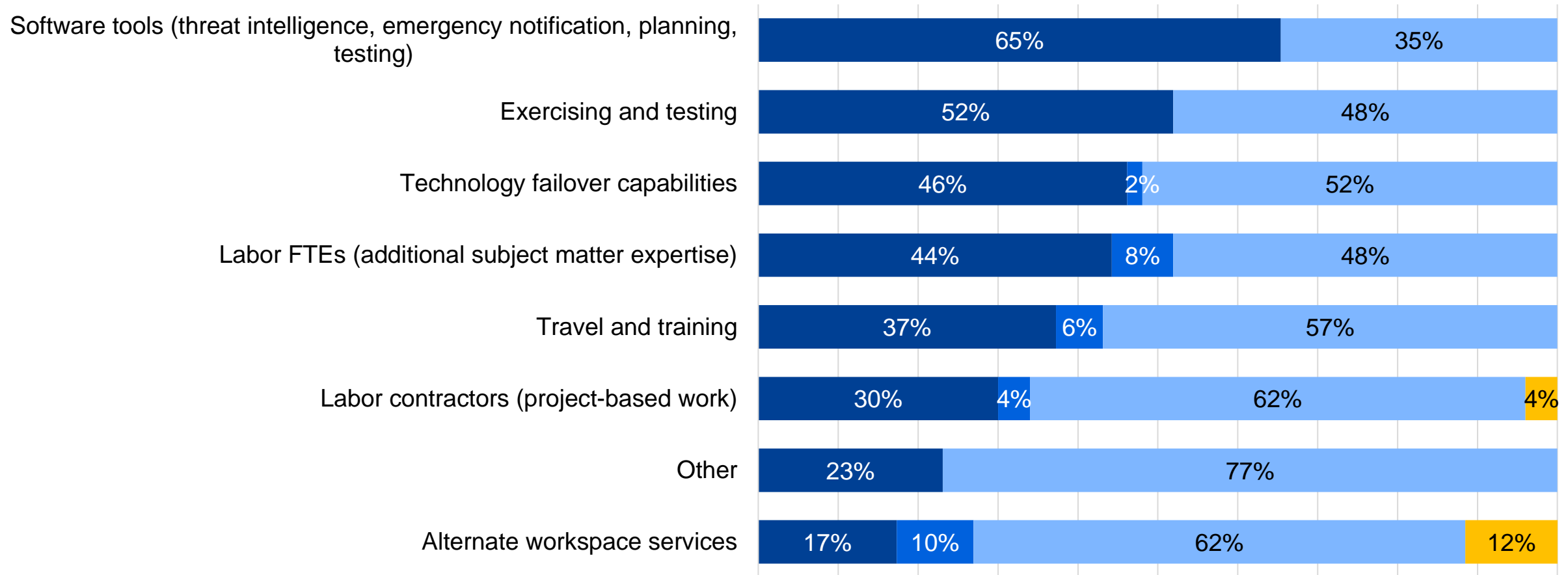


Note: 53 resilience professionals  
Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023



# Resilience professionals see an increase in investments in software tools and exercising/testing

Q: What do you anticipate will happen to your budget for these operational resilience-related investments over the next three (3) years?



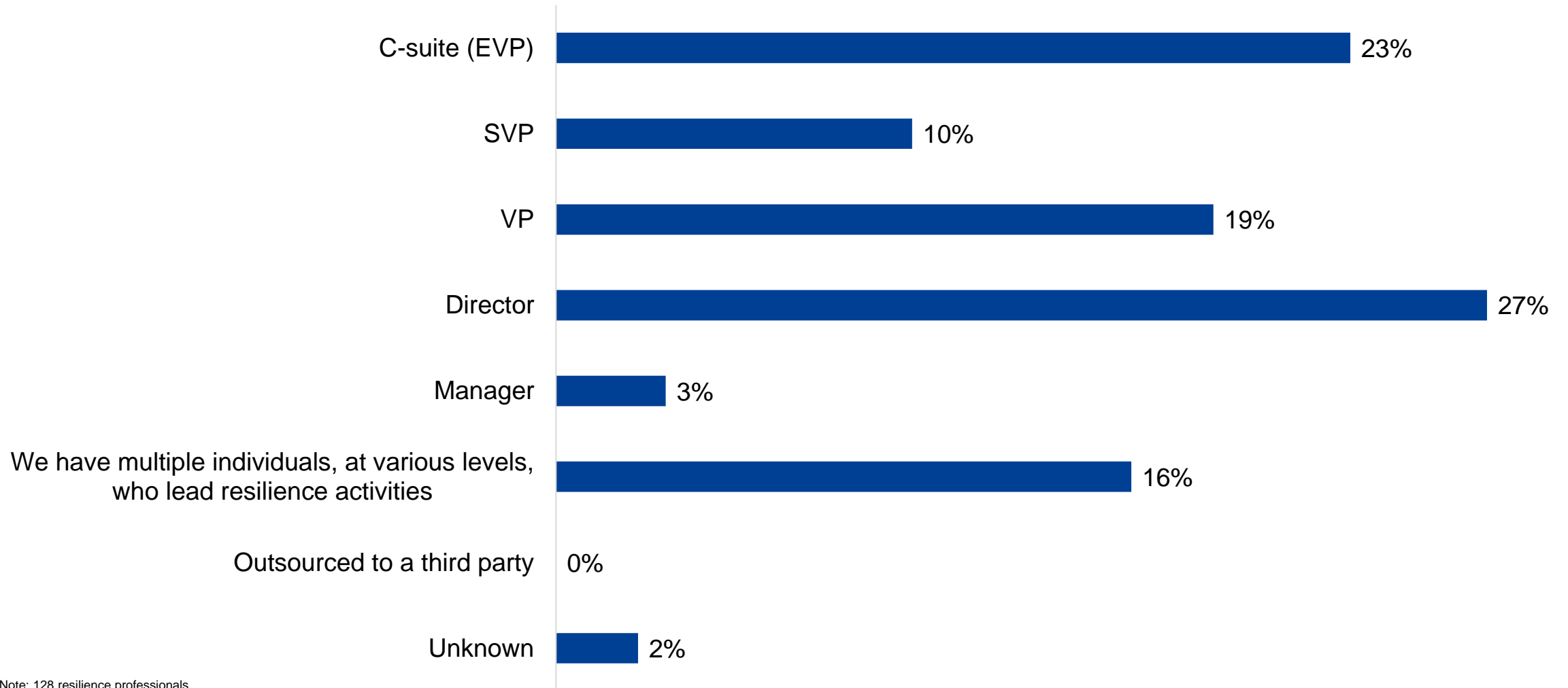
Note: 53 resilience professionals  
 Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023

■ Increase ■ Decrease ■ Remain flat ■ Eliminate



# Operational resilience leaders generally sit 3 to 4 levels below the C-suite

Q: At what level is the operational resilience leader situated?

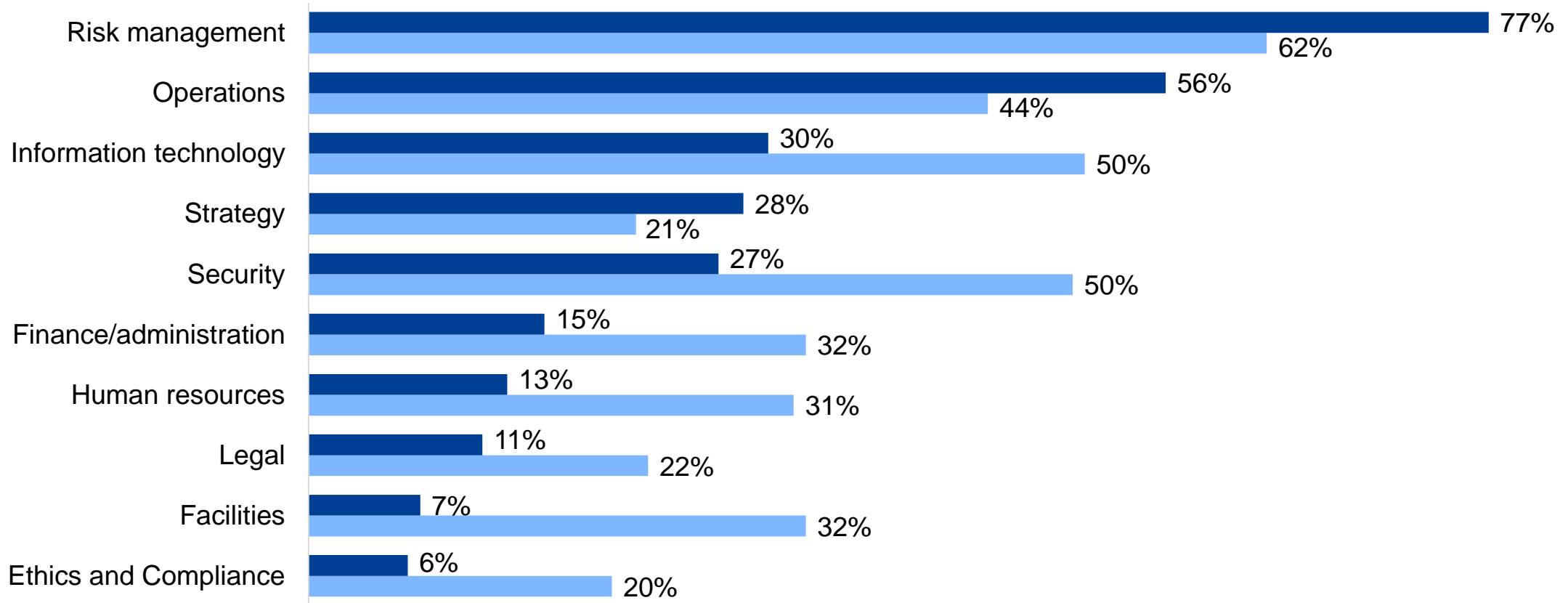


Note: 128 resilience professionals  
Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023



# Respondents see risk management as a good place for operational resilience to sit in the organization

- Q: Where do you think accountability for operational resilience should reside in the organization?
- Q: Where does accountability for operational resilience reside in the organization?

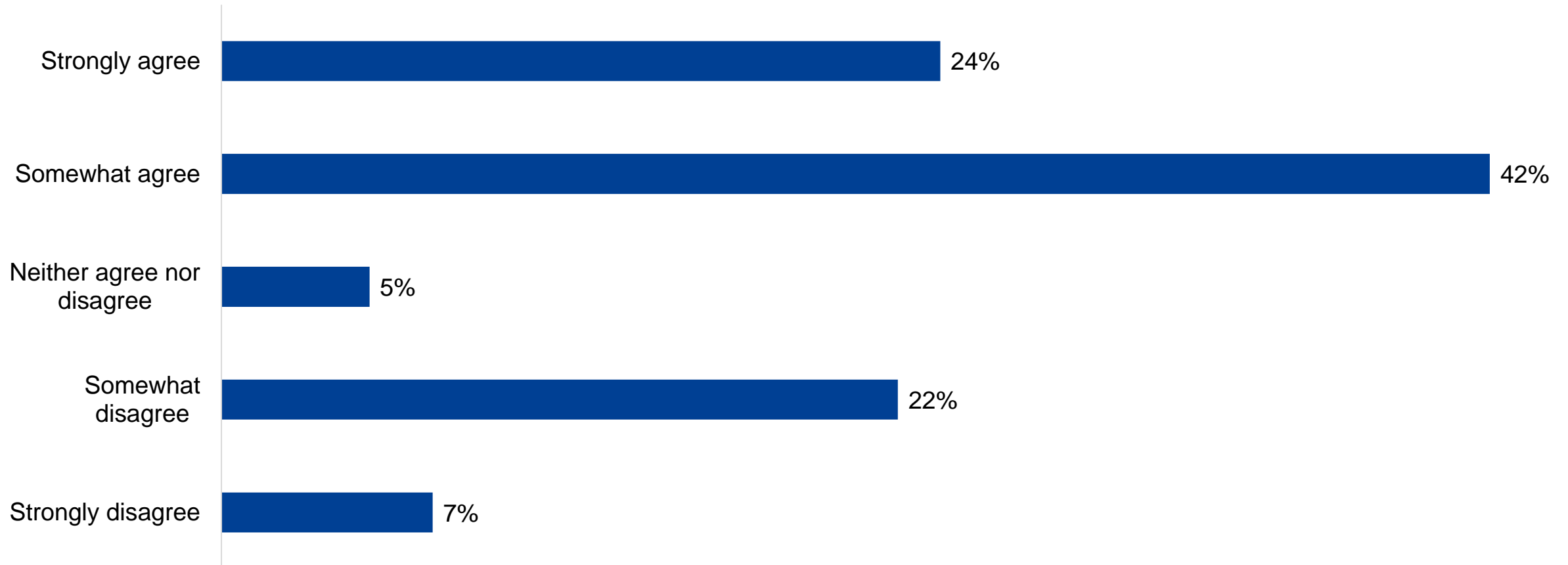


Note: 136 resilience professionals; "Other" not included  
 Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023



## Less than a quarter of resilience professionals are strongly confident top management understands operational resilience capabilities

Q: Indicate your level of agreement or disagreement with the following statement: I am confident that the top management of my organization fully understands the scope and functions of our operational resilience capabilities.



Note: 143 resilience professionals

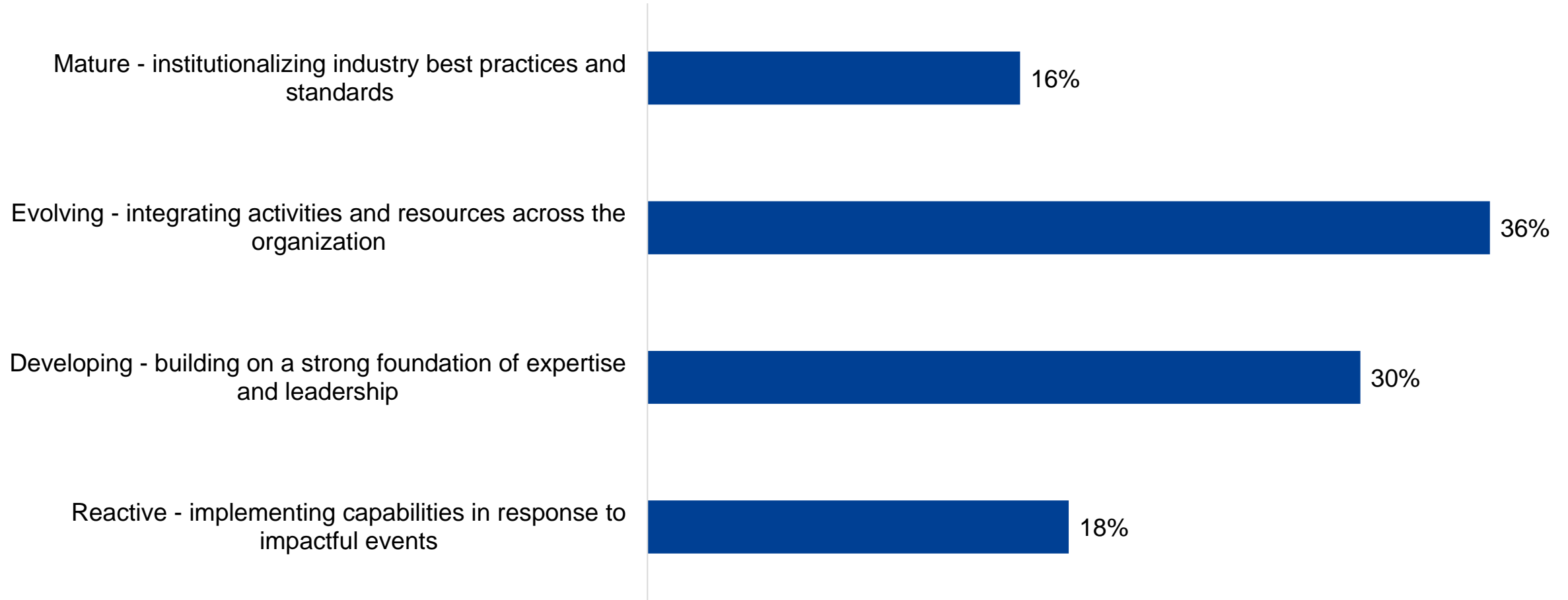
Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023





# Only 17% of organizations describe themselves as mature in operational resilience

Q: How would you categorize the level of maturity of operational resilience capabilities at your organization?



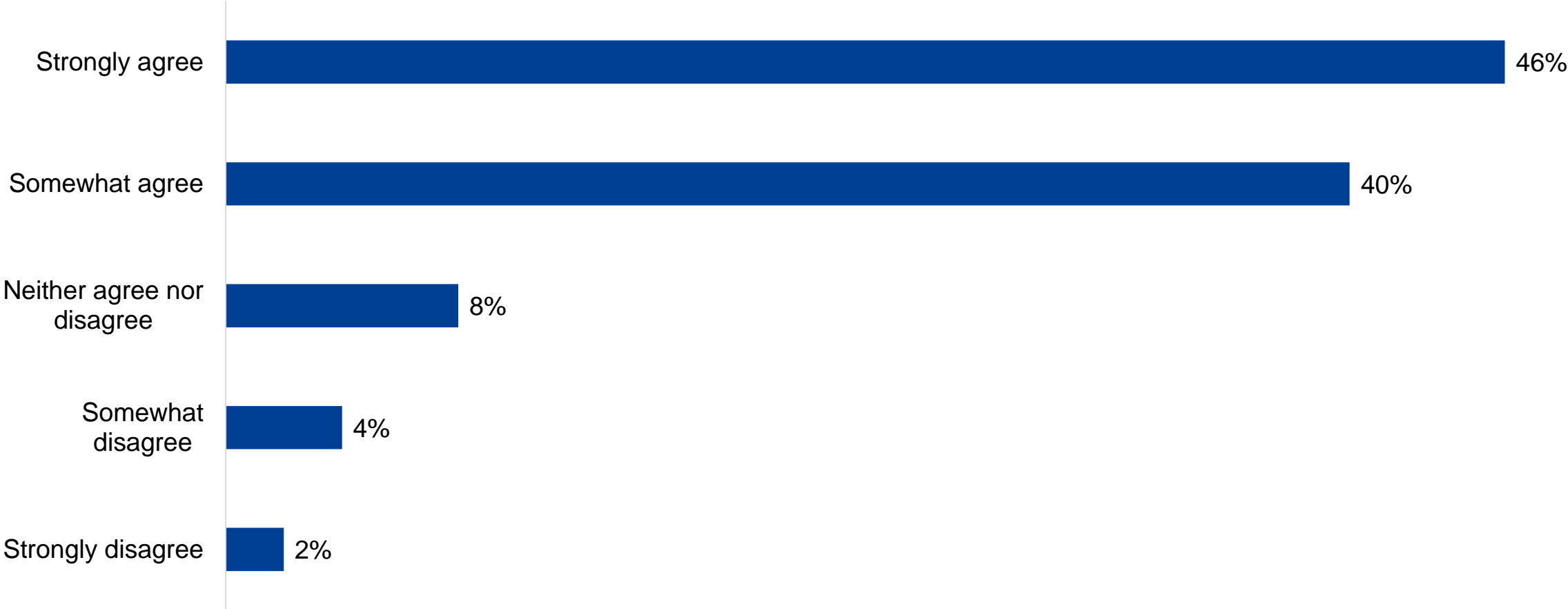
Note: 145 resilience professionals

Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023



# Operational resilience is becoming a strategic imperative for companies

Q: Indicate your level of agreement or disagreement with the following statement: Improving the operational resilience of our organization is a strategic imperative over the next three (3) years.

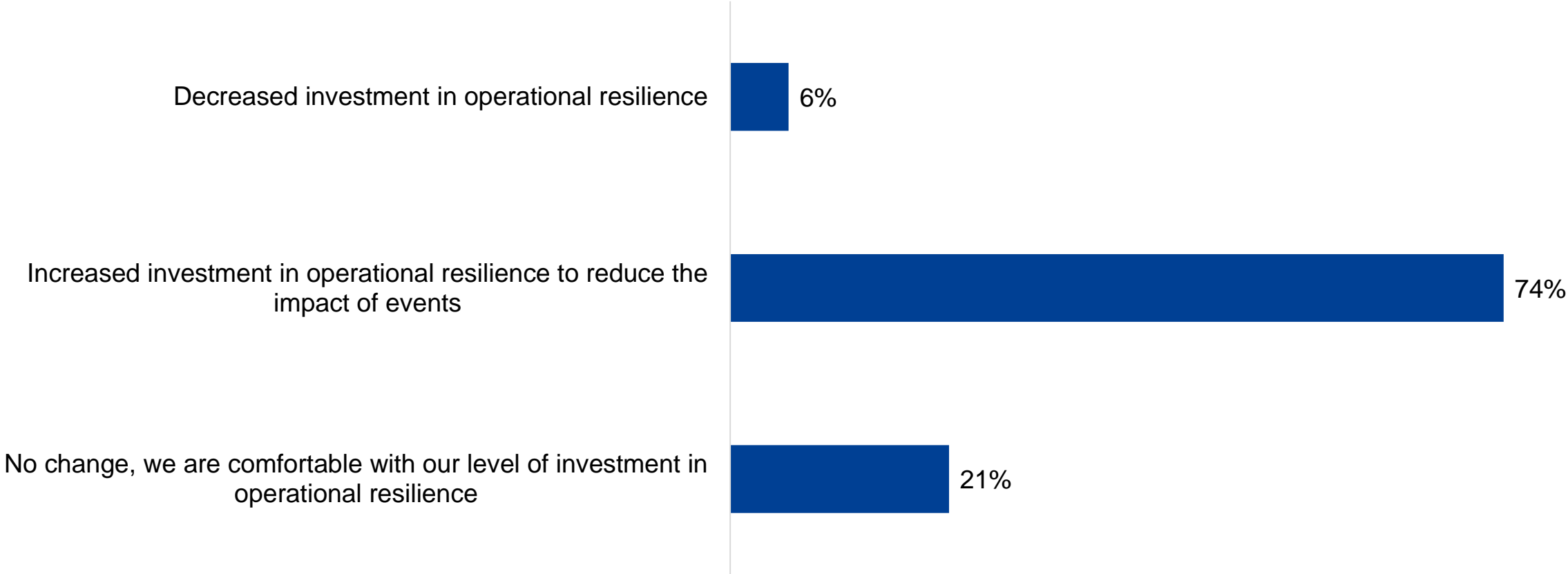


Note: 145 resilience professionals  
Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023



# Nearly three-quarters of resilience professionals say their organization is increasing investments in operational resilience

Q: How have disruptive events of the past three (3) years impacted your decisions to invest in operational resilience capabilities?

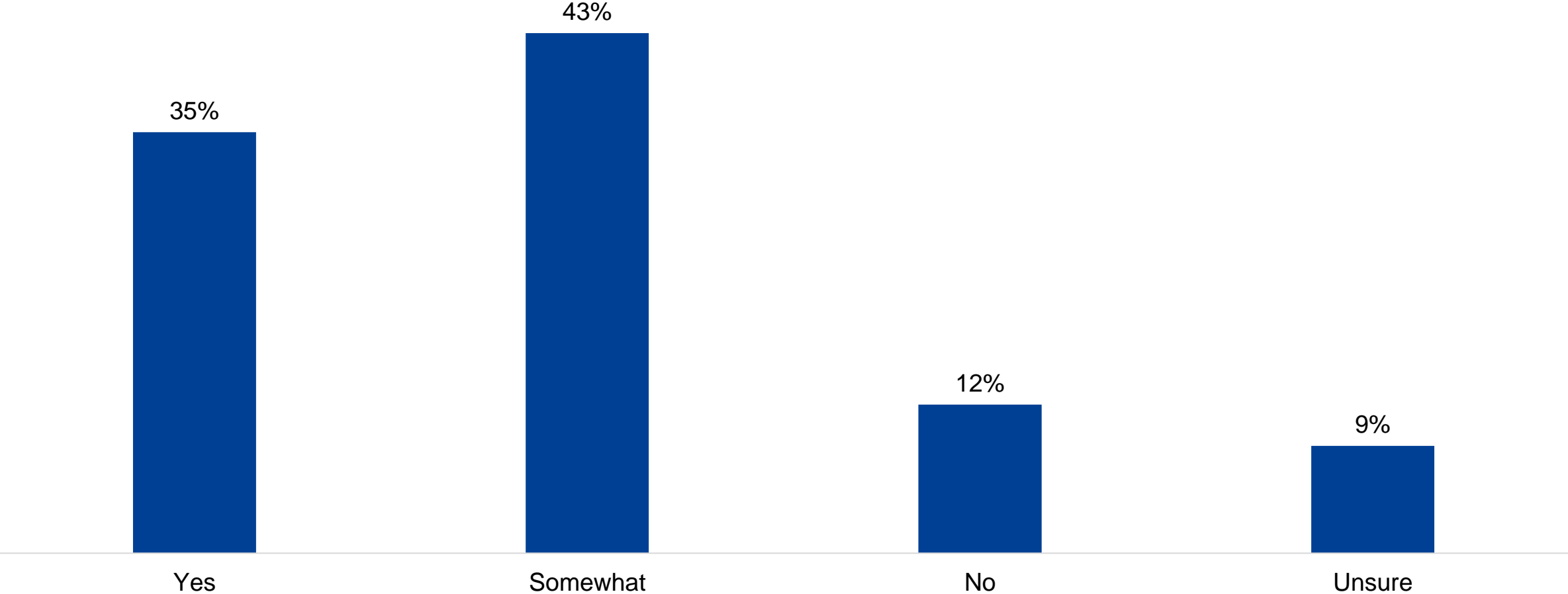


Note: 144 resilience professionals  
Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023



# Most resilience professionals find that resilience and sustainability are at least somewhat aligned

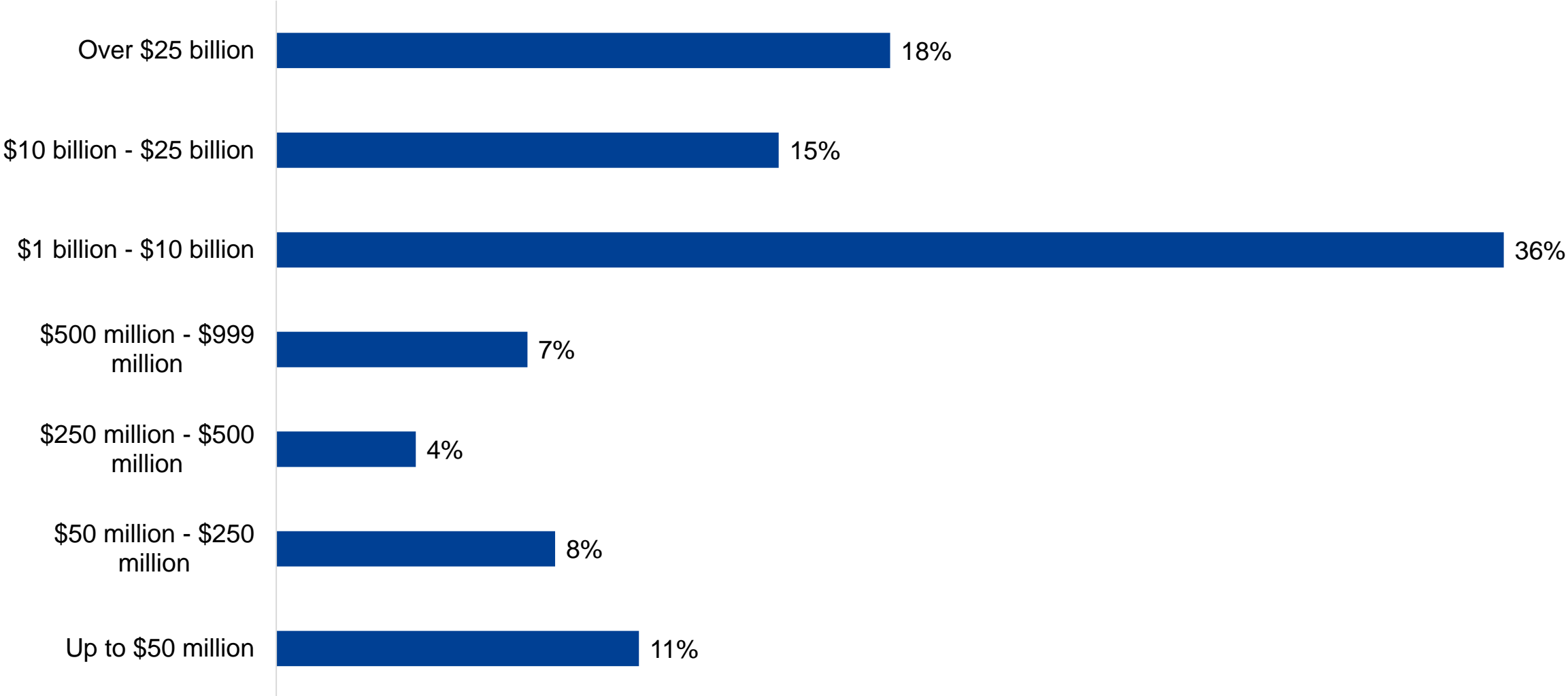
Q: Are your operational resilience activities aligned with your sustainability strategies and efforts?



Note: 145 resilience professionals  
Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023



# Organization size by revenue



Note: 129 resilience professionals  
Source: *Making Operational Resilience a Competitive Advantage*, The Conference Board, 2023



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