

SALTERBAXTER

The New

Business Basics

How business can succeed
in a disrupted world





Welcome to the

New

Business Basics

Executive Summary

The New Business Basics seeks to understand how businesses can succeed in a world facing unprecedented disruption? Salterbaxter conducted detailed research across Asia-Pacific to unpack and assess this question and deliver the guidance businesses are seeking. This practical guide provides leaders with clarity and actionable steps to keep up and thrive in a rapidly shifting landscape.

To understand how companies can succeed in a disrupted world, our research started by defining 'success' and 'disruption'.

The disruptors were identified to be i) environmental impacts; ii) cybersecurity & technological advancements; iii) supply chain volatility; iv) regulatory shifts; v) macro-economic conditions; and vi) workforce shifts & labour security.

Companies measure success under five broad categories, they are i) financial measures; ii) customer satisfaction; iii) sustainability; iv) reputation; v) operational effectiveness; and vi) employee well-being.

We discussed these disruptors and measures of success with 20 leaders, across business multiple industries and functions, to gain broader views, insights and an understanding of what's really happening. This report distills those insights into lessons and responses that will help businesses thrive.



Through our research we identified three key lessons:



See the wood and the trees
Companies are missing the big picture.



Run your own race
Peer benchmarking is over-used in business decision making.



Don't use the past as a predictor of the future
Companies are relying on what has worked in the past, without considering what they need to do into the future.

Our analysis identified three responses that will help:



Think systems & integrate
Engage in deeper business analysis to properly assess the context in which your organisation operates.



Find the value in the value chain
Engage differently with your value chain.



Build on success
Take a human-centred response to succeed in a disrupted world.



There are certain business principles that don't change over time, the fundamentals are the same. To be successful in the future, the application of those principles must change because the world around business has shifted"

Marketing leader, Construction



A traditional leader was someone with deep technical experience who gave directions. Now, we need leaders who can look beyond the business"

Executive leader, Telecommunications



The measures of success

Our research shows that companies measure success against six broad categories. Regardless of industry, these categories continue to be what matters to business.

01 Financial measures

The key category for every business. *Specific indicators include profitability, share price, sale volume, capital position, market share.*

02 Customer satisfaction

This category can also be broadened further to 'stakeholder satisfaction'. *Specific indicators include Net Promoter Scores, complaint volume, client growth and retention.*

03 Sustainability

This category emerged in response to business disruptors. *Specific indicators include GHG emissions reduction, reduction in resource consumption (energy, water, waste), diversity and inclusion, ESG benchmark scores (CDP, Sustainalytics, MSCI).*

04 Reputation

Some companies reported struggling to measure reputation effectively. *Specific indicators include external measurement such as RepTrak, upgraded credit rating, external benchmarks, awards and external recognition.*

05 Operational effectiveness

Key to keeping business ticking, but the research indicates it's not a focus for the largest companies. *Specific indicators include resource efficiency, productivity, quality improvements.*

06 Employee well-being

Employee well-being becomes a priority when talent is scarce, but can fall off the radar when in surplus. *Specific indicators include WHS metrics, well-being and engagement surveys, retention.*

The Asia-Pacific Perspective

This report considers what success looks like for businesses operating in the Asia-Pacific region. While there are variations in each market, there are also similarities. The region is highly vulnerable to disruptions, for example high exposure to physical climate risks, shifting labour force (through population movement and emerging talent pools with new skills), and is at the forefront of emerging industries and technological advancements. Our research also highlighted a unique business culture. Themes of humility and a conservative-business approach were evident across markets. Leadership is historically defined as those with market power, with less emphasis on particular actions or mindsets.



The Disruptors

We identified six current and expected areas of disruption which are being addressed by businesses across industries and markets. These categories define the 'disrupted world' in which businesses are operating.

01 Environmental impacts

Climate change is regarded as the biggest disruption facing companies.

02 Regulatory shifts

The exact nature of 'regulatory shifts' varied across APAC markets but what was agreed was that regulation has the potential to substantially help or hinder the success of a business.

03 Cybersecurity & technological advancements

Cybersecurity risks were dominating conversations in the boardroom, until AI crashed in to take over the conversation. Both remain highly salient concerns, with AI at times regarded as significant a disruptor as climate change.

04 Macro-economic conditions

Conditions may vary but dealing with wider geopolitical or socioeconomic factors is an 'always-on' position for businesses.

05 Supply chain volatility

Managing supply chains is business-as-usual but unique disturbances, such as COVID-19 and armed conflicts, can intensify risks and instability.

06 Workforce shifts & labour security

While less likely to be discussed in formal reports, managing workforce shifts are regarded as an important factor to success.



Trying to separate natural and expected variation from genuine variation (or disruption) is really hard"

Executive leader, Aviation



Disruptions will come in and out, you have to choose to respond to the right ones. If you choose the wrong ones, you will waste a lot of resources"

Marketing leader, Construction



The Lessons

Businesses are hard at work and taking steps to make smart decisions in a disrupted world. Unfortunately, the data showed it can quickly become a frenzied game of 'whack a mole', with business leaders asking:

Which priority do I hit today?

Where is the next issue going to pop up?

Can I keep pace with the relentless change?

Businesses are making a solid go of it and finding strategies to help manage situations that can quickly turn chaotic. However, leaders and their teams are still feeling overwhelmed. Through our research, we uncovered three lessons that businesses can apply to find calm and productivity in the chaos:

01 See the wood and the trees

02 Run your own race

03 Don't use the past as a predictor of the future

Lesson 1

See the wood and the trees



Things are interconnected, it might be more manageable to speak about things as separate issues but we need to see the big picture because how we work is going to change significantly”

Innovation leader, Technology

What we learned

Businesses are in reaction mode, rushing to put fires out. Immediate problems are being addressed but companies are not stopping to understand broader context or take a more holistic response.

Companies often do not articulate ‘why’ they are doing what they are doing; this leads to a lack of clarity for both internal and external stakeholders. A narrow or short-term view also misses opportunities. Businesses are not consistently linking their response to disruptors to their measures of success, nor do they look at the interconnections between disruptors.

Businesses may deprioritise longer-term solutions in favour of small tactical responses for a quick fix. This approach traps businesses into a crisis-reaction cycle.

Responding is not the same as reacting. Responding is about assessing the situation, understanding the broader context, determining what’s material, and implementing a plan of action that responds to the whole issue. Building a ‘response muscle’ means a business gets more efficient in making smart, consistent decisions as the world continues to change. The lesson is clear: take a proactive, integrated approach to dealing with disruptors and creating success.

Examples from the research

01 One company had identified that climate change had the potential to wipe out their primary asset, on which their entire business was based. However, no meaningful climate action was taken. Some climate action is now being taken, but only in direct response to changing regulation. It was common for companies to take this ‘tick the box’ approach over a comprehensive business response.

02 A financial services company noted that while the long-tenure of its employees brought many benefits, it was also creating future issues. There was acknowledgement that a Boomer and Gen X heavy workforce was setting up large gaps in corporate and industry knowledge in the coming decade as those groups shifted to retirement. Action was being taken to source a employee base more representative of the community’s demographics. The forward-looking approach to workforce shifts was an exception in our research. The topic was largely not covered in reports or interviews. Generally, if workforce disruptions were discussed, it was in reference to the COVID period, when this was a priority.



Lesson 2

Run your own race



We want to be part of the solution, or at least seen to be part of the solution”

Business leader, Building & construction

In APAC, there is a real hesitation to lead boldly from the front, preferring to keep in step with peers. Companies fear being too far ahead of competitors – sticking your neck out can be seen as risky and expensive – but also fear being left behind.

What we learned

The desire to keep up appearances is preventing a response tailored to the needs of the organisation. It is important to companies that they are ‘seen’ to respond to external trends and disruptions. This is sometimes prioritised equally (or more!) than taking decisive steps to address an issue.

Being focused on appearances means that a lot of time is being spent understanding how to stick with the pack. Employees are noticing and are wondering why companies are running their own race. We spoke to leaders who expressed anxiety that waiting to see what others are doing might leave it too late to make change. Others thought it was the wrong approach in general because it uses the wrong drivers upon which to make decisions, leading them down the wrong path. Taking steps for optics rather than impact is regarded as less authentic, harder to evaluate and riskier, but it’s happening regularly.

Examples from the research

01 Several large Australian companies experienced significant cyber-security attacks recently. Some interviewees from Australia, noted that, in response, they immediately ramped up their own cybersecurity efforts to avoid a similar fallout. However, cybersecurity had been a known risk to companies prior to these breaches and had not compelled sufficient action.

02 One interviewee was grappling with how quickly more sustainable raw material options should be adopted. It was a balancing act between making a move that was understood to be inevitable (and required) in time, and paying the premium in the short term that competitors were not. Unfortunately, the decision wasn’t about balancing business ambition with analysis of how to achieve short- and long-term success. Instead, it was all about getting ready to run with the pack.



Lesson 3

Don't use the past as a predictor of the future

What we learned

“What got you here won't get you there” - we heard versions of this message repeatedly across our interviews. The difficulty for businesses is figuring out what needs to change and how to change while keeping the business moving.

Relying on what worked in the past will not guarantee future success. Businesses need to use time-tested principles but apply them to today's context, where disruption is constant, and agility is key. A growth mindset and adaptability are now critical for business survival.



Innovation is not just about tech”

Sustainability leader,
Agriculture

Examples from the research

01 One sustainability leader was focused on evolving the company's approach to risk assessment. The current approach was focused only on health and safety risk assessments. Given the nature of the business, this approach was previously sufficient. However, this leader understood that highly-material future risks, such as climate change impacts, were not being captured. They took steps to better utilise business tools such as risk matrices and scenario planning. The updated approach was more comprehensive, considered different time horizons, brought in stakeholder views, and leveraged knowledge of scientific reports and other evidence bases.

02 One interviewee reframed the disruptors as risks; all were considered and managed as risks within that company. The company had mature approaches to managing some of these risks, understanding how they would impact on measures of success directly. Other responses were less mature, but were in progress. When prompted, the interviewee agreed that there could be opportunities within all disruptors, and that in fact this would be a very desirable way of thinking about them. However, the existing risk management approach was deeply engrained at the business and it was difficult to reset thinking on this. Framing disruptors only as risks was common across companies.



How to respond

We know that applying lessons can be harder than understanding them. After identifying the key lessons from the research, we conducted further analysis to determine three primary responses. To help businesses succeed, we've outlined a series of actionable steps.

Responses look at a business' i) landscape; ii) value chain; and iii) people.

A note on purpose

The consistent and persistent message from all interviewees was that organisations are not communicating 'the why'. There is not enough understanding at any level of a business about why changes are being made. The conclusion is it's not communicated because no-one knows. To succeed, a business must understand why it chooses to take specific actions against the disruptions it's facing. Where no action is taken, an organisation must also understand why it chooses not to act.

The three key responses are:

01 Think systems & integrate

02 Find the value in the value chain

03 Build on success



01 Think systems and integrate

To thrive in a disrupted world, businesses need to respond to the fact that they are part of an interconnected system. That system carries risks and opportunities, which influences all aspects of a business. Within the larger external system, a business will have its own internal system, or way of doing things. It must tailor its internal system to be able to best respond to the broader external patterns and signals. The requirement to complete a double materiality assessment under EU legislation is driven from this type of thinking. However, this approach is almost non-existent in APAC.

APAC companies must apply more rigour to assess the system in which they are operating, identify their unique place in that system and formulate a context-appropriate business strategy and decision-making framework. A cookie-cutter approach will not work, but a standardised approach designed specifically for your organisation will maximise efficiency over the longer term. Things will continue to shift considerably over the next few years. Understanding your place in the system will create clarity.



Systems thinking is the art and science of making reliable inferences about behaviour by developing an increasingly deep understanding of underlying structures. It's seeing the forest and the trees."

Barry Richmond
(the 'father' of systems thinking)



The issues that are having the biggest impact on a business are systems issues. They are very high impact. A lot of sustainability issues have similar characteristics."

Executive leader, Telecommunications

Action 1: Link disruptors to success

"Integrate sustainability into business strategy and model. Sustainability can't be a standalone, siloed function within the business, which it often is."

Premium Consumer Goods

Wherever possible connect the disruptors to company measures of success. For instance, some companies are:

- Reporting against IFRS ISSB S2 "Climate-related disclosures" and therefore are required to link climate change risk to financial measures.
- Leveraging technology, including managing cybersecurity risks, by directly targeting operational efficiency goals.
- Seeking reputational gains by managing sustainability proactively and communicating appropriately.

A direct link may not be required between all disruptors and measures of success. Sometimes it may not be relevant, or your engagement with the issue may be maturing, making it too early to link effectively. In other cases, the interconnections between disruptors and/or measure of success may require a more holistic response. However, building an understanding of whether it's needed – or possible – will help you understand your system and how to integrate into business decision-making.

Action 2: Find the opportunities, don't just react to risks

Risks assessments mainly focus on 'what could go wrong'. It is worth also looking at 'what must go right'.

Legal counsel, Construction

Forward-looking companies know that risks will find them, but opportunities need to be found. Your New Business Basics must include ways to develop strategies to uncover and assess opportunities. Being able to anticipate risks will help identify future opportunities.

Deal with issues in a prioritised manner. Be proactive in creating business-specific responses to maximise opportunities and find measurable ways to execute this. A business must make appropriate resourcing choices, develop clear governance structures, and build alignment across teams. Buy-in is imperative, everyone must understand why action is being taken and what it targets to achieve.

The double materiality assessments required in the EU require assessment against various time horizons. Consider what may change over time and ensure your plan is responsive to those shifts.

"If you're going to stay alive you've got to have a plan. Your business must be able to problem solve."

Practice leader, Architecture



01 Think systems and integrate

Action 3: Get Specific

Our research shows the key way organisations are getting ahead in their response to disruptions are through actions that are specific to their business and industry. The most successful actions are those that are unique and clearly linked to business strategy – this delivers a defined ‘why’ and a directly linked ‘what’.

- Identify priorities, clearly define the specific problem (drilling down as much as possible), and find the solution that directly responds to that problem.
- Build knowledge and capability to respond to disruptors at all levels of your organisation (not forgetting your board and executive!), and tailor to suit your business.
- Find ways to stress-test business resilience and build company-specific actions from there.

A systems thinking approach will help you identify a problem clearly and find the right solution. Central to a systems thinking approach is the process of testing, learning and iterating as solutions may not always be simple.

What to do

The New Business Basics is a checklist of business tasks that are now necessary to successful, sustainable business. These tasks will help your business understand the broad external system in which it exists and adapt your internal systems to respond.

‘Beyond basic’ are tasks for businesses looking to take an even more robust approach. These actions will step up your ability to navigate various commercial, legal and reputational needs while focusing on finding and acting on opportunities.



Be prepared. But know there will always be something unexpected that comes along”

Executive leader, Telecommunications

The New Business Basics	Beyond basic
<ul style="list-style-type: none"> • Develop a sustainability-integrated business strategy, giving your actions purpose and to provide a ‘why’ for decision-making. • Create an action plan for the ‘what’. Use a SMART goal approach, and build in adaptability so your plan is responsive over time. 	<ul style="list-style-type: none"> • Elevate your strategy with creativity, which means align to your brand and audience, make it unique to your brand, ensure it can be readily understood by all stakeholders, and make it compelling so people want to engage.
<ul style="list-style-type: none"> • Conduct materiality assessments and utilise to strategise and prioritise at an enterprise level. 	<ul style="list-style-type: none"> • Conduct double materiality assessments to identify impacts, risks and opportunities. • Complete a gap analysis against material topics, strategy, actions and ambition level to be confident about your next steps.
<ul style="list-style-type: none"> • Conduct scenario analysis – now required in some sustainability reporting standards, e.g. IFRS ISSB standards. 	<ul style="list-style-type: none"> • Create a methodology that has stakeholder engagement at its core for deeper insights. Develop an ongoing feedback loop into your approach to set you ahead.
<ul style="list-style-type: none"> • Invest in innovation – whether it be new ways of working, new products, or more resilient and sustainable raw inputs. 	<ul style="list-style-type: none"> • Find collaborators to co-invest and/or fill gaps in expertise. • Implement through robust program design.
<ul style="list-style-type: none"> • Update your risk register, combine business and sustainability risk registers and update how you manage shifts over time frames. Feed insights from risk management processes into opportunity identification process. 	<ul style="list-style-type: none"> • Design a way to review and assess the interconnections between risks.



02 Find the value in the value chain

A business cannot sustain success in a disrupted world without knowing how to create value across its value chain. A value chain is related but different to a supply chain. A supply chain assembles the components needed to create your product or service. A value chain considers all activities and contributors that add value to a product or service.

Partnerships and collaboration are key to thriving in a complex, interconnected value chain. By focusing on mutual benefits and working in partnership, businesses can strengthen resilience and position themselves for long-term success.



Partnerships are the main way we are able to stabilise and find opportunity in disruptors.”

Practice leader, Architecture

Action 1: Create value through partnerships

“We’ve been able to compete against larger competitors cost effectively by developing partnerships.”

Senior leader, Financial services

Business partnerships today operate fundamentally differently from the adversarial relationships of the past. A traditional approach sees companies focused on maximising their own gains at the expense of those with whom they do business. The new business approach dictates that successful partnerships are built on mutual value creation, where both parties collaborate for shared success. Recognise that true strategic growth and long-term resilience come from enduring alliances which are better positioned to navigate disruptions.

Businesses define their ‘partners’ in a number of different ways:

- Suppliers: work in collaboration to understand what each party needs to accomplish from the transaction, work together to maximise this for both parties.
- Wider value-chain: an end-distributor may not directly source raw inputs themselves but may understand that shifts downstream will affect them in the end. Businesses, particularly where they are dominant players in the market, may invest in research or innovations further down the value chain. Increasingly, it is recognised that new solutions are more effective when implemented across an industry and are being offered open-source.
- Clients: where new regulations, innovation, or ways of working need to be tested and deep collaboration is required, clients are your best partners.
- Cross-sector collaborations: collaborating with other sectors is done for a variety of reasons and outcomes. A partnership with a not-for-profit might deliver community investment outcomes relevant to business goals. A public-private partnership may deliver against commercial and public goals.

Action 2: Regulate your relationship with regulation

Regulation is dominating business conversations. In some ways this makes sense, there’s lots happening in this space.

Regulations around climate disclosures are advancing rapidly, even if there is no specific regulation in your jurisdiction, your business may be affected by regulations elsewhere. (This may be true of regulations for other topics as well.)

Regulators are trying to deal with disruptors just like businesses. This is evident in areas where it seems regulation is struggling to keep up, e.g. AI or cybersecurity. Some business leaders reported a lack of regulation in their country, creating instability in their market. Leaders in other countries reported that too much new regulation is creating complexity, creating risk.

What too many businesses have in common however, is that a focus on regulation is creating paralysis. Whether regulation in the pipeline is being waited on, or there’s ‘no need to act’ because there’s no regulation, or regulation is seen only as a box to tick that chews up resources, companies are slowing down where they need to be speeding up.

Avoid compliance paralysis. Use regulations (domestic and international) as an indicator of current and emerging commercial risks. Understand the objective of different regulations and from there determine what response to the issue is right for your business. Engage with the regulator in the development of new regulation, help to make sure that it is fit-for-purpose. Once regulation is in place, find the business value in the process, don’t just tick the box. Responding to regulation should inform the beginning of your process, it should not be the end of it.



02 Find the value in the value chain



Regulation that is not enforced is a waste of everyone's time."

Sustainability leader, Construction



You need a good reputation to develop good partnerships. You need good partnerships to succeed."

Marketing leader, Construction

Back to Basics

How to use regulation to drive change in a conservative organisation:

1. Understand the regulatory environment in key trading jurisdictions.
2. Create concern, highlight the regulatory requirements to demand attention.
3. Minimise fear, offering hope with a suggested response.
4. Move your organisation from reaction to response. Create conversations about the situation, discuss why it's important for your business, workshop potential outcomes based on different responses (including if no action is taken).

What to do

The New Business Basics value governance. Governance is key to creating value across the value chain.

The New Business Basics	Beyond basic
<ul style="list-style-type: none"> • Design governance processes to manage the 'who', 'how', and 'when' of delivering against your purpose and plans. 	<ul style="list-style-type: none"> • Use governance mechanisms to support dialogue across silos in your business.
<ul style="list-style-type: none"> • Train your team on governance objectives, processes and expectations. 	<ul style="list-style-type: none"> • Include governance in onboarding approach for all new team members.
<ul style="list-style-type: none"> • Build governance frameworks into partnerships with expected outcomes and clear roles and responsibilities. 	<ul style="list-style-type: none"> • Embed measurement and evaluation into partnership governance.
<ul style="list-style-type: none"> • Update your approach to company policies: focus on quality, not quantity, and think carefully about the best format and purpose of each document. 	<ul style="list-style-type: none"> • Take a creative communications approach to get the right policies into the right hands. Think creatively about policy design and implementation to promote engagement, acceptance and pride in company positions.



03 Build on success

Past success can create complacency. Businesses must guard against letting their past achievements lead to future stagnation. To stay competitive, leadership must embrace a forward-thinking, growth mindset and instil it across the company culture. Building adaptive and inclusive leadership at all levels of the organisation is critical to ensuring long-term resilience and success. Encourage teams to learn, evolve, and inspire others. Grow your own talent. Understand how middle management is one of your key resources and find ways to support appropriately.



“In a growth mindset, people believe that their most basic abilities can be developed through dedication and hard work—brains and talent are just the starting point. This view creates a love of learning and a resilience that is essential for great accomplishment.”

Carol Dweck



When you are finished changing, you are finished”.

Benjamin Franklin

Action 1: Reset your mindset

“We are good at working with ambiguity and complexity. The business is always willing to listen and give something a go. This culture and mindset are an absolute strength when it comes to dealing with the disruptors.”

Sustainability leader, Financial services

We are experiencing constant disruption. For example, simple and specific applications of AI have been utilised in business for a while now, further disruption occurred recently with ChatGPT bringing generative AI to the general population. But AI innovations are in their infancy, and there is no clarity on what's next or how far we'll go.

Managing constant, systems-level change is exhausting. Finding new ways through, without derailing wider business operations, requires developing processes and strategies designed to adapt. To do this successfully, there must be an organisational-level 'growth mindset'. Growth mindset is typically applied to individuals, but the New Business Basics requires this approach to be embedded into business culture, values and governance.

“Transformational change is different to incremental change. Transformational change is about changing culture, mindsets, and ways of thinking. It's changing the humans, not the process.”

Change leader, Aviation

03 Build on success

Action 2: Redefine leadership

“Leadership must be more humble, you won’t know everything. You need to hear and understand broader views.”

Executive leader, Telecommunications

Leadership is different to management, but you need both to succeed. Leadership today must be able to set a vision and goals for an organisation, even where there’s ambiguity. Whereas management is about directing teams to make sure things happen.

Key traits that leaders of the future need were identified to be emotional intelligence; humility; desire to keep learning; ability to coach and guide; ability to set a direction without having all the answers and adapt along the way; and understanding the value in diversity of people, thoughts and experience.

“Can success create complacency? Yes.”

Legal counsel, Building & construction

A word on middle management

“Middle management casts the longest shadow across the organisation. Middle management needs to change the business and run it. What are you doing to help them?”

Change leader, Aviation

Middle management came up a lot in our interviews, from CEOs committing to supporting them better; to middle managers with a clear idea of how to support the business, but not confident the business would support them; to change managers who said middle management are the key to sustained change. What was clear is that middle management is a crucial link between a future vision and embedded change.

To get the most out of middle management establish ways to keep them informed, hold them accountable to their role in the change, and ensure they are equipped with skills the business needs now and in the future. In doing so, a company will set the guardrails to support middle management but still afford them the freedom and incentive to deliver.

“The board and executive will say that we’re going really well against all our measures of success. But I’m a leader in the business. I know there’s more to it than that.”

Interviewee from middle management



03 Build on success

Action 3: Reimagine talent

“People want to be involved in change. They don’t want it done to them; they don’t want to feel like they’ve got no control.”

Change leader, Aviation

People make a business succeed. A business’ employees are best at identifying risks and opportunities. Build space within business functions or specific roles for business process reviews and innovation.

Roles, capabilities and expectations (both from employees and employers) are changing. Update hiring practices to recruit on mindset and transferable skills where possible.

Working across the executive, middle management, and human resources devise a plan to proactively manage workforce shifts. Consider options to implement over time, such as role redesign, mid-career transitions, splitting technical and management leadership, embedding ongoing learning.

“Grow your own capability, you might not be able to buy it from the open market.”

Executive leader, Aviation

What to do

The future is people powered.

The New Business Basics	Beyond basic
<ul style="list-style-type: none"> Review organisational values, vision and strategy with culture and mindset in view. Embed a growth mindset. 	<ul style="list-style-type: none"> Devise an employee engagement program that engages the team in a sustainable business strategy by explaining the role everyone plays and how it will impact different roles (bring a clear vision of how this will work and how employees will be supported).
<ul style="list-style-type: none"> Update board skill matrices to reflect more holistic abilities and perspectives. Does your board reflect your value chain? Does it include the future skills of your company? 	<ul style="list-style-type: none"> Evolve board strategy days into Strategy & Culture days, with space to consider organisational mindset.
<ul style="list-style-type: none"> Implement a capability building program on key disruptors, across all levels of the organisation. 	<ul style="list-style-type: none"> Design Learning & Development programs against short- and longer-term priorities.
<ul style="list-style-type: none"> Evolve recruitment to factor in the ability to perform in a role today and in the future, the ability to recognise, respond and adapt to disruptions, and the ability to transfer skills. 	<ul style="list-style-type: none"> Talent profile reviews; an evolution on succession planning - review talent pools against current and future key disruptors, risks and opportunities.
<ul style="list-style-type: none"> To support project-based change programs, roll out a strategic, organisational-level change program. 	<ul style="list-style-type: none"> Upskill all executive team on change management.
<ul style="list-style-type: none"> Build in sustainability-related KPIs to board and executive incentive schemes. 	<ul style="list-style-type: none"> Extend a holistic approach to performance reviews and incentives across all levels of the business.



Appendix

Methodology

Research was informed with inputs sourced from 36 companies across 8 countries in APAC.

Businesses were selected to cover a range of industries, including retail, financial services, technology and telecommunications, resources and energy, agriculture, consumer goods, automotive, healthcare, construction, media and advertising, professional services, and aviation across key markets.

The research was designed around 3 phases:

1) Research

We consulted academic literature and publicly-available company reports, from APAC-headquartered businesses, to inform this research.

2) Interviews

We conducted 20 interviews in September & October 2024.

Interviewees came from APAC-based listed and private companies, and multinational private and listed companies operating in APAC. Interviewees represented various business functions and came from different levels of leadership. All interviewees had some decision-making authority in their organisation.

3) Analysis

We assessed the data to derive insights. We considered business processes and tools that could be leveraged in response. We assessed how current business and sustainability practices were helping businesses thrive but also how they could improve for better outcomes.

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