



Resiliency Rules Report: India

Country-Specific Findings

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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 organization 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 organizations need to follow to be prepared to brace for the impact of market disruptions:

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

The Resiliency Rules

01

SPEED AND AGILITY:

Adapt to changing market conditions quickly.

02

INNOVATION:

Accelerate advances through data-led insights.

03

EQUITY AND RESPONSIBILITY:

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

04

DATA CULTURE AND LITERACY:

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

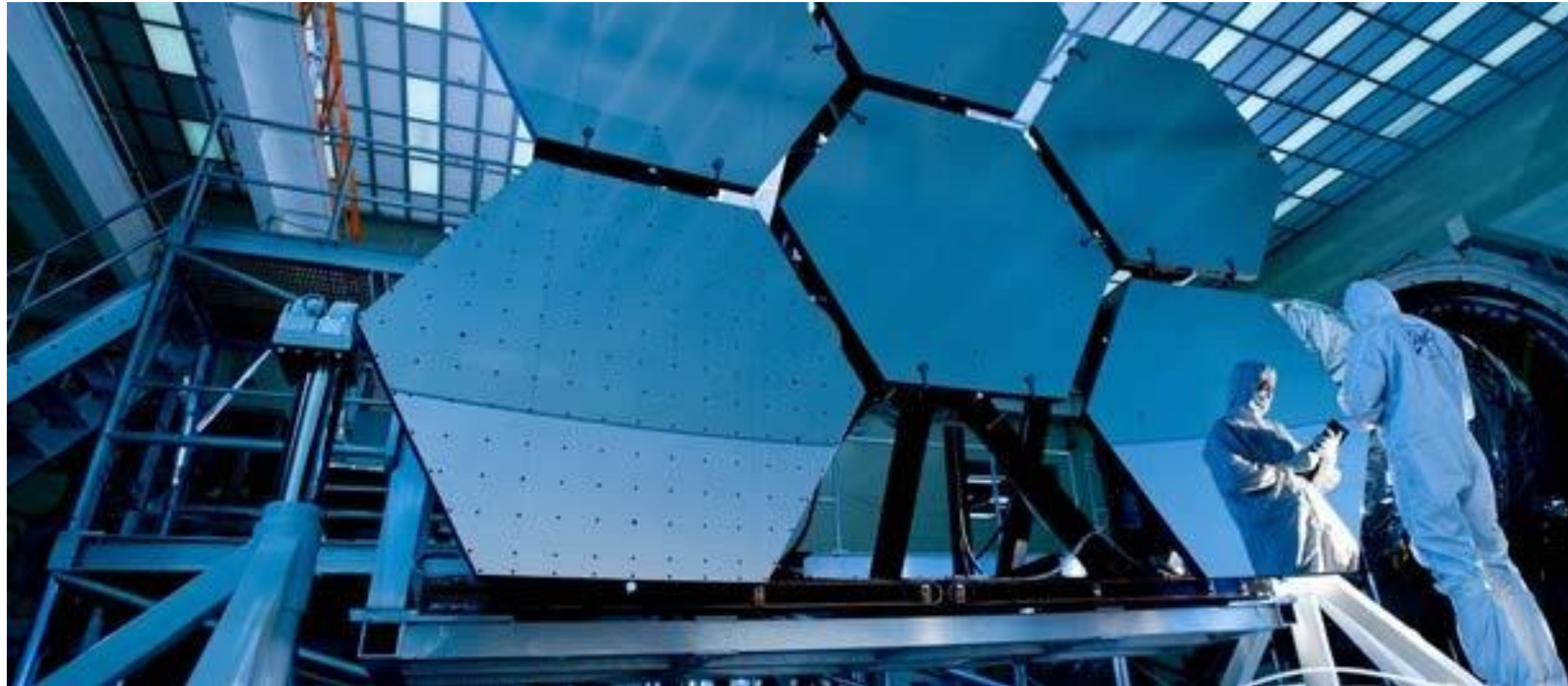
05

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) and working in five industries (financial services, government, health care/life sciences, manufacturing and retail/consumer goods) participated in an online survey from December 16, 2022, to January 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 India (n=247).

Key Findings

Indian executives view resiliency as critical to address market changes, but a discrepancy exists between its perceived importance and how executives view their company. Despite this difference, executives in India feel more prepared to tackle challenges than business leaders in other regions.

All executives – 100% – believe resiliency is **very** or **somewhat** important. However, only two-thirds of executives view their company as resilient (64%). While a resiliency gap exists between aspiration and reality, more Indian executives say they are equipped to face disruption than global executives (68% in India vs. 54% globally).



Indian executives are confident about closing the resiliency gap.

Most executives (97%) are confident about achieving resiliency in their companies and presumably closing the gap with the right counsel. 89% of business leaders in India 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 organizations effectively modeling a path toward greater resiliency. Indian executives show greater levels of resiliency than their global counterparts.

50% of Indian executives surveyed index as leading a high-resilient organization, compared to 26% globally. High-resiliency executives address key regional challenges as they feel more equipped to face disruption, already have existing resiliency measures, and prioritize analytics and AI to navigate the changing environment.

The Resiliency Rules are widely recognized as important drivers for business resiliency; data and analytics have a heavy influence with implementing each rule.

Of the five, speed and agility is deemed “most important” to remain competitive, even though collectively, they all are vital to resiliency. More than 95% of Indian business leaders state data and analytics are essential for implementing the Resiliency Rules.

Top challenges for implementing the rules are related to investment.

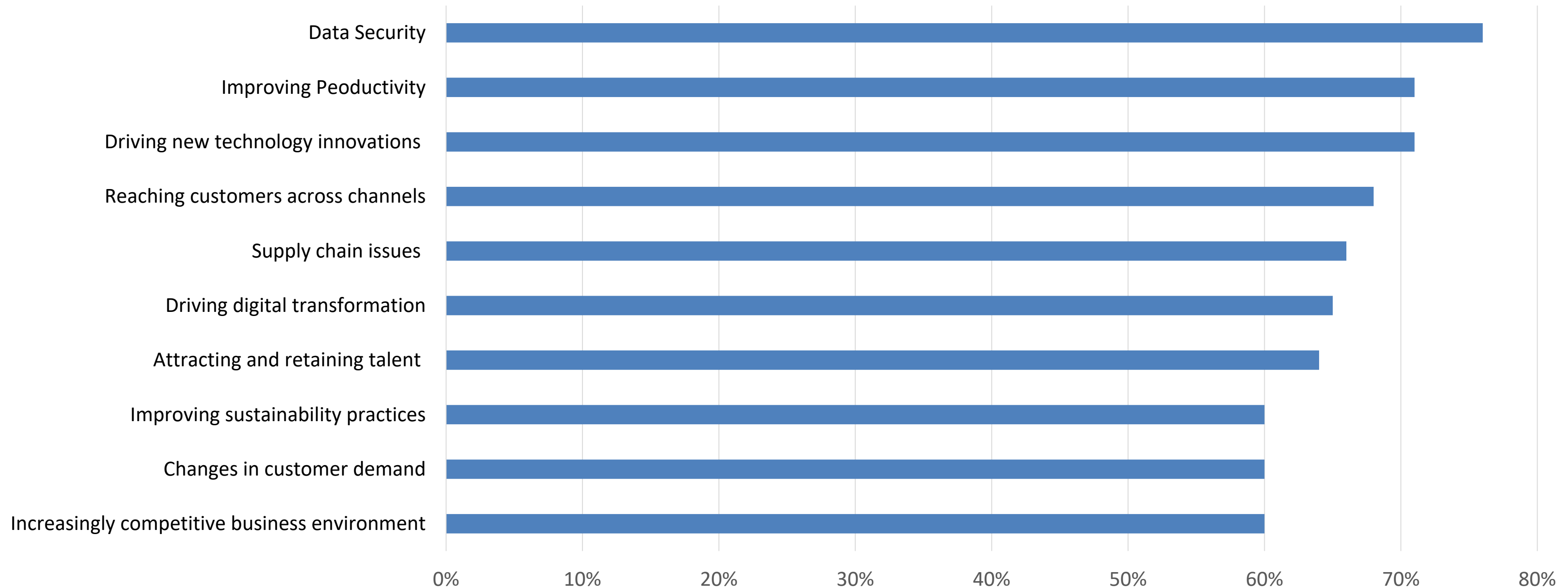
Indian executives name data quality, costs and workforce issues as top challenges. Despite acknowledging the importance of each rule, Indian executives perceive a lower success rate successfully implementing the five rules. To help, executives are bringing in external consultants. They list speed and agility (51%), innovation (49%), and equity and responsibility (49%) as the top priorities for help.

India Results

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

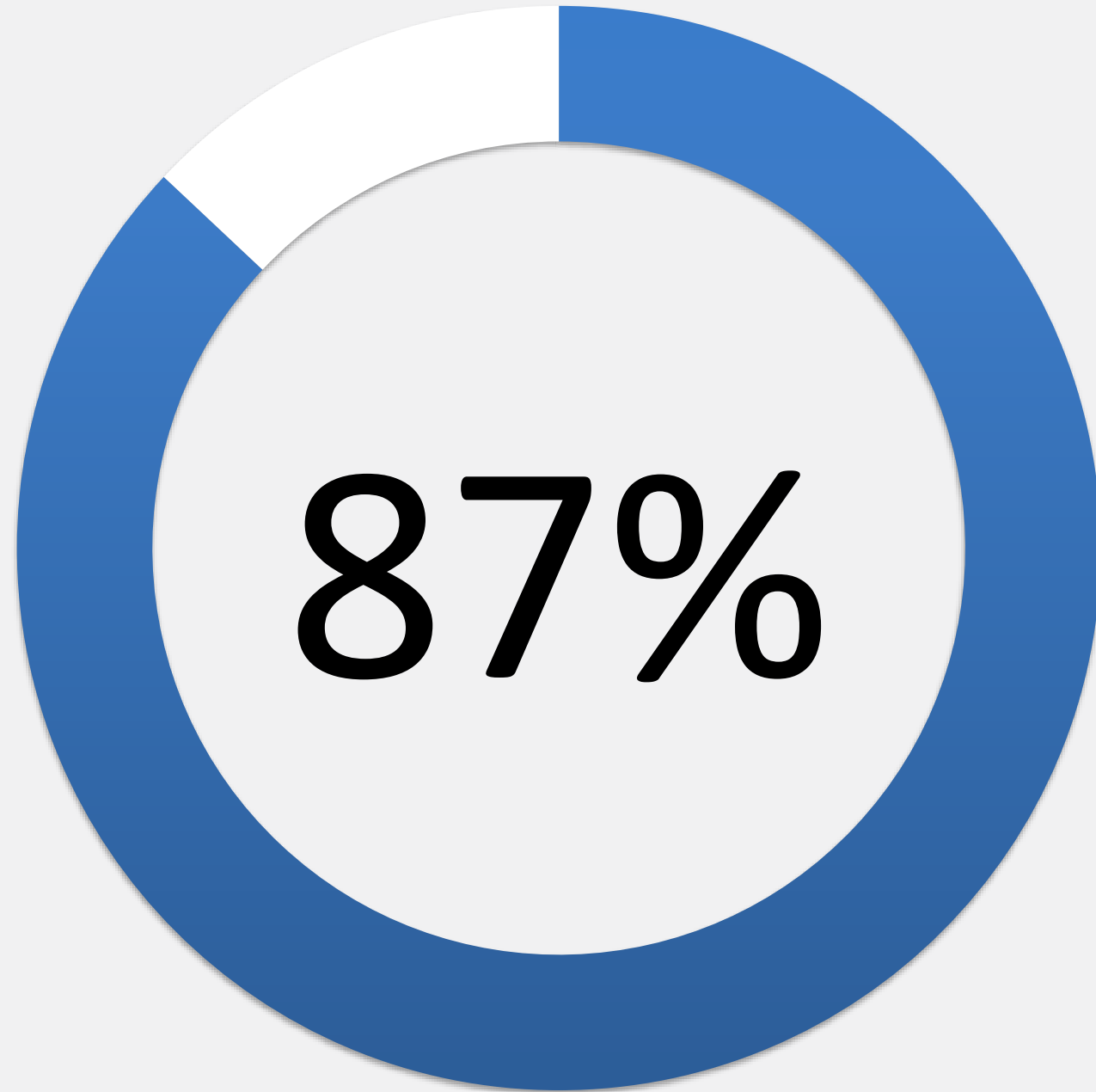
Half (50%) of Indian executives believe the country's economy is strong, and more are confident in their business' resiliency (68%). This confidence in resiliency practices is higher compared to other regions (54% globally).

Yet most executives are still concerned about inflation and economic headwinds (62%). There are several challenges contributing to this perceived instability, with data security topping the list of issues to tackle:

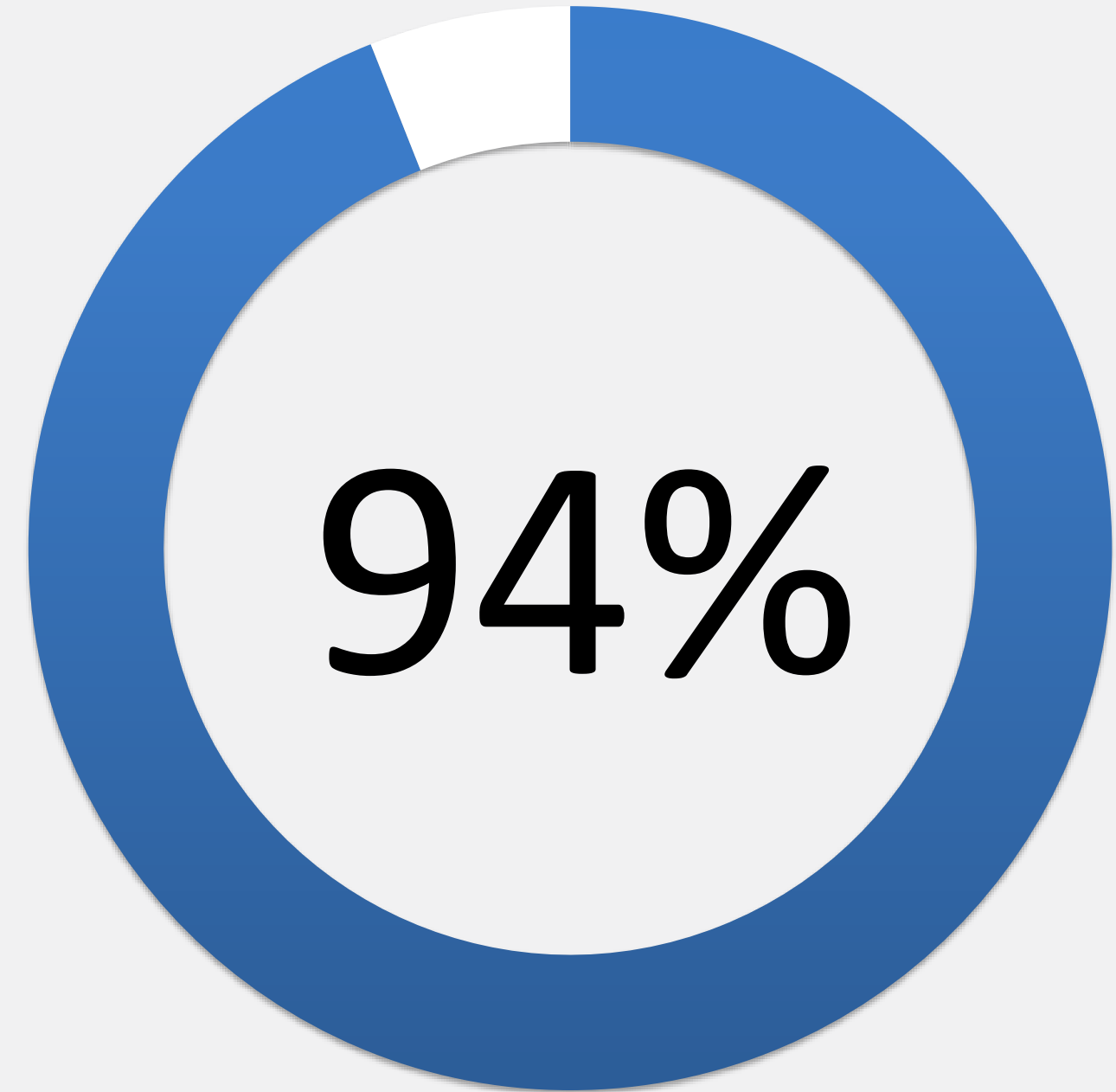


India Results

Despite these challenges, Indian executives are relatively optimistic about the future, and business resiliency plays a key role:



of Indian executives feel the economy is headed in the right direction.



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

Facing a resiliency gap in India

Business resiliency is a critical imperative in India, but despite indexing higher in key resiliency metrics, analysis reveals a gap between the strategic importance of resiliency and the reality for many organizations today.

Executives consider resiliency a vital business priority, and its importance has increased over the past three years:

- 96% say they have resiliency measures in place to prepare for unforeseen challenges.
- For 100% of executives, attaining resiliency is an essential factor in being prepared for any type of disruption.
- Nearly all (95%) consider resiliency more important today than in 2020.

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

- Approximately two thirds (64%) of executives consider their company very resilient.
- 28% of executives sporadically consider building resiliency for their company.
- For the executives facing a resiliency gap, 89% of claim they need help to build an effective resiliency strategy.

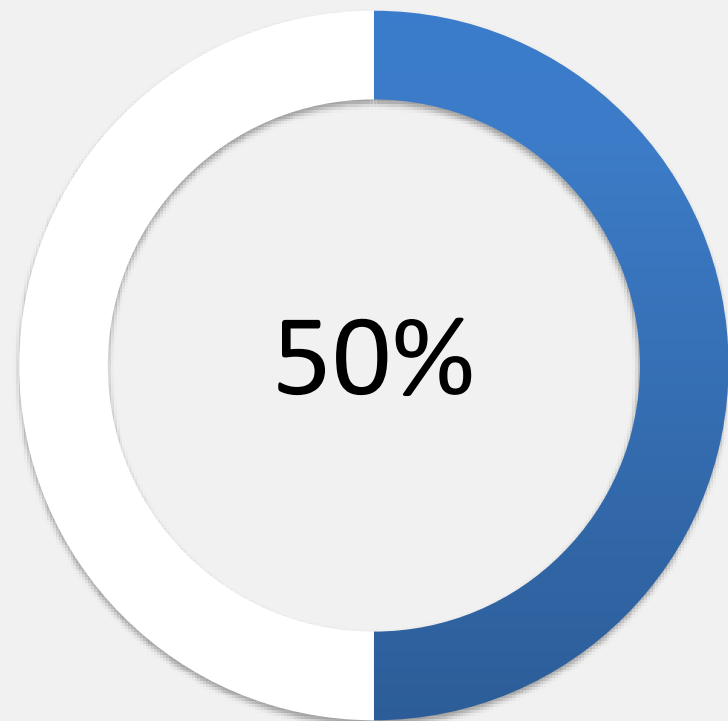
Executives believe the Resiliency Gap is solvable. Nearly all executives are confident in attaining resiliency (97%). When asked about the benefits of a resiliency strategy, executives shared the following responses:

- Increases market share by ensuring systems and culture can adapt to changing market conditions (98%).
- Ensures that business performance (96%) and technology functionality (94%) can be restored much more rapidly.
- Drives the introduction of new offerings in response to changing market demand (95%).
- Creates positive impact on digital transformation (87%), customer acquisition and retention (79%), and improving productivity through workforce education (73%).

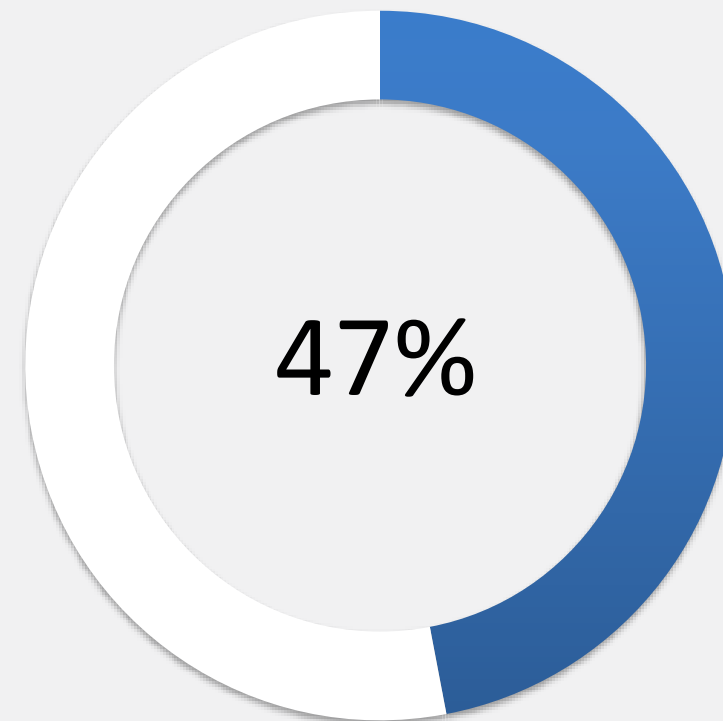
The Resilience Index In India

More executives in India fall in the highly resilient category compared to general global findings. High-resiliency executives in India are more successful addressing their key issues. Additionally, they turn to data and analytics often to address challenges.

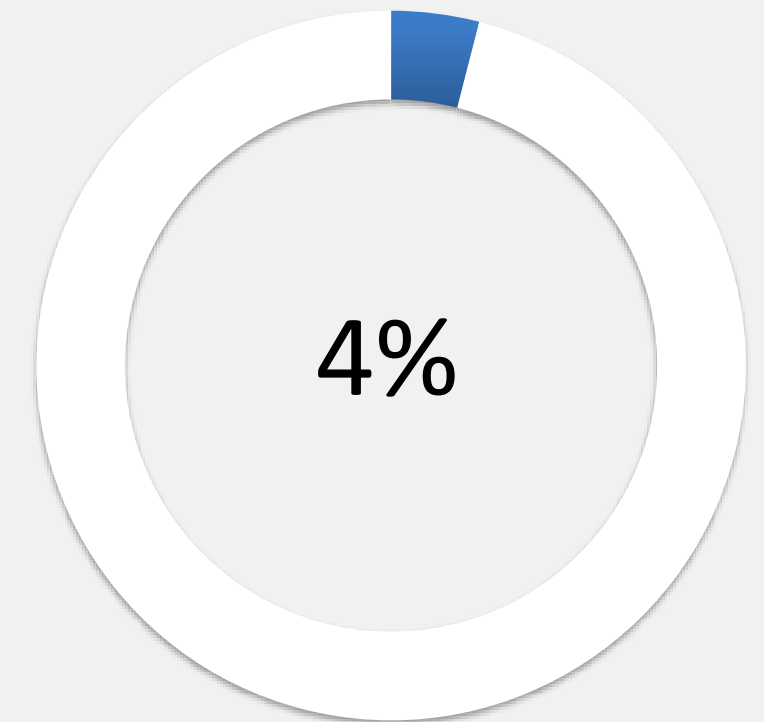
The Resiliency Index was created to understand the global business landscape and where resiliency fit in to a business's priority and investment. The assessment was based on aggregating metrics associated with executives' perceptions of their company's resiliency state. Three categories make up the Resiliency Index in India: high-, moderate- and low-resiliency. There is a higher proportion of high-resiliency executives in India (50%) than in other countries (26% globally).



of executives were indexed as high resiliency.



of executives were indexed as moderate resiliency.

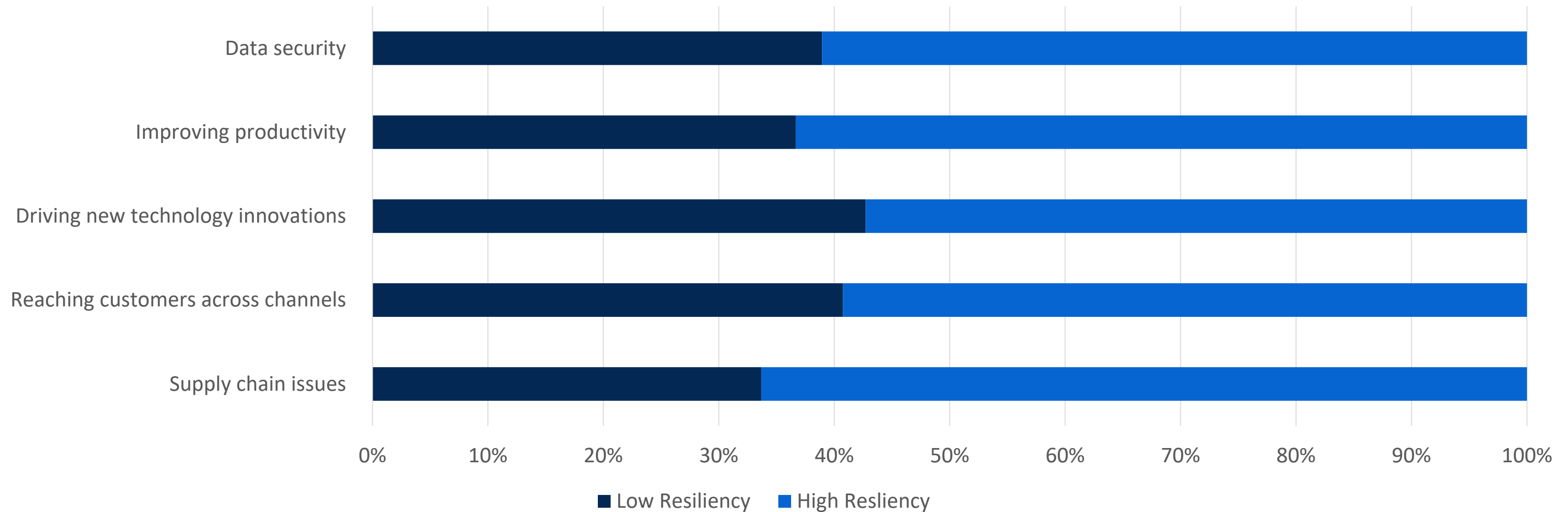


of executives were indexed as low resiliency.

The Resilience Index In India

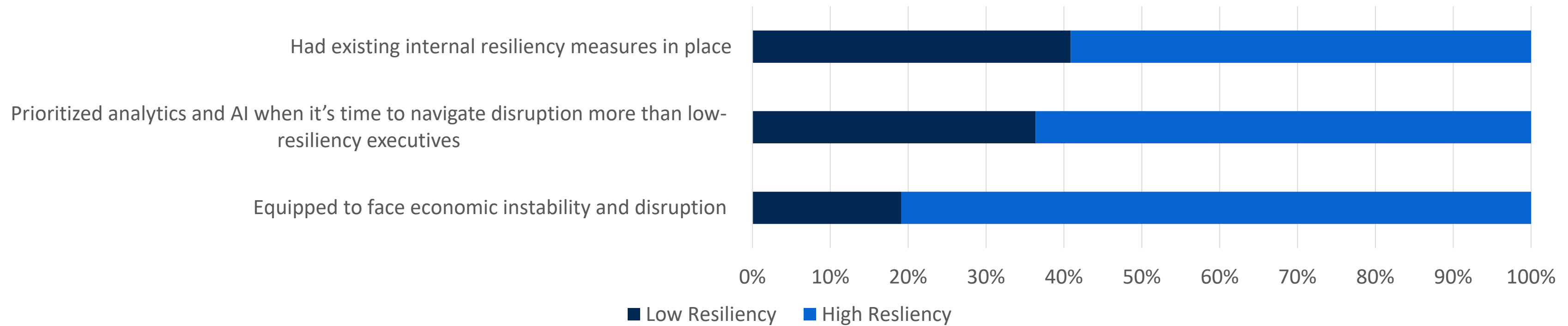
By comparing responses from executives in each category, you get a picture of how high-resiliency executives differ in how they perceive their business operations and prioritization:

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



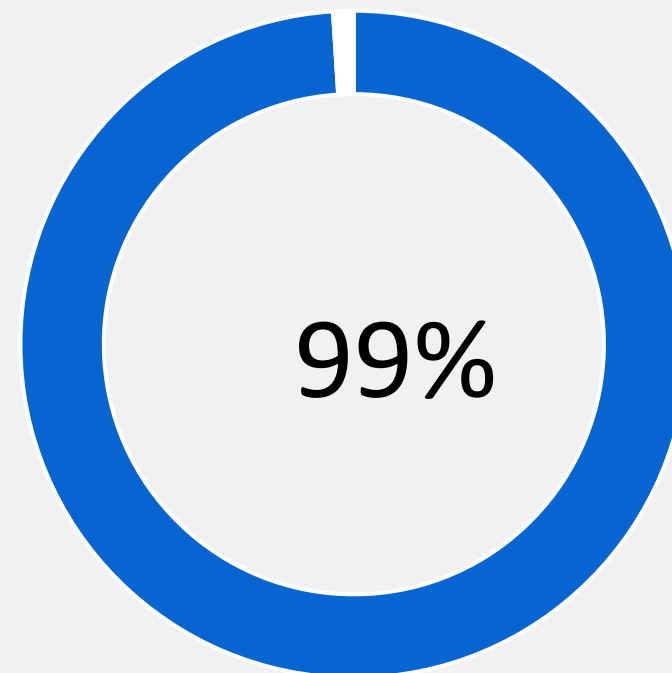
The Resilience Index In India

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



3. Believe resiliency affects more than just business connectivity:

In addition to ensuring that technology functionality can be restored rapidly and maintain business performance, it is essential to strengthen customer confidence.



A Look at the Resiliency Rules in India

Indian executives believe all five resiliency rules are important for resiliency planning; companies in India should avoid prioritizing a single rule at the expense of others.

Higher than their global counterparts, more than eight in 10 Indian executives view each rule as important, with speed and agility perceived as the most important:



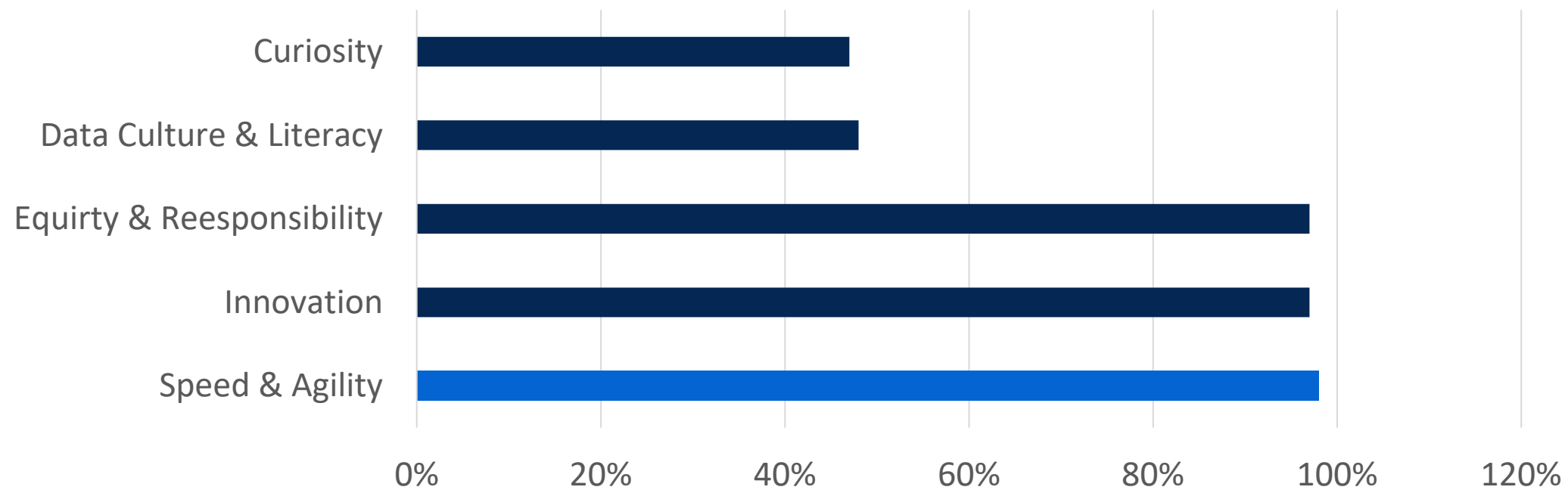
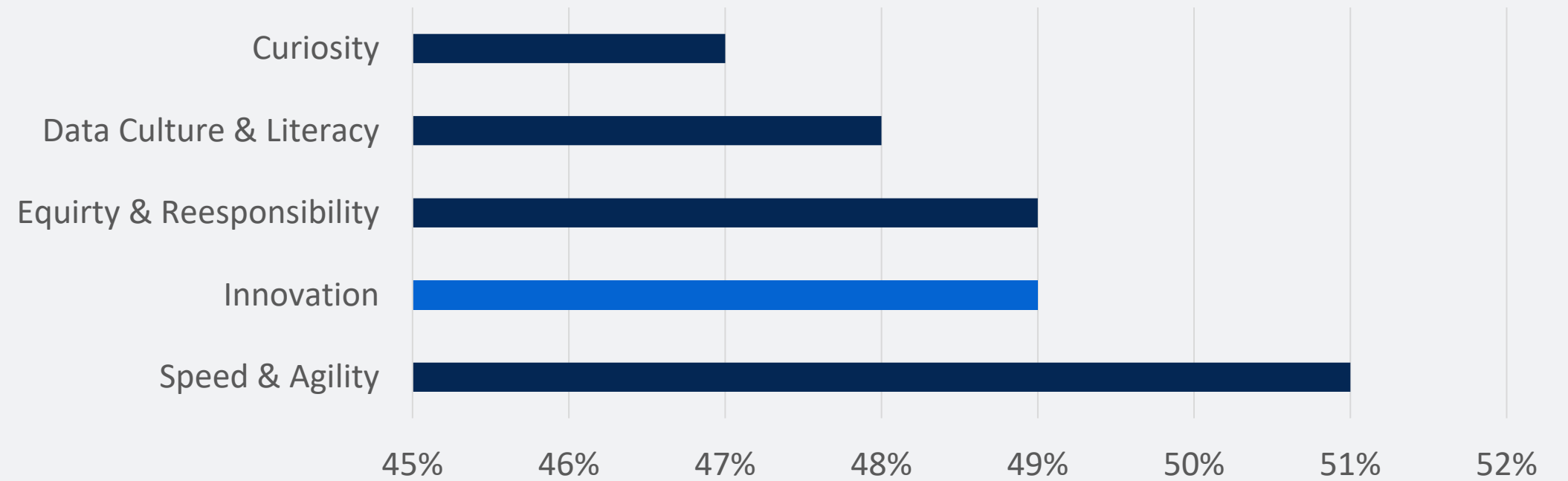
Challenges to resiliency in India are tied to a lack of investment and a struggle to implement.

Despite nearly all Indian executives agreeing the Resiliency Rules drive resiliency, fewer prioritize investment. Plus, fewer feel they are successful in implementing them in their company.

	Speed & Agility	Equity & Responsibility	Curiosity	Innovation	Data Culture & Literacy
Driver of resiliency	97%	96%	96%	95%	94%
Cited as high prioritization for investment	78%	75%	72%	84%	74%
Very successful at implementing rule	67%	68%	67%	70%	70%

A Look at the Resiliency Rules in India

We asked the executives where they need the investment and the most help. Speed and agility narrowly ranks higher than innovation:



Data and analytics play an essential role in each of the five rules of resiliency. However, data quality is a primary barrier to implementing most of the rules.

Indian executives perceive data and analytics to have a huge impact on implementing the Resiliency Rule.

A Look at the Resiliency Rules in India

When it comes to barriers impeding organizations, executives name data quality, costs and workforce issues:

Speed and agility	58% High Cost	52% Outdated Technology	52% Data Quality Issues	50% Lack Of Workforce Skills
Equity and responsibility	57% Cybersecurity Risks	45% Data Quality Issues	43% High Costs	43% Lack Of Workforce Skills
Curiosity	71% Shortage of Curiosity as a Skill	65% Developing curiosity in Employees who don't naturally have it	54% Identifying Opportunities to Apply Curiosity	
Innovation	59% High Cost	52% Cyber Security Risks	46% Outdated Technology Tools	
Data culture and literacy	50% Data Quality Issues	50% Data Integration	41% Perceived Difficulty Among Employees	

Conclusion

Resiliency is a critical element to address unforeseen market changes in India, yet the reality of implementation – or “being a resilient company” – dips considerably, creating the Resiliency Gap. However, overcoming this gap is within reach as most Indian executives believe greater resiliency is both attainable and will improve digital transformation, customer acquisition and retention, and productivity.

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.

Another consideration is despite the setbacks caused by the pandemic, India has shown impressive growth rates and recovery, outpacing many other economies and that has lent confidence to Indian executives

Indian executives know increasing resiliency at their organizations is necessary to be competitive, which is why most executives facing the resiliency gap (89%) are seeking help. To that end, SAS tested five business principles, which are all deemed important by Indian 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 that executives in India believe it is important to prioritize investment across these five rules. When asked the challenges they face in implementing the Resiliency Rules, many noted data quality, costs, and workforce issues across the rules.

In conclusion, Indian executives are confident about closing the resiliency gap. Most executives (97%) are confident about achieving resiliency in their companies and presumably closing the gap with the right counsel.

Consistent with the global finding, executives in India admit their company needs guidance to implement an effective resiliency strategy. SAS is answering the call for guidance 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 the resiliency research, visit <https://blogs.sas.com/content/resiliency/>



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