Introducing BSI
David Horlock
Managing Director – Asia Pacific

Who is BSI?

• **By Royal Charter**: focused on the development of standards, training and certification activities designed to improve performance, manage risk, reduce cost and enable sustainable growth

• **Leading global standards creation body**: British, European, ISO, Public and Private Standards

• **Experienced**: The world’s first National Standards Body established in 1901

A truly global brand

- 80,000 clients
- 182 countries
- 3 regional hubs
- 73 offices worldwide
- NPS +51
- 37,384 standards published

Over **100 years expertise** shaping global standards to facilitate trade and improve business

**Product Specification Standards**
- Starting from 1901, Initial Standards focused on product specifications to harmonize and facilitate commerce and reduce duplication
  - Railroad gauges
  - Steel specifications
  - Construction standards
  - Agricultural commodities
  - Consumer and electrical products
  - Personal safety equipment
  - Medical devices
- Product Specification Standards remain relevant today to support **new innovations** such as smart cities and medicine

**Business Process Standards**
- The next generation of standards focused on business processes to ensure consistent quality output
  - BSI shaped the original standards for:
    - Quality Management (ISO 9001)
    - Information Security (ISO/IEC 27001)
    - Environment Management (ISO 14001)
    - Health & Safety (OHSAS 18000)
    - IT Services Management (ISO/IEC 20000-1)
    - Business Continuity (ISO 22301)
    - Sustainable Events (ISO 20121)

**Business Behaviour Standards**
- BSI’s new generation of Standards are centred around people behaviour and values to help organizations reach their full potential and **protect their corporate reputation**
  - Key standards include:
    - Anti-Bribery
    - Corporate Social Responsibility
    - Business Ethics & Sustainability
    - PAS 7000 - GRC

**Business Potential Standards**
BSI’s end-to-end solutions make excellence a habit

Shape
Together with >10,000 independent experts, BSI leads in the development and maintenance of global standards
- Public Standards - PAS
- British Standards - BS
- European Standards - EN
- ISO Standards

Share
We share our standards and guidance documents in many formats, from paper to PDF or organization-wide licenses
- Online Standards Portal
- Network Licenses

Embed
Our tutors transfer the knowledge and skills needed to embed excellence
- In-Company Training
- Public Training
- Internal & Lead Auditor Training
- Self Assessment tools
- Gap Analysis

Assess
Our assessors give you proven ways to measure, improve and confidently promote your organization
- Systems Certification
- Gap Analysis
- Verification Services
- Supplier Certification
- 2nd Party Assessment
- Self Assessment Tools
- Product Certification
- Kitemark & CE marking

Support
We support you with the knowledge and business tools you need to continually improve
- BSI VerifEye™
- Action Manager
- Supply Chain Solutions
- SCM
- SCREEN
- Capacity Building

Risk Management Standards
Sustainability Standards
Operational Performance Standards

Organizational Resilience
Harnessing experience, embracing opportunity

David Horlock
BSI Managing Director - APAC
A brief history of Organizational Resilience

Concept of different levels of ‘resilience’ maturity

Emerging as a principle in academic areas over last 15 years

2000

2014

2016

BS 65000
World’s first Standard for Organizational Resilience

Designed by industry, for industry and backed by government

Disaster Recovery

Business Continuity

Risk Mitigation

Traditional view of ‘Resilience’
Organizational Resilience is “the ability of an organization to anticipate, prepare for, respond and adapt to incremental change and sudden disruptions in order to survive and prosper.”

BS 65000, Guidance on Organizational Resilience

“It is not the strongest of the species that survives...It is the one that is the most adaptable to change.”

Charles Darwin
More dynamic

Competitive landscape

Increasing churn

Defying corporate mortality to pass the test of time

Average company lifespan on S&P 500 Index

Year (each data point represents a rolling 7 year average of average lifespan)
Data: Innosight/Richard N. Foster/Standard & Poor's

Projections based on current data

Research conducted by The Economist Intelligence Unit

411 business execs surveyed

- 61% heads of departments, SVPs or CEOs
- 20% from companies over 100 years old
- 16% from companies less than 10 years old
- Geographical spread
  - Asia Pacific (30%)
  - North America (30%)
  - Europe (29%)
  - Other (11%)
Organizational Resilience identified as a priority

Organizational Resilience is...

- **#1**
  - A business priority (88%)

- **2**
  - Essential to long-term growth (80%)

- **3**
  - A competitive advantage (61%)

Yet

Only 29% say that resilience-oriented practices are embedded today
Meaning 69% of Organisations need help

Responsibility comes from the top

Who takes responsibility for Organizational Resilience?

- The CEO’s office
- There is no single unit; organisational resilience issues are spread
- Other C-level executive
- Head(s) of business operating unit(s)
- Head(s) of Department(s)
- Other senior management below C-level or an organisational
- CFO or equivalent
- CIO or equivalent
- Don’t know
- Other, please specify

0% 10% 20% 30% 40% 50% 60%
Two plants 10km apart

Same company

One survived, one didn’t

Operational Resilience in action

Robust process

Speed of decision making

Decisive leadership

Organizational Resilience

Governance & Accountability
Leadership
Systems & Processes
Vision & Purpose
Adaptive Capacity
Community Resilience
Business Continuity
Supply Chain Risk
Reputation
Culture & Behaviour
Safeguarding people
Ensuring regulatory compliance
Enabling trust & reputation
Protecting infrastructure
Managing & securing information
Culture
Financial
Alignment
Elements of BSI Organizational Resilience Index
Derived from Guidance on Organizational Resilience BS 65000:2014

Sr. No. | Elements
--- | ---
1 | Governance & Accountability
2 | Leadership
3 | Vision & Purpose
4 | Culture
5 | Horizon Scanning
6 | Alignment
7 | Resources
8 | Awareness
9 | Adaptive Capacity
10 | Financial
11 | Business Continuity
12 | Community Resilience
13 | Information & Knowledge Management
14 | Innovation
15 | Supply Chain
16 | Reputation

Operational Resilience

*Quality, Health, Safety, Environment*

People [Culture & Behaviour]

Information Security Resilience
*Data protection, fraud, security, Business Continuity*

Business Continuity

Information & Knowledge Management

Alignment

Supply Chain Resilience
*CSR, Ethics, Bribery, Traceability*

Reputational Risk

Adaptive Capacity

Horizon Scanning

Products [Design, Technology]

Strategy

Processes [QHSE]

Vision and Purpose

Leadership

Community Resilience

Horizon Scanning

Finance

Resources
In summary

**Holistic approach**

- Continual improvement
- Operational resilience
- Product resilience
- Process resilience
- People resilience
- Agility

**Bringing real benefits**

- A business priority (88%)
- Essential for growth (80%)
- A competitive advantage (61%)

**The 16 elements of Organizational Resilience**

#1

- Governance & accountability
- Reputation
- Innovation
- Supply chain management
- Information & knowledge management
- Awareness & training
- Testing & leadership
- Vision & purpose
- Adaptive capacity

www.bsigroup.com/Organizational-Resilience