

# **Businesses & Resilience**

## **A Case Study from Christchurch, NZ**

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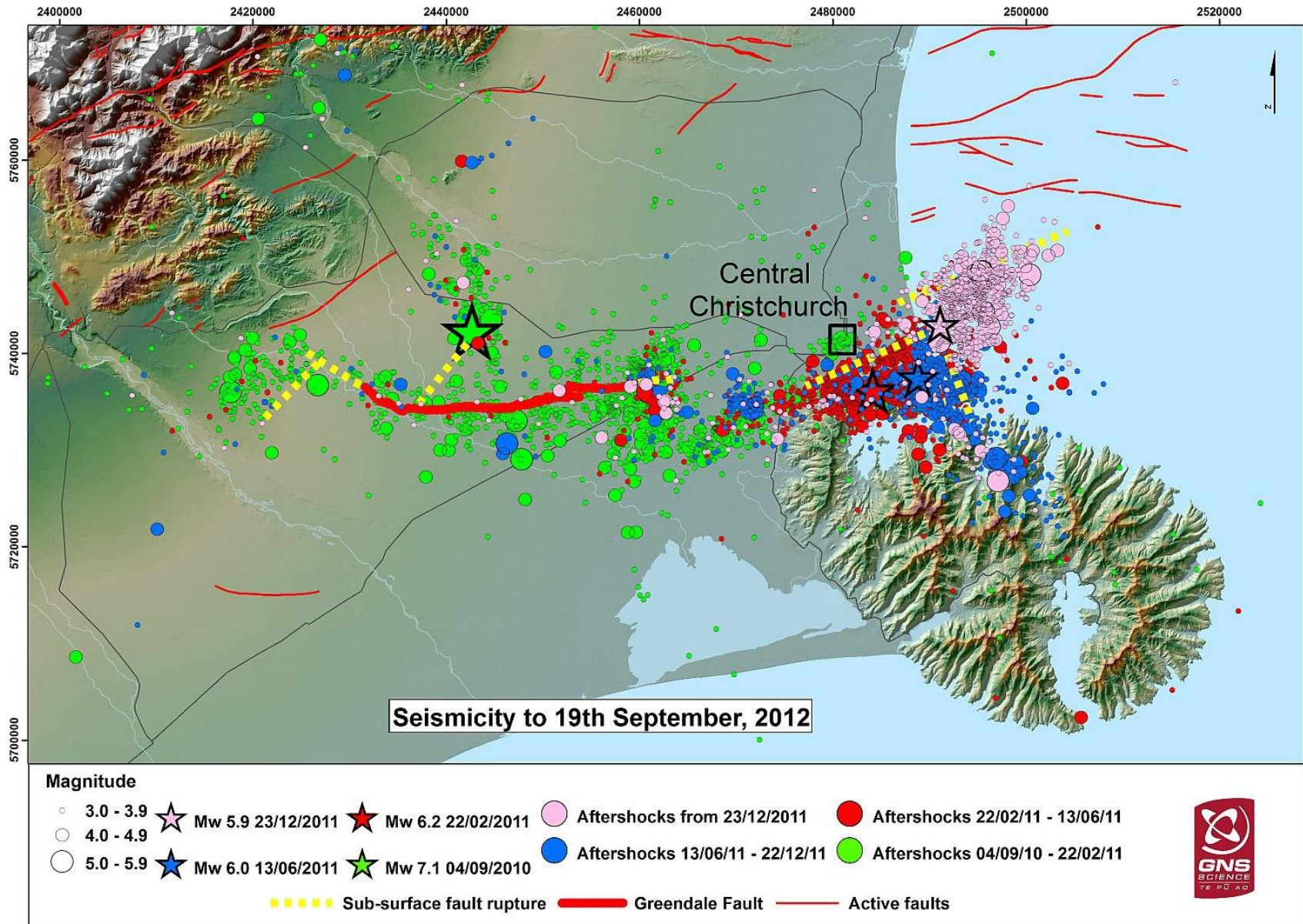
Resilient Organisations

2014

# What can Christchurch teach us?

- **Resilience** is a useful concept for businesses in unpredictable environments.
- The processes and systems that **helped business recover**.
- The **implementable actions** for building resilience.

# The Earthquake Series





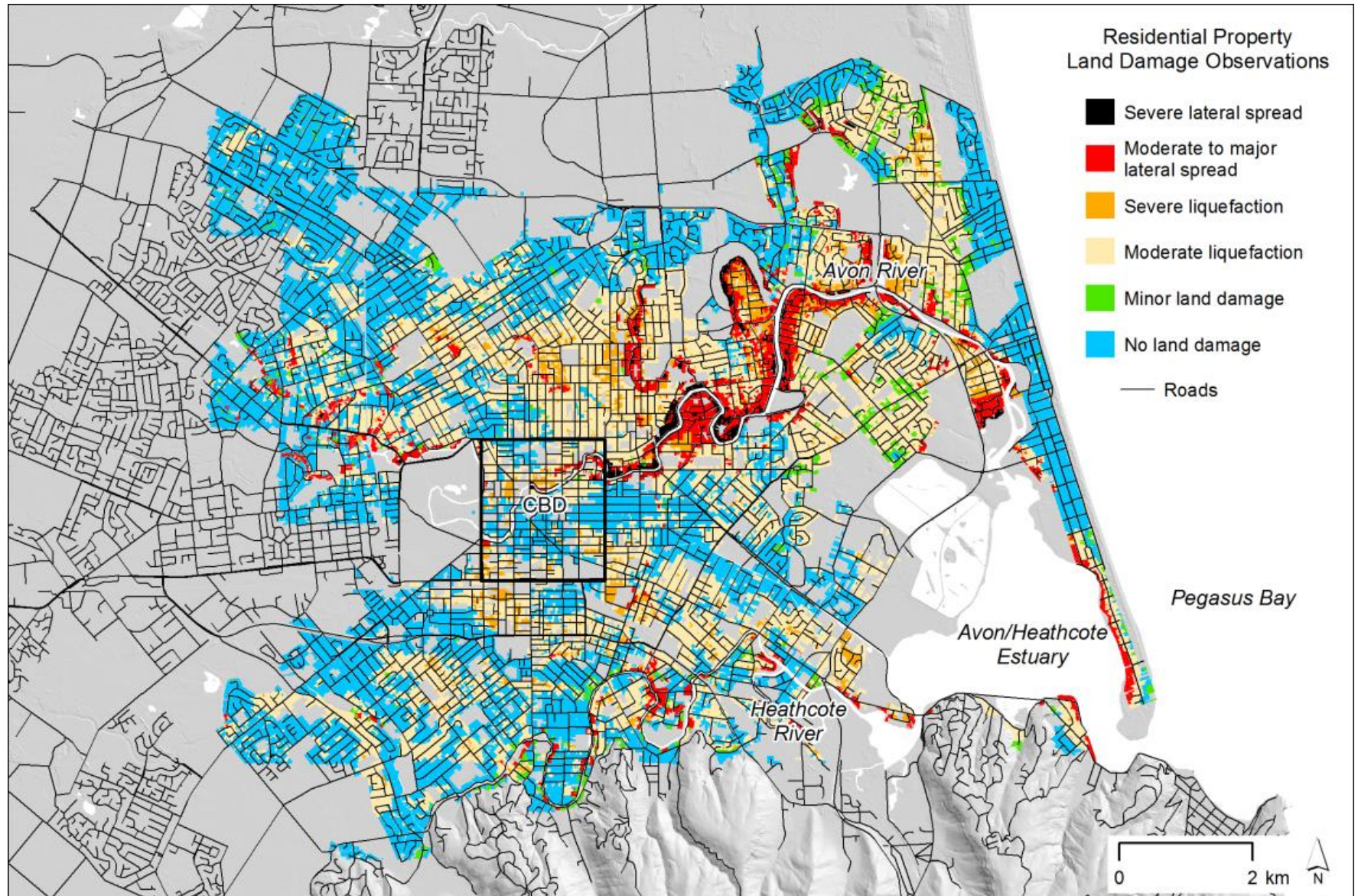












(Data Source: Canterbury Geotechnical Database, Credit: Matthew Hughes)

# Greatest Challenges for Businesses

# Staff Wellbeing

Cash Flow  
Customer Loss  
Supply Chain  
Insurance Claims  
Site Access  
Relocation  
Logistics  
Customer Wellbeing  
Tenancy  
Loss of Productivity  
Neighbourhood Damage  
Road Access  
Aftershocks  
Public Perception  
Productivity  
Staffing Requirements  
Increased Demand  
Structural Damage  
Non-Structural Damage  
Lifeline Disruption  
No Aid  
Communication/Threats  
Excess Stock  
Planning  
Stock Loss  
Closure



# Resilience: The Organisational Immune System

- The ability **survive** a crisis AND **thrive** in a world of uncertainty.
- Foster resilience as a **strategic capability**.



# Indicators of Resilience



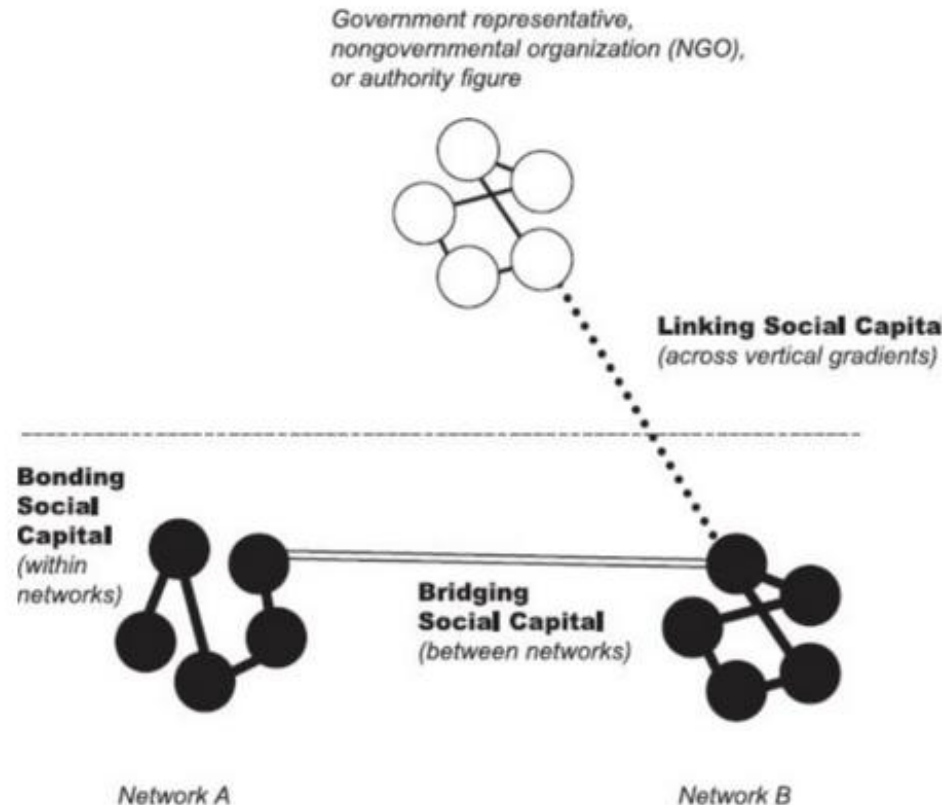


# **What Factors Helped Organisations Recover?**



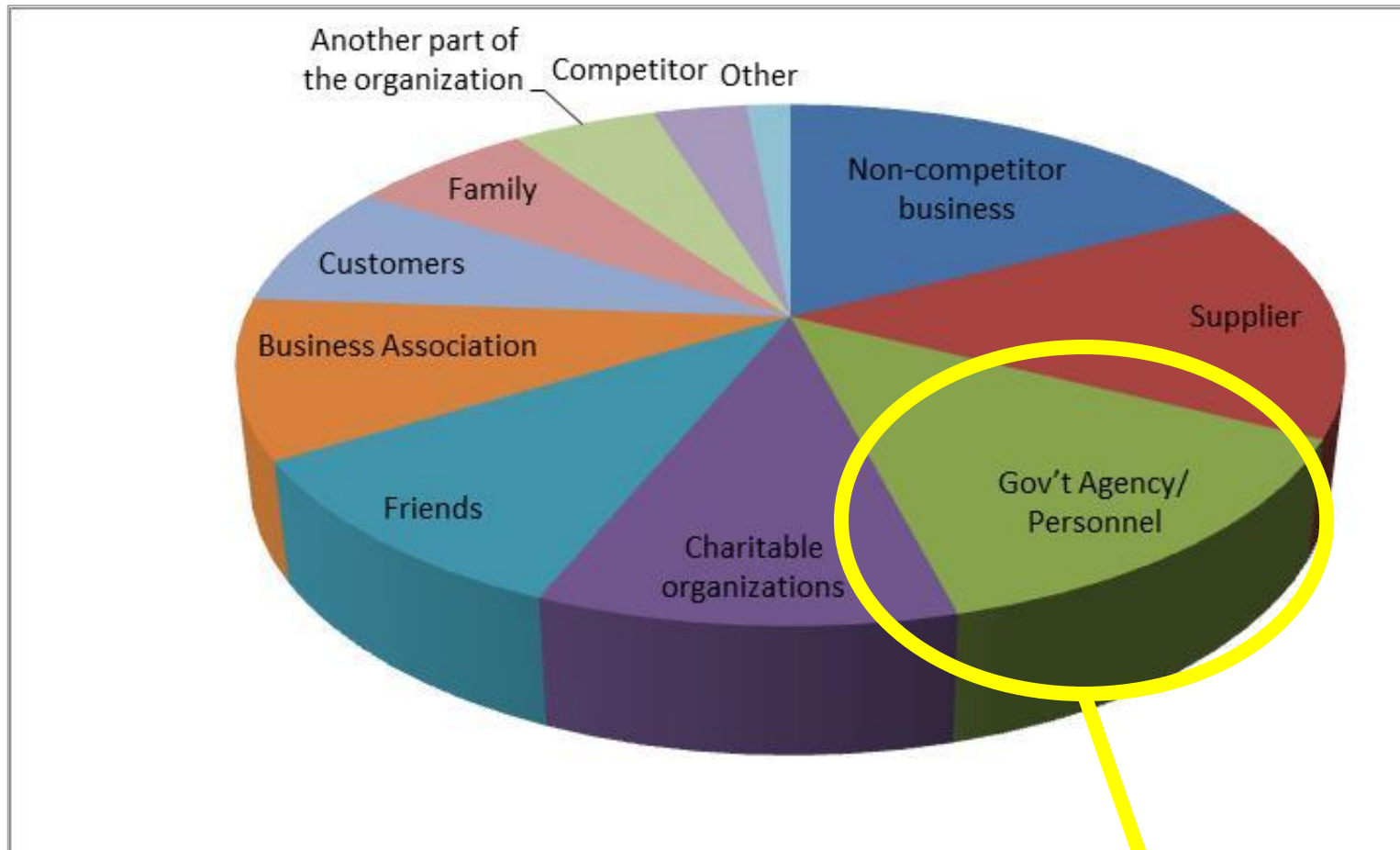


# Bridging, Bonding, and Building



A business's greatest renewable resource is its staff.

# Strong Institutions and 3 a.m. Friends



INSTITUTIONAL TRUST  
& THE EARTHQUAKE  
SUPPORT SUBSIDY





Local roots can  
tap community  
resources.

# The Adaptive Snowball

- Prepare to adapt
- Be prepared to keep adapting

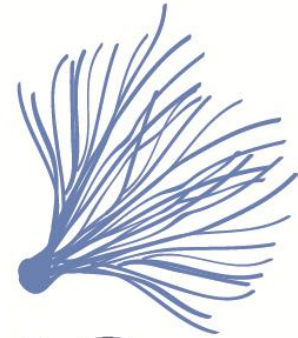


# Implementable Actions

- Integrate concepts and tools that build a **culture of resilience** in businesses into our current Business Continuity Planning Suites and other programs.
- Foster business **place-attachment** and local social capital.
  - Tools of the trade: **Trust. Transparency. Reciprocity.**



# Resilient ORGANISATIONS



A collaboration between research & industry

[www.resorgs.org.nz](http://www.resorgs.org.nz)

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