

Newsletter



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Resilience Is Replacing Efficiency

For decades, businesses were encouraged to optimise for efficiency. Globalisation, just-in-time supply chains, outsourcing, lean operating models, and cost reduction became dominant management principles across industries. Efficiency was often regarded as the primary indicator of organisational success, allowing organisations to reduce costs, increase productivity, and scale operations across increasingly interconnected markets.



This approach was supported by a period of expanding international trade, technological advancement, and relatively predictable operating environments. As a result, many organisations focused on streamlining processes, eliminating redundancies, and maximising the utilisation of available resources. In many sectors, the ability to operate faster, leaner, and at lower cost became a key source of competitive advantage.

The Shift

Recent events have challenged this assumption. The COVID-19 pandemic, geopolitical tensions, energy disruptions, cyber incidents, and supply-chain shocks exposed the vulnerabilities of highly optimised systems. Organisations discovered that maximum efficiency does not always produce maximum resilience. In many cases, systems designed to eliminate redundancy proved less capable of absorbing unexpected disruption.



Regulation Reflects the Change

This shift is increasingly visible in modern regulatory frameworks. The Digital Operational Resilience Act (DORA), the NIS2 Directive, Critical Entities Resilience requirements, and various supervisory expectations across the financial and energy sectors share a common objective: ensuring that organisations can continue operating under adverse conditions. The focus is no longer limited to whether systems function efficiently during normal circumstances. Increasingly, regulators seek assurance that critical functions can withstand disruption, recover quickly, and maintain continuity.

Business Implications

As a result, resilience is becoming a strategic consideration rather than merely an operational concern. Across sectors, organisations are investing in enhanced cybersecurity capabilities, business continuity arrangements, diversified supply chains, operational redundancy, stronger data governance and recovery mechanisms, and more comprehensive third-party risk management. Although these measures may introduce additional complexity and cost, they are increasingly viewed as essential components of long-term stability and sustainable business performance.

Looking Ahead

The growing emphasis on resilience suggests a broader transformation in the relationship between regulation and business. For many years, competitive advantage was often associated with operating faster, leaner, and at lower cost. Today, regulators, investors, and stakeholders increasingly value the ability to absorb shocks, adapt to uncertainty, and maintain continuity under pressure. In this environment, resilience is no longer simply a risk-management concept. It is gradually becoming a core characteristic of sustainable and successful organisations.



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