

講演

Common features of Corporate Resiliency -Risk Management Thinking and Case Studies-

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本報告のスライドは下記の通りであるが、ASEAN 統一後、特に中小企業の脆弱性をいかに高めるか、いいかえれば企業の復元力をいかに高めるべきかという視点から、事例を踏まえ復元力の源泉に関する共通要因を示した。

Common features of Corporate Resiliency
- Risk Management Thinking and Case Studies-

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Introduction (why resilience now)

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- A human cannot come back to life from death, but companies have the potential to recover in some cases.
- Today, in Japan companies have a low survival rate. Only 6.3% of companies are still in operation 10 years after starting up (National tax agency, 2005). The number of bankruptcy and discontinuance of business in 2015 in Japan is 35,511. It means that about 97 companies is failed and give up their companies in one day.
- These figures indicate the difficulties of modern business management, and also teach us the importance of making a quick recovery from management failure.
- Probability of failure is much higher than success of corporations; it is very important to think about the causes, background and countermeasures from the perspective of risk management.

Four levels of resilience

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- 1) Individual resilience
- 2) Corporate(Business) resilience
- 3) City(Community) resilience
- 4) Country resilience



Individual resilience Corporate resilience City resilience Country resilience

Da Nang joins resilient cities

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1. 100 Resilient Cities in The Rockefeller Foundation

- In 2013, The Rockefeller Foundation pioneered **100 Resilient Cities** to help more cities build resilience to the physical, social, and economic challenges that are a growing part of the 21st century.

2. definition of Urban resilience

- **Urban resilience** is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience.

Da Nang joins Resilient Cities



- 東南アジア
バンコク (タイ)
ダナン (ベトナム)
マンダレー (ミャンマー)
スマラン (インドネシア)

Da Nang has been included among the first 33 cities selected from nearly 400 applicants across six continents to join the 100 Resilient Cities network, the Rockefeller Foundation announced yesterday. — File Photo

DA NANG (VNS) — Da Nang has been included among the first 33 cities selected from nearly 400 applicants across six continents to join the 100 Resilient Cities network, the Rockefeller Foundation announced yesterday.

In applying for the 100 Resilient cities challenge, cities were required to submit their visions, needs and plans to build resilience in a way that connects government, the private sector and civil society, while specifically addressing the needs of their poor and vulnerable citizens.

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What is corporate resilience?

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- 1) being able to withstand or recover quickly from difficult conditions
(In the Oxford English Dictionary)
- 2) the ability of a system and its component parts to anticipate, absorb, accommodate or recover from the effects of a major shock in a timely and efficient manner (the Science Council of Japan)
- 3) the capacity to recover quickly and effectively after experiencing a crisis and change without a lot of accompanying trauma
(Professor Liisa , Aalto Univ. in Finland)
- 4) the corporate capacity to overcome adversity in a critical situation, not only by managing the cause effectively but also by seeing new opportunities in an otherwise adverse situation (K.Ueda).

- 2006年 サンセン台風でダナンでは100名以上の死者 総損害額10兆ドン
- 1989年～2010年の20年間で洪水による死者が67%。
- 2000年、自然災害によるベトナム全土の死者数は762人、そのうち子供は357人



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The source of resilience for enterprises

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- 1) Having a corporate vision, or corporate mission
- 2) Looking ahead and assessing the correspondence of risk
- 3) Having a flexible strategy

The Suisen brewing company before March 11 in 2011

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- The Suisen brewing company suffered catastrophic damage from the Great Eastern Japan Earthquake.
- That company was incorporated in 1944 by the merger of 8 liquor stores (sake brewers) in Rikuzentakada and Ofunato.
- “Suisen”, the most popular brand in the company, received the gold award at National New Sake Tasting Fairs in 2007 and 2008. After 2008, they started a new part of their business, expanding into the China market.

The Suisen brewing company in the Great Eastern Japan Earthquake on March 11

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- 7 of 60 employees died On March 11, 2011, all remaining employees were dismissed as there was no longer any physical infrastructure left after all 150 tanks and buildings including the wooden 4-story warehouse were submerged in the tsunami



The Suisen brewing company after the five days of earthquake

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- Five days after the earthquake, President Yasuhiko Konno visited the site which was completely destroyed. He almost lost hope in reconstructing the company when he saw the extent of the tragedy. But when he found a piece of sake barrel from the wreckage, he couldn't believe it was just coincidence.
- “Everything was lost because of the tsunami, but Suisen is still here. Why don't I try to start up Suisen again?” President Konno felt that an invisible power pushed him to reconstruct the company.



Suisen's reconstruction scheme

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- ① The vision of Suisen brewing company
“pass down the culture and skills to future generations through both manufacturing and sales of sake”
- ② Being aware of risks and being well-prepared for an emergency by reviewing the current risk management strategy
- ③ Suisen and Suisen's stakeholder could have flexible approach to their reconstruction activities
 - borrow brewing facilities from Iwate Meijo corporation
 - reduced their 200 house-brand products to below 20, including “Yukikko”
 - received economic backing through investment banks and individual contributions.

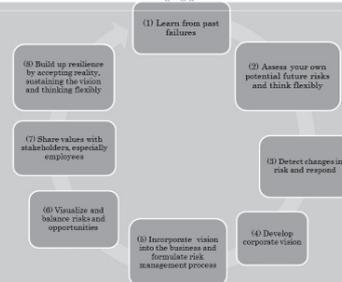
Eighteen months after the Great Eastern Japan Earthquake

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Conclusion Eight key concepts to building corporate resilience and sustainability

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研究会当日は、参加者から大変に強い関心が寄せられ、「抽象的な学問領域を具体的な事例で示したことで、大変に理解しやすいものになっている」、「このアプローチは普遍的な適用性があるのか」、「経済や経営一般の問題にも応用可能なのか」、「応用分野に展開していくためにはどのようなことに気を付ければよいのか」など活発な質問が寄せられた。