



RESILIENCY RULES REPORT: UNITED KINGDOM

*New research reveals how to survive
and thrive amidst disruption*



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About this Study

The SAS Resiliency Rules report explores the global business resiliency landscape. This report highlights country-specific findings about the ongoing market challenges, the difference between importance in attaining versus perceived resiliency, and the principles companies need to follow to drive business resiliency.

Our research defines resiliency as the ability of an organisation to prepare for, and respond to, disruption by putting in place the systems, structure and culture to quickly adapt to market changes. There are five rules organisations need to follow to prepare for the impact of market disruptions:

While this report focuses on results in the United Kingdom, to fully understand how UK executives fare against business leaders in other regions visit the global report found [here](#).

The Resiliency Rules

01

SPEED & AGILITY

Adapt to changing market conditions quickly.

02

INNOVATION

Accelerate advances through data-led insights.

03

EQUITY & RESPONSIBILITY

Innovate while ensuring ethical standards are applied during the design, development and use of transformative technologies.

04

DATA CULTURE & LITERACY

Build a data-driven focus that instills data literacy across the entire organisation.

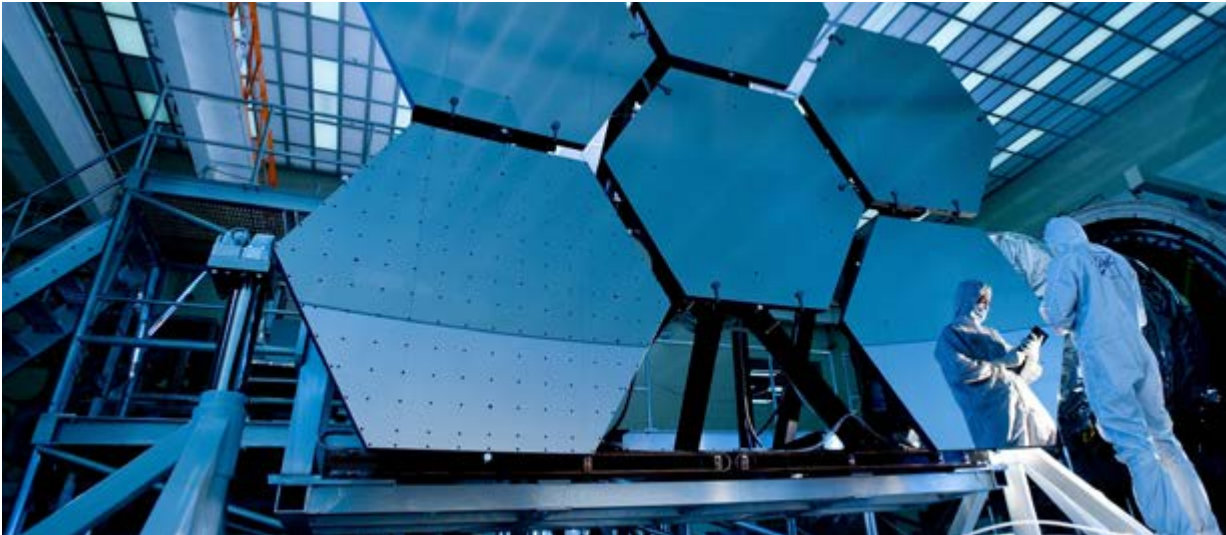
05

CURIOSITY

Harness the power of exploration to drive insights that fuel innovation and impact.

Methodology

Research Methodology



A sample of 2,414 senior executives from 12 countries (Brazil, Belgium, France, Germany, India, Japan, Luxembourg, Netherlands, Portugal, Spain, United Kingdom and United States) working in five industries (financial services, government, health care/life sciences, manufacturing and retail/consumer goods) participated in an online survey from Dec. 16, 2022, to Jan. 4, 2023, to examine and understand their current efforts and perspectives on business resiliency.

This report's analyses are based on data collected from participating respondents in the United Kingdom (n=255).

Key Findings



UK executives view resiliency as critical to address market changes, but a discrepancy exists between its perceived importance and how executives view their company.

Nearly all (99%) executives believe resiliency is very or somewhat important. However, less than half of executives view their company as resilient (44%), and 57% say they are not fully equipped to face disruption.

UK executives are confident about closing the resiliency gap. Most business leaders (86%) are confident about achieving resiliency in their companies and presumably closing the gap with the right counsel. 79% of UK business leaders admit their company needs guidance to implement an effective resiliency strategy.

Indexing executives based on an assessment of their company's state of resiliency creates a picture about high-resiliency organisations effectively modeling a path toward greater resiliency. UK executives are on par with their global counterparts.

Only 23% of UK executives surveyed believe they are leading a highly resilient organisation. High-resiliency executives address key regional challenges because they feel equipped to face disruption. Also, they shared having existing resiliency measures, and prioritising analytics and AI to navigate the changing environment.

The Resiliency Rules are widely recognised as important drivers for business resiliency; data and analytics have a heavy influence on implementing each of the rules. Of the five, speed and agility is deemed "most important" to be competitive, even though collectively, they all are vital to resiliency. About nine in 10 executives state data and analytics are essential for implementing the Resiliency Rules.

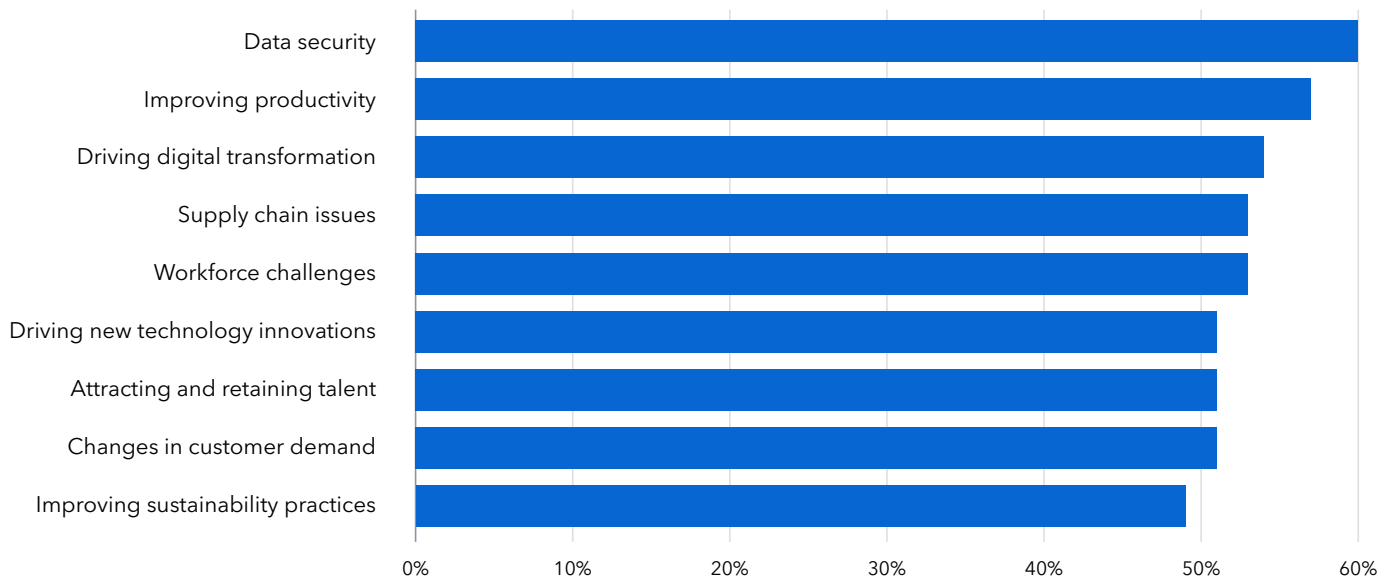
Top challenges for implementing the rules include data quality issues, outdated technology and workforce issues. Only two of every five executives feel successful applying the Resiliency Rules. To better execute, UK executives are bringing in external consultants, particularly to help with innovation (44%) and curiosity (42%).

United Kingdom Results

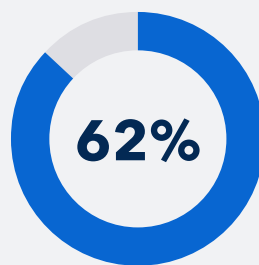
Executives in the UK know they need a resiliency strategy to help them come out on top against ongoing challenges.

Only a quarter (25%) of UK executives believe the country's economy is strong, and more than half (57%) are not very confident in their business's resiliency.

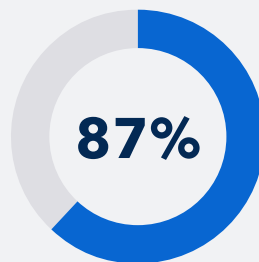
Most executives are concerned about inflation and economic headwinds (57%), and there are several challenges contributing to this perceived instability. The list of issues to tackle includes:



Despite these challenges, UK executives are relatively optimistic about the future economy; business resiliency plays a key role:



62% of UK executives feel the economy is headed in the right direction.



Nearly all executives in the UK agree that business resiliency helps reduce the immediate impact of crises by enabling companies to prepare for disruption.

Facing a resiliency gap in the UK

Business resiliency is a critical business imperative in the UK, but analysis reveals a gap between the strategic importance of resiliency and the resiliency of many organisations today.

UK executives consider resiliency a vital business priority, and its importance has grown over the past three years:

- 89% say they have resiliency measures in place to prepare for unforeseen challenges.
- For virtually all (99%) UK executives, attaining resiliency is an essential factor to be prepared for any type of disruption.
- The majority (81%) consider resiliency much more important today than in 2020.

Like their global counterparts, the importance UK executives place on resiliency differs dramatically from how they feel about their own company, creating a gap between aspiration and reality. Executives, however, are aware of this disparity and know they need help closing the gap:

- Less than half (44%) of executives consider their company very resilient.
- 52% of executives do not plan or only sporadically build resiliency plans for their company.
- 79% of those who are facing this gap say they need help building an effective resiliency strategy.

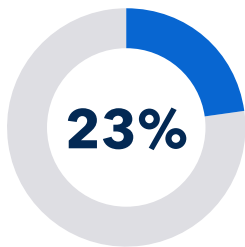
Executives believe the gap is solvable. UK executives are confident in attaining resiliency (86%). When asked about the benefits of a resiliency strategy, executives shared the following responses:

- Improves business insights through data and analytics (91%).
- Ensures business functionality (90%) and business performance (89%) can be restored much more rapidly.
- Strengthens customer confidence (89%).
- Creates positive impact on digital transformation (76%), customer acquisition and retention (70%), and productivity through workforce education (71%)

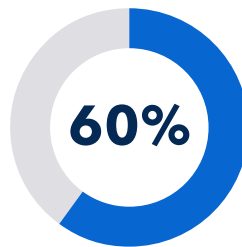
The Resiliency Index in the UK

High-resiliency executives in the UK are more successful addressing key issues and turn to data and analytics more often to address challenges.

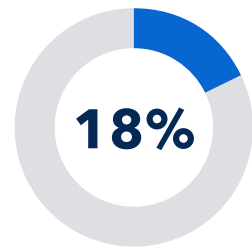
The Resiliency Index was created to understand the global business landscape and where resiliency fits into a business's priority and investment. The assessment was based on aggregating metrics associated with executives' perceptions of their company's resiliency state. Three categories make up the Resiliency Index in the UK: high, moderate and low-resiliency.



of executives were indexed as high resiliency.



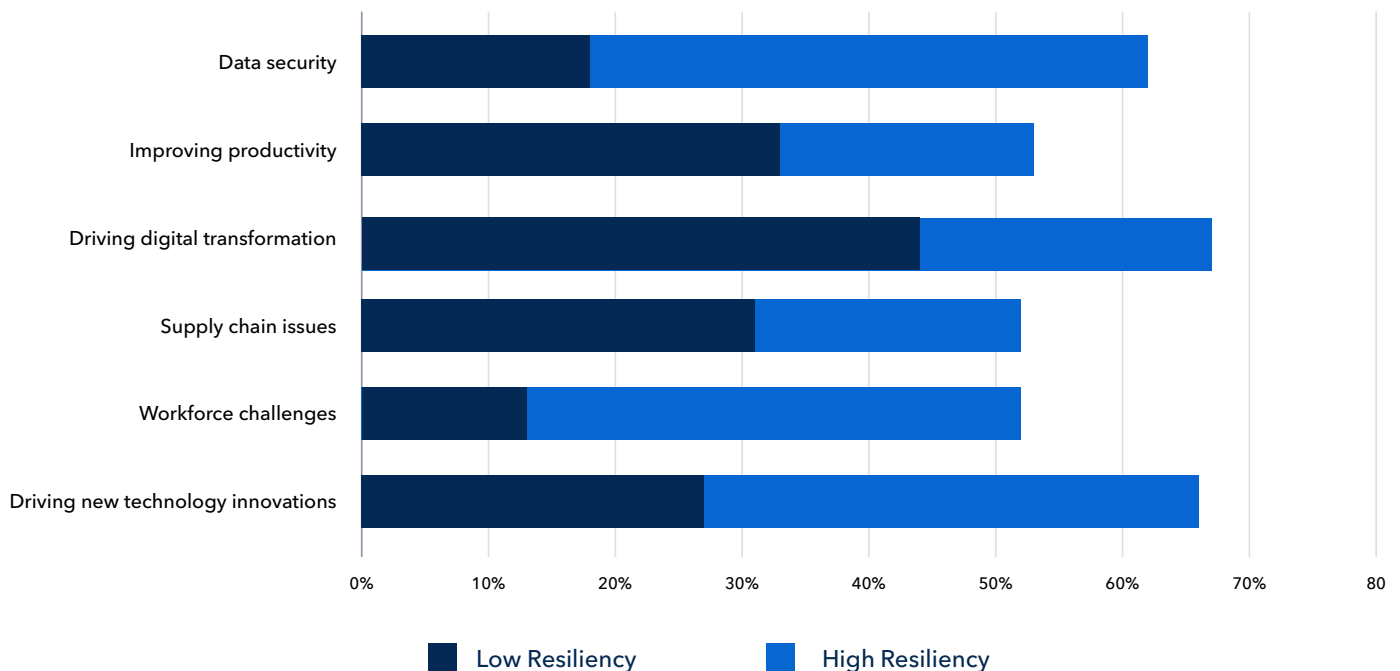
of executives were indexed as moderate resiliency.



of executives were indexed as low resiliency.

By comparing responses from executives in each category, you get a picture of how high-resiliency executives differ in how they perceive their business operations and prioritisation:

1: Success at addressing many business-critical issues in the past few years:



2: Attribute three existing key factors to their business success:

Had existing internal resiliency measures in place

73%

97%

Prioritised analytics and AI when it's time to navigate disruption more than low-resiliency executives

16%

86%

Felt equipped to face economic instability and disruption

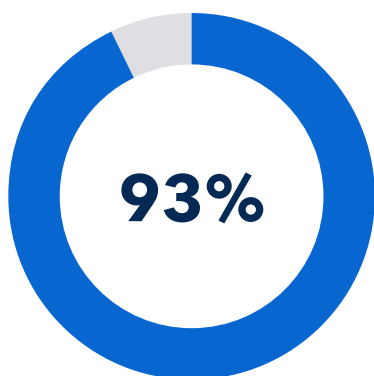
27%

78%

Low Resiliency

High Resiliency

3: Believe resiliency affects more than just business connectivity:



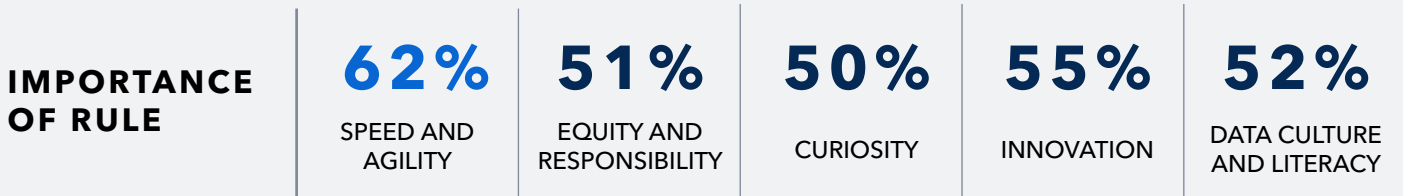
In addition to ensuring technology functionality and business performance can be restored, resiliency strengthens customer confidence.



A look at the Resiliency Rules in the UK

UK executives believe all five Resiliency Rules are important to consider with resiliency planning; UK companies should avoid prioritising a single rule at the expense of others.

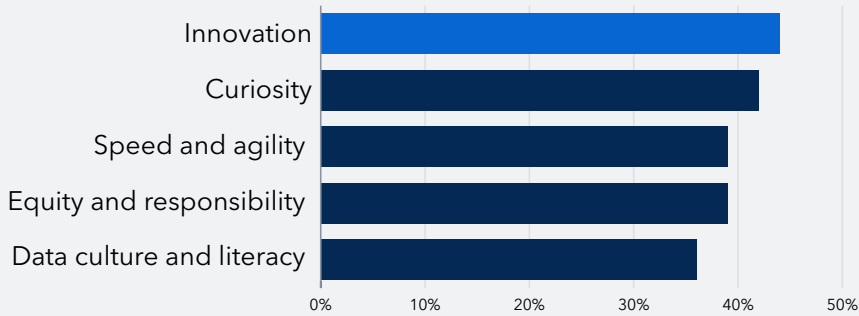
UK business leaders view each rule as important to resiliency, with speed and agility perceived as most important:



Challenges to Resiliency in the UK are tied to a lack of investment and a struggle to implement.

Despite eight in 10 UK executives agreeing that the Resiliency Rules are important, less than half prioritise investment in any of the rules. Also, UK executives indicate they have not been successful in implementing the rules, particularly speed and innovation.

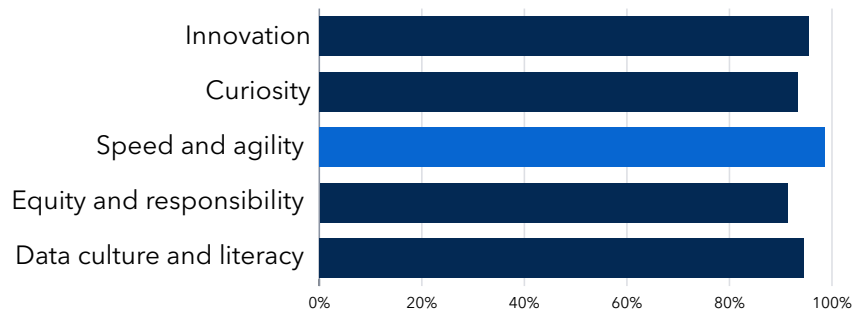
	Speed and agility	Equity and responsibility	Curiosity	Innovation	Data culture and literacy
Driver of resiliency	85%	79%	81%	84%	81%
Cited as high prioritisation for investment	51%	44%	42%	47%	44%
Very successful at implementing rule	42%	38%	41%	39%	43%



We asked the executives where they need the most help. Innovation and curiosity top the list for aid from external consultants.

Data and analytics play an essential role in each of the five rules of resiliency. However, data quality and workforce issues are primary barriers for implementing.

UK executives say data and analytics have a huge impact on implementing the Resiliency Rules.



When it comes to barriers impeding organisations, UK executives list data quality, lack of skills and employee engagement. Business leaders in the UK are also more likely to say there is a shortage of curiosity as a skill (60%) than global counterparts (51%).

SPEED AND AGILITY	44% Data quality issues	44% Lack of workforce skills	34% Data integration issues	34% Outdated technology tools
EQUITY AND RESPONSIBILITY	36% Lack of executive involvement	36% Data governance issues	33% Cybersecurity risks	33% Data quality issues
CURIOSITY	65% Developing curiosity in employees who don't naturally have it	60% Communicating the benefits of curiosity	40% Lack of consistent understanding of what curiosity in employees is	39% Identifying situations or problems for which curiosity is most useful
INNOVATION	41% Data quality issues	37% Outdated technology tools	37% Lack of time	35% Difficulty driving effective insights
DATA CULTURE AND LITERACY	50% High costs	40% Perceived difficulty among employees	28% Poor data literacy among employees	

Conclusion

Resiliency is a critical element to address unforeseen market changes in the UK, yet the reality of implementation - or “being a resilient company” - dips dramatically, creating the Resiliency Gap. However, overcoming this gap is within reach as most UK executives believe greater resiliency is both attainable and will improve productivity through more rapid functionality and performance.

SAS developed the Resiliency Index to learn how executives perceive their company’s resiliency and the factors causing the resiliency gap. Look to the actions of executives that score high on the resiliency index to understand how they navigate change.

In the UK, these executives value resiliency because it ensures that business performance is restored rapidly, therefore increasing the chances of successfully addressing ongoing challenges. Additionally, they rely on data and analytics for decision making.

UK executives know increasing resiliency at their organisations is necessary to be competitive, which is why most executives facing the resiliency gap (79%) are seeking help. To that end, SAS tested five business principles, which are all deemed important by UK executives. We call these principles the Resiliency Rules, and they include speed and agility, innovation, equity and responsibility, data culture and literacy, and curiosity. Our survey shows executives believe it is important to prioritise investment across the five rules. However, three in five UK executives do not feel successful in implementing them. When asked about the challenges they face in implementing, many note issues with data quality and workforce issues related to performance and involvement.

In conclusion, UK executives are confident about closing the resiliency gap. Most business leaders (86%) are confident about achieving resiliency in their companies and presumably closing the gap with the right counsel. 79% of UK business leaders admit their company needs guidance to implement an effective resiliency strategy.

Consistent with the global finding, executives admit their company needs guidance to implement an effective resiliency strategy. SAS is answering the call for advice by taking the methodology used in this research to offer the Resiliency Index, an assessment tool to help companies understand their resiliency and address the gap.

To learn more about resiliency research, visit www.sas.com/resiliency

