



BİLİřİM VADİSİ
Technology Development Zone

CORPORATE RESILIENCE

CAPACITY OF IT COMPANIES

2022





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INTRODUCTORY

The new normal, which is having profound social and economic consequences, has rapidly changed customer demands, redesigned and restructured businesses, and even entire industries. This period has caused not only Türkiye, but the entire world, to reconsider and take new actions. Bilişim Vadisi's research, in which we measured the "Resilience Capacity of IT Companies" for the first time in Türkiye, revealed an important study that forms the basis for policies to be formed in the fields of business continuity and resilience at the micro-macro level for all ecosystems. I believe that the research we have done with IT companies is necessary to urgently measure the endurance capacity of companies in various industries of Türkiye in order to be prepared for unexpected devastating problems and to put the vision of the future on solid foundations today. I am delighted to be a part of this research, and I hope that the results will be useful and instructive to all of our stakeholders.

EXECUTIVE SUMMARY

Corporate resilience capacity has become one of the most important issues facing the whole world in today's process.

Corporate resilience is more than just a capacity and capability; it is also a philosophy about how organizations can manage turbulence and make responsible and proactive foresight and confrontation before crises occur in complex and uncertain environments. Therefore, resilience is about dealing with both known issues and unknown and unexpected issues. Resilience capacity is one of the most important concepts that enable companies to take forward steps with their foresight, preparation, struggle for survival and adaptability.

The research conducted by Bilişim Vadisi was prepared using the resilience capacity scale developed by Prof. Dr. Ali Ekber Akgün and Prof. Dr. Halit Keskin and published in international literature. With the research, the resilience capacity of 168 IT companies was determined.

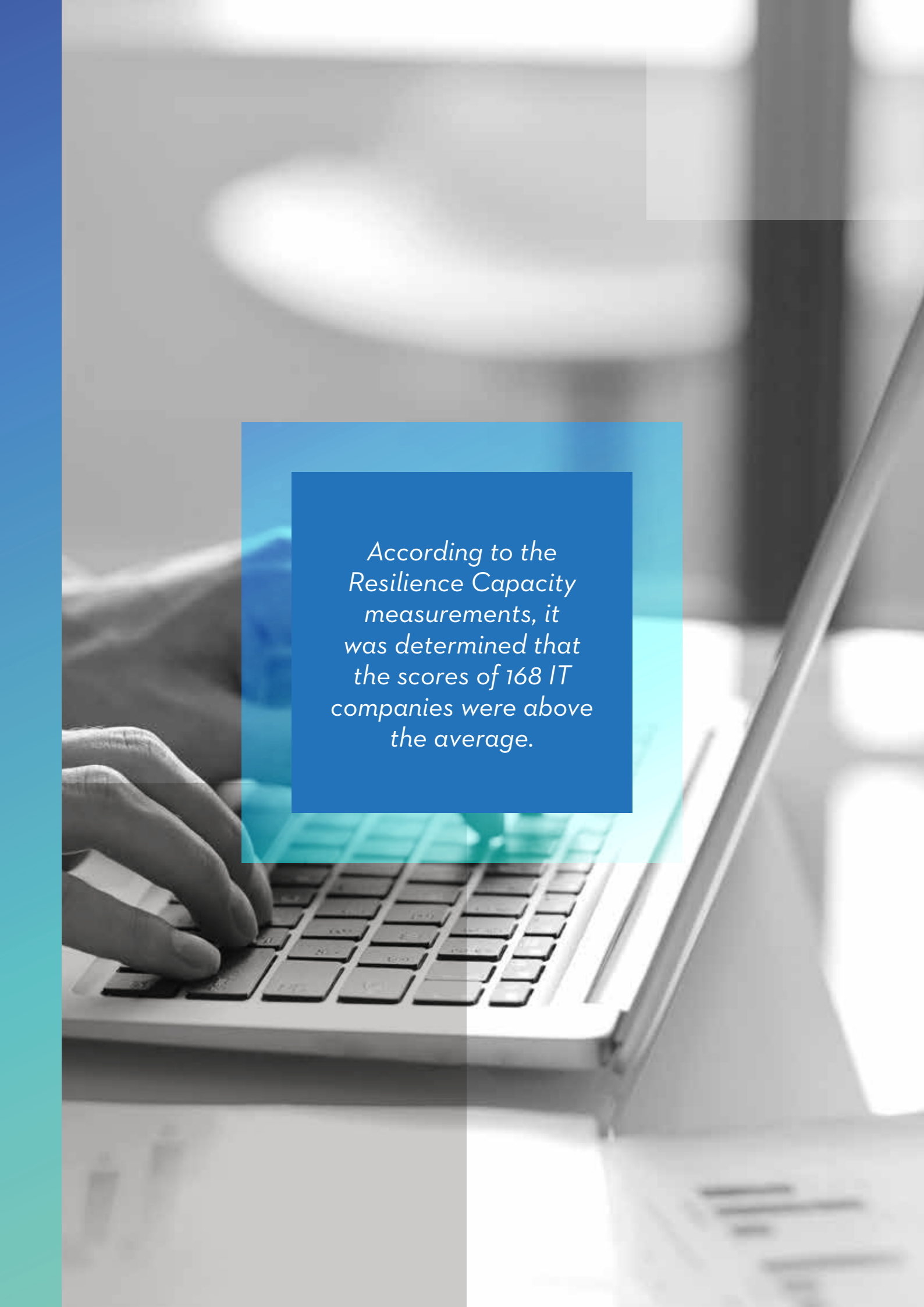
According to the calculations for the ten dimensions that comprise endurance capacity, 168 companies have a value between 5.35 and 6.20 out of 7, the highest value. These values show that the resilience capacity of IT companies is above the average, at a good level.

According to the evaluation results, it is thought that IT companies would benefit from focusing on the dimensions that are relatively lower on the durability scale and require support, in order to become more agile, durable, and competitive.

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A grayscale photograph of a person's hands typing on a laptop keyboard. The image is overlaid with a blue and teal gradient. A dark blue rectangular box is centered over the keyboard, containing white text. The text is italicized and reads: "According to the Resilience Capacity measurements, it was determined that the scores of 168 IT companies were above the average."

*According to the
Resilience Capacity
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the average.*

CONTENT

INTRODUCTION	8
DEMOGRAPHIC DATA OF IT COMPANIES	
PARTICIPATING IN THE RESEARCH	12
GENERAL FRAMEWORK OF CORPORATE RESILIENCE	22
DIMENSIONS OF CORPORATE RESILIENCE CAPACITY AND	
FINDINGS ON IT COMPANIES	26
CONCLUSION AND EVALUATION	44

A photograph of a concrete structure, possibly a tunnel or a large room, with a beam of light illuminating a section of the wall and floor. The light creates a strong contrast between the illuminated area and the surrounding shadows. The concrete has a rough, textured appearance. A vertical blue bar is on the left side of the image.

*Only resilient organizations can survive in
environments of high uncertainty and risk.*

1

CHAPTER

INTRODUCTION

INTRODUCTION

Only resilient organizations can survive in environments of high uncertainty and risk. Companies should be able to develop beyond survival in chaotic, uncertain, and threatening environments. Unstable environments always present new challenges. Even the most stable markets can be shaken and confronted with revolutionary changes from time to time. Although these situations are frequently viewed negatively, resilient companies manage to maintain their positive adaptations in the face of adversity. Resilient companies thrive and grow because they can face and overcome major challenges.

The resilience capacity of an organization is a multi-stage collective attribute resulting from the competencies, activities, and interactions of individuals and units within the company. For companies operating in highly volatile environments shaped by shakes and shocks, institutional resilience has become an increasingly important collective competence. Because resilience develops through interactions related to the path taken, resilience capacity must be developed before it is required.

The resilience capacity enables the company to turn potential events in its favor, which could have serious adverse consequences. The resilience capacity allows the company to diversify its strategic repertoire, which will enable it to obtain a set of adequate options and outcomes, while at the same time it creates mechanisms that will enable

the company to make sensible choices among the available alternatives. Combined with effective choice, this diversity creates a solid path to strategic superiority. According to Akgün and Keskin (2014), resilience capacity is developed at the institutional level by combining some cognitive, behavioral, and contextual competencies.



In the report obtained as a result of the research conducted by Bilişim Vadisi, the resilience capacities of 168 IT companies were determined with the scale developed by Akgün and Keskin (2014).

INTERACTIONS RELATED TO THE PATH TAKEN



COGNITIVE

Impossible solutions
are developed with
cognitive abilities..




BEHAVIORAL

It forces you to step outside
the norm for revolutionary
transformation, and it teaches
you to forget what you know...



CONTEXTUAL

It transports resources
from the individual to the
institutional level, and
then to the outside world.



Software companies constitute 41% of the companies participating in the research conducted by Biliřim Vadisi.



2

CHAPTER

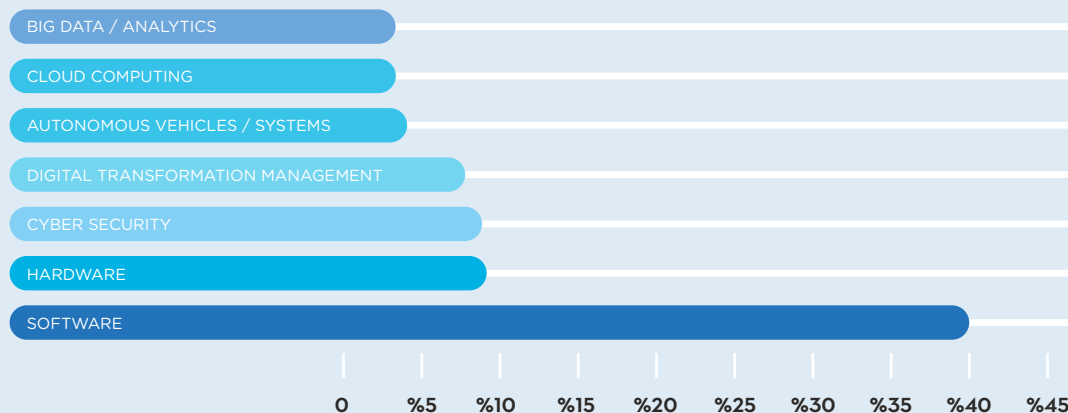
DEMOGRAPHIC DATA OF IT COMPANIES PARTICIPATING IN THE RESEARCH

DIMENSIONS OF CORPORATE PARTICIPATING IN THE CORPORATE RESILIENCE CAPACITY RESEARCH BY ‘FIELDS OF ACTIVITY’

Software companies constitute 41% of the companies participating in the research conducted by Bilişim Vadisi. Hardware is in the second place and cyber security companies are in the third place.

This proportional distribution can be viewed as a clear indicator of how important cyber security companies are, particularly in terms of the outcome of the hybrid life following business interruptions caused by the Pandemic, and that management consulting company that lead digital transformation gain increasing importance when viewed in the context of Industry 4.0.

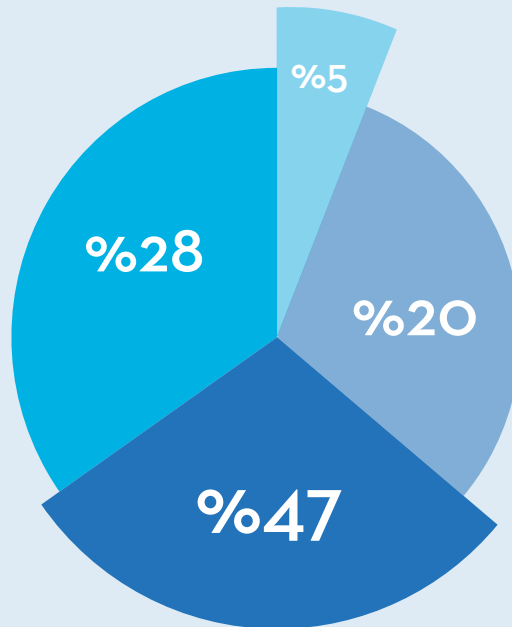
DISTRIBUTION OF COMPANIES BY ‘FIELDS OF ACTIVITY’



DISTRIBUTION OF PARTICIPATING IN THE CORPORATE RESILIENCE CAPACITY SURVEY **RESEARCH BY WORKING AREAS'**

Among the companies participating in the research conducted by Bilişim Vadisi, 47% of them have 1-10 employees, 28% have 11-30 employees, 20% have 31-100 employees, and 5% have 101-250 employees.

DISTRIBUTION
BY 'NUMBER OF EMPLOYEES'



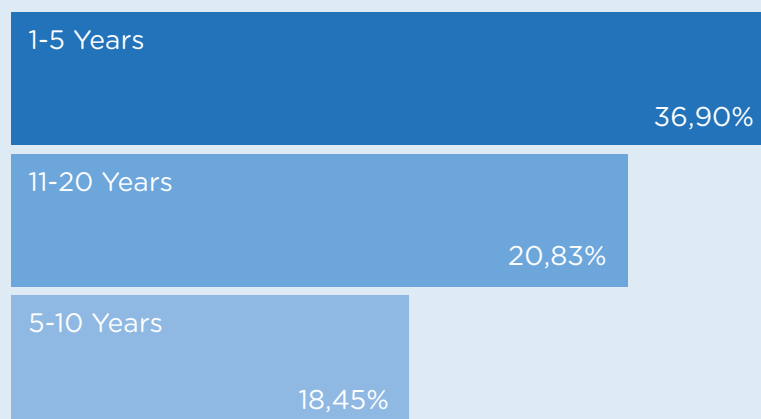
■ 1-10 employees ■ 11-30 employees ■ 31-100 employees ■ 101-250 employees

DISTRIBUTION OF PARTICIPATING IN THE IN THE CORPORATE RESILIENCE CAPACITY RESEARCH BY 'ACTIVITY PERIOD' WORKING AREAS'

The majority of the companies participating in the Bilişim Vadisi research, approximately 37%, have an operating period of 1-5 years. The operating period of 18.5% of the companies is between 5-10 years. It has been observed that 21% of the companies participating in the research have an activity period of 11-20 years.

This result is an indication that Bilişim Vadisi is a very good ecosystem for young companies. It brings with it the prediction that start-ups can realize the win-win result quickly if they are in a reliable and promising ecosystem in order to make the first breakthrough in their life cycle.

DISTRIBUTION OF THE COMPANIES BY THEIR ACTIVITY PERIOD

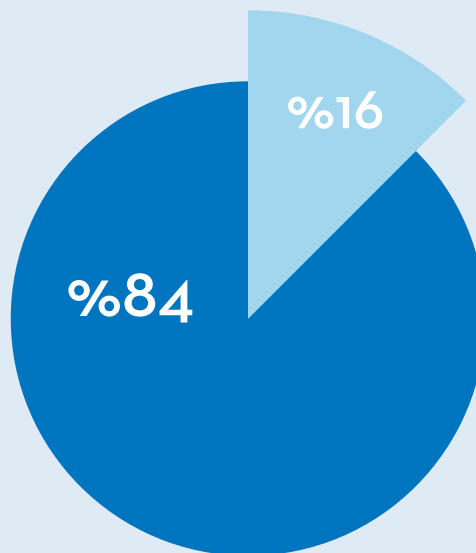


DISTRIBUTION OF IT COMPANIES PARTICIPATING IN THE CORPORATE RESILIENCE CAPACITY SURVEY RESEARCH BY WORKING AREAS'

A large part of the companies participating in the research conducted by Bilişim Vadisi, ie approximately 84%, are service/service companies, and approximately 16% are manufacturing/production companies.

This proportional distribution is also significant for Türkiye because it indicates the establishment of a broad axis for our companies, which are on their way to becoming global software brands.

DISTRIBUTION OF COMPANIES BY ACTIVITY TYPE



■ Manufacturing / Production (Hardware) ■ Service (Software)

DISTRIBUTION OF IT COMPANIES PARTICIPATING IN THE CORPORATE RESILIENCE CAPACITY SURVEY BY WORKING AREAS'

It has been observed that the companies participating in the research conducted by Bilişim Vadisi do not have a campus in a different location other than Bilişim Vadisi.

This result shows that all of the infrastructure and ecosystem required for the activities of the companies in the Bilişim Vadisi are provided to them, revealing the Vadi's success.

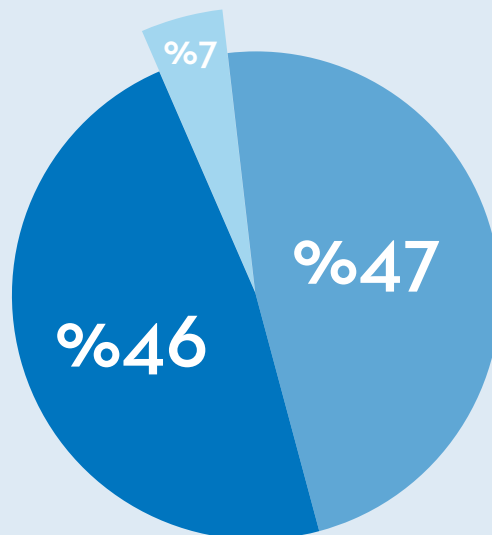


DISTRIBUTION OF IT COMPANIES PARTICIPATING IN THE CORPORATE RESILIENCE CAPACITY SURVEY BY 'IT BACKUP FACILITIES'

While approximately 47% of the companies participating in the research conducted by Bilişim Vadisi have an IT backup facility, approximately 46% do not have a backup facility.

This result emphasized the importance of investing in backup facilities. It is advantageous for 46% of businesses to take immediate action to eliminate the deficiency in this regard.

DISTRIBUTION OF IT BACKUP FACILITIES OF COMPANIES



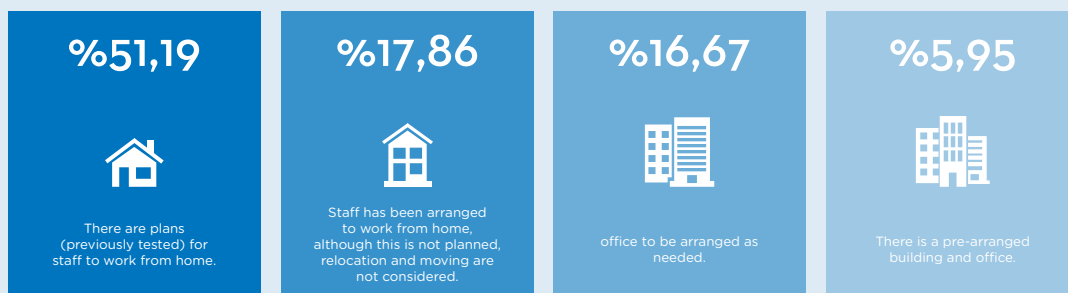
■ Has IT Backup Facility ■ No IT Backup Facility ■ I don't know

DISTRIBUTION OF IT COMPANIES PARTICIPATING IN THE CORPORATE RESILIENCE CAPACITY SURVEY BY 'THE ACTION TO BE TAKEN IN THE CASE OF A PHYSICAL DAMAGE OR DANGER IN THE BUILDINGS OR WORKING AREAS'

Approximately 51% of the companies participating in the survey conducted by Bilişim Vadisi stated that they can work at home, 18% at home or in a place where they can move, and 17% in a temporary building or office when needed.


When this component of the research is taken as a whole, it is regarded as an indicator that approximately 92% of IT companies will not experience problems with business continuity in the event of physical damage and/or danger in their work areas.

DISTRIBUTION BY THE ACTION TO BE TAKEN IN CASE OF A PHYSICAL DAMAGE OR DANGER IN THE BUILDINGS OR WORKING AREAS





It has been observed that the companies participating in the research conducted by Bilişim Vadisi do not have a campus in a different location other than Bilişim Vadisi.



*Corporate resilience can be evaluated
from two different perspectives.*

3

CHAPTER

GENERAL FRAMEWORK OF CORPORATE RESILIENCE

GENERAL FRAMEWORK OF ORGANIZATIONAL RESILIENCE

Corporate resilience can be evaluated from two different perspectives.

According to the first perspective, organizational resilience is the ability to take a step back in unexpected, stressful, and challenging situations and continue more quickly when the situation resolves.

This perspective is similar to the definition of resilience in physics, which states that material is resilient if it has the ability to return to its original shape and properties after being stretched or crushed. When organizational resilience is defined as recovery, the emphasis is frequently on coping strategies and the ability to quickly return to expected performance levels. Under the influence of physics, engineering,

and positive psychology, resilience is frequently defined as a “passive” term. As a result, resilience is closely related to a company’s ability and skill to return to a stable state after disruptions and can only be thought of as a solution to existing product-related problems.

However, an “active” resilience attitude is required in the context of product innovation, as an organization must successfully overcome challenges and turbulence by developing new and better products, increasing the ability to create new competencies, and new possibilities (developing new and better products) before bad conditions arise rather than simply solving existing product-related problems.




Corporate Resilience;
“is the ability of a company to nurture
its adaptability, to deal with unexpected
dangers before they arise, and as a
result, to develop new capabilities”

The second perspective on corporate resilience goes beyond restructuring to allow for the development of new capabilities, access to, and even creation of new opportunities. According to this perspective, corporate resilience is defined as the ability to capitalize on unexpected challenges and changes in order to achieve success. This perspective sees corporate resilience as an important factor that enables the company to develop the resources and skills that will enable the company not only to solve its current problems but also to seize opportunities and build a successful future, beyond turning to an established state. Thus, corporate resilience is associated with dynamic competition and the company’s ability to resolve complexity and emerge stronger from difficult situations, with the

potential to operate on a much larger scale than previously.

As a result, corporate resilience can be defined as “the ability of a company to nurture its adaptability, to deal with unexpected dangers before they arise, and as a result, to develop new capabilities”.



The principles that exist in the structuring of each dimension of corporate resilience...




4

CHAPTER


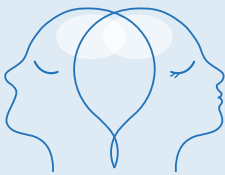
DIMENSIONS OF CORPORATE RESILIENCE CAPACITY AND FINDINGS ON IT COMPANIES

DIMENSIONS OF CORPORATE RESILIENCE CAPACITY AND FINDINGS ON IT COMPANIES

The principles in the structuring of each dimension of institutional resilience (cognitive, behavioral, contextual) are shown in Table 1. While these principles are defined by size, some of them overlap, while others may affect one company's resilience capacity more than another.

PRINCIPLES IN DEVELOPING RESILIENCE CAPACITY		
DIMENSIONS OF CORPORATE RESILIENCE	EXPECTED EMPLOYEE CONTRIBUTIONS	PRINCIPLES
 COGNITIVE DIMENSION	<ul style="list-style-type: none"> • Expertise • Opportunity evaluation • Creativity • Stability despite uncertainty • Questioning basic judgments • Generating new and appropriate solutions 	<ul style="list-style-type: none"> • Developing joint orientation with employees • Limiting decision-making power • Team-based job and occupation design • Establish relationship-based, rather than action-based, bonds with employees • Reducing rules and procedures • Create a workforce with diverse experiences, perspectives, paradigms, and competencies. • Pluralism and valuing personal differences • Investing in human capital • Creating a social integration mechanism, both formal and informal

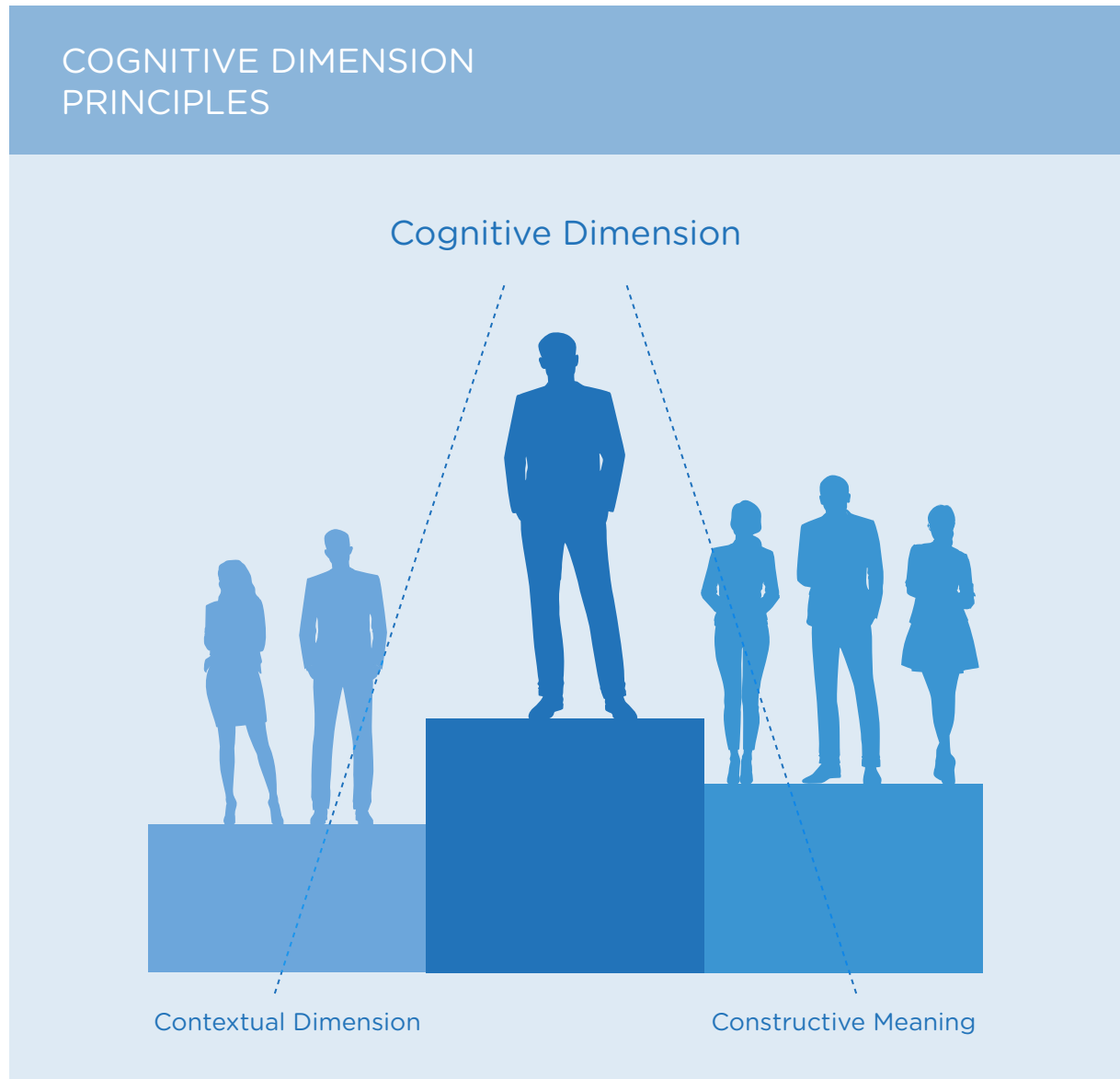
PRINCIPLES IN DEVELOPING RESILIENCE CAPACITY

DIMENSIONS OF CORPORATE RESILIENCE	EXPECTED EMPLOYEE CONTRIBUTIONS	PRINCIPLES
 <p>BEHAVIORAL DIMENSION</p>	<ul style="list-style-type: none"> • Creating unusual but concrete responses to unexpected changes • Finding original and entrepreneurial solutions in unexpected situations • Ability to act against corporate norms • Repetitive, practiced routines to provide first response to unexpected threats • Ability to take actions and investments that will enable the organization to take advantage of emerging situations before they are needed 	<ul style="list-style-type: none"> • Developing corporate multifunctionality • Open communication and collaboration climate • Promoting problem-solving processes linked to corporate learning • Encourage to share knowledge • Rapid use of human resources • Encourage employee flexibility • Encourage individual resilience • Encourage reflective practices • Reducing institutional boundaries
DIMENSIONS OF CORPORATE RESILIENCE	EXPECTED EMPLOYEE CONTRIBUTIONS	PRINCIPLES
 <p>CONTEXTUAL</p>	<ul style="list-style-type: none"> • Interpersonal links and resource supply lines that enable rapid action • Wide sharing of knowledge and experience • Sharing of power and responsibility 	<ul style="list-style-type: none"> • Encouraging social interactions inside and outside the organization • Developing an atmosphere of trust and commitment • Facilitating communication structure development • Developing self-management and self-leadership skills • Emphasizing contribution and results rather than task • Encouraging to institutional orientation • Power-based expertise, not corporate identity, personal responsibility, and hierarchy • Creating extensive resource networks

Resource: Lengnick-Hall, Beck ve Lengnick-Hall, 2011:249

4.1. COGNITIVE DIMENSION

Cognitive resilience is defined as a strong desire to achieve a goal that allows organizations to make sense of and interpret situations and conditions, as well as a contextual orientation achieved through core values, a distinct vision, and constructive logic. There are many cognitive elements that contribute to the formation of corporate resilience. These elements are explained in order below.



4.1.1. CONTEXTUAL FIT

Contextual fit enables companies to have strong corporate goals, core values, and a unique vision. Have strong values that encourage problem-solving structuring, along with a sense of goal and identity. Everyone in the company values talent, competence, core values, and clear goals. Companies have values that motivate employees, reveal physical and psychological resources. This encourages assessment with an attitude that encourages problem solving and action.

With this value mentioned, the company adapts to external factors by using its resources and capabilities. Corporate culture is a powerful tool for interpreting organizational life and behavior, as well as understanding organizational adaptation and radical change processes. All of the values that comprise corporate culture have an impact on the function, performance, and internal and external adaptation of companies.



According to the results of the research,
Contextual Fit
in IT Companies:
It was determined as

6,02
out of 7.

This level is an important indicator that reflects the culture of IT Companies. It affects all internal and external adaptations of companies. The internal and external adaptation of IT companies is quite high and they have the desired level of corporate culture.

4.1.2. CONSTRUCTIVE EXPLANATION

Developing the ability to the explanation helps companies and employees in interpreting and making sense of contingencies and conditions. The ability to the explanation of the collective is dependent on the organization's language (such as words, pictures, and stories) to interpret and describe situations, as well as to express understanding and feelings. The ability to the constructive explanation is shaped by a vocabulary that implies talent, influence, competence, stable core values, and a clear sense of direction.

Constructive signification requires a method that balances the opposing forces of trust and offers expertise in skepticism, caution, and the pursuit of new knowledge. It is critical to recognize that in any given situation, elements that are unique to the situation, inconspicuous, but powerfully influential in shaping outcomes, relationships, and activities may exist.



According to the results of the research,
Contextual Fit

Constructive Explanation:

It was determined as

5,69
out of 7.

This level reflects the ability of IT companies to perceive and interpret their environment. It has an impact on companies' ability and creativity to capitalize on opportunities. IT companies have a high level of awareness, as well as the ability to scan and interpret the environment, so they can evaluate opportunities very well.

4.2. BEHAVIORAL DIMENSION

When behavioral resilience dimensions interact, centrifugal forces (ideas, knowledge, influences constituting the information needed for creative activity) and centripetal forces (influences that create direct inputs and processes that can be turned into activities) emerge, allowing companies to draw more conclusions from a situation and fully utilize their own resources in uncertain and surprising situations.



Practical Habits



Behavioral Preparation



Learned Resourcefulness



Exceptional Agility

4.2.1. LEARNED RESOURCEFULNESS

Learned Resourcefulness predicts the qualities and characteristics that allow people to be disciplined in their creativity. Employees concentrate on disciplined (in line with a specific plan) creativity in order to find exceptional and robust solutions to unprecedented challenges. Employees combine and use originality and initiative to capitalize on spur-of-the-moment opportunities (such as sudden problems and opportunities).



This level reflects the level of creativity in IT companies. Because of their creativity, IT companies can detect and respond to newly emerging threats and opportunities. In IT companies, this ability is very high.

4.2.2. EXCEPTIONAL AGILITY

Exceptional agility allows people to devise a plan of action that is diametrically opposed to the norms of collective behavior. It is a necessary skill for revolutionary change. The ability to detect changes in the business environment and respond to these changes using appropriate capabilities is referred to as agility. Every company must understand its current situation, the threats it faces from the business environment, and the opportunities that will lead to wealth and success.

Companies with agile capacity can carry out an activity/action plan that differs significantly from the standards in this framework. Employees are interested in exceptional strategic steps (different from industry standards) rather than taking simple strategic steps to perform exceptional actions. It has detailed action plans that allow it to maintain an action plan that differs significantly from the norm. There are various competition plans in place to respond to market changes in a timely and unexpected manner.



This level shows IT companies' ability to take exceptional strategic steps. When other dimensions were considered in this research, the exceptional agility level of IT companies was the lowest. It is advantageous for IT companies to act quickly to raise the level of this factor by focusing on developing detailed action plans in order to show exceptional agility.

4.2.3. PRACTICAL HABITS

Practical habits are repeated, internalized routines that serve as the first line of defense against unexpected threats. Companies should provide an environment for the development of practical habits.

Companies can develop viable and routine action plans to respond to unexpected threats by developing practical habits. They have values that encourage research rather than assumptions as a result of these helpful habits. Managers ensure that their employees internalize the values that encourage cooperation rather than conflict. It instills values that traditionalize context-appropriate flexibility rather than strict rules. It enables the formation of habits that allow foresight into the current system and the generation of correct answers. As a result, companies can develop adaptive capabilities through the use of corporate routines, which are formed by the combination of knowledge, skills, talents, and other qualities at the individual level that are systematically developed and combined in order to overcome the potential negative effects of disruptive turbulence in the market and technology.



This level shows the ability of IT Companies to create different strategic maneuvers in generating alternative responses under environmental change and competitive conditions. IT companies should focus a little more on this factor level to develop adaptability using their corporate routines to overcome destructive turbulences.

4.2.4. BEHAVIORAL PREPARATION

The state of being active and investing before it is required is referred to as behavioral preparation. As a result, when confronted with an unexpected situation, companies can provide the necessary benefits. Organizations that are behaviorally ready also deliberately forget old knowledge and dysfunctional intuitions. It is as important as gaining new competencies for companies to give up their habits that hinder them. Companies with behavioral preparation can see opportunities that other companies without their own competencies cannot. Companies that practice behavioral preparedness take action and invest before they are required to capitalize on emerging situations (opportunities and/or threats). Companies learn to let go of behaviors that limit their ability to develop new capabilities by learning to consciously forget old and useless information. Giving up bad habits paves the way for the acquisition of new competencies, allowing companies to adapt with their adaptive abilities to environmental turbulence, as well as the ability to recognize opportunities that other companies may miss.



This level allows IT companies to act and invest before they are required to capitalize on emerging situations (opportunities and/or threats). The fact that companies give up their habits that hinder them paves the way for gaining new competencies. Therefore, IT companies should focus on the level of behavioral preparation.

4.3. CONTEXTUAL DIMENSION

Contextual resilience reveals how people perceive the orientation of the environment in which they work in order to take interpersonal risks (psychological trust) and develop interpersonal relationships (depth of social capital). Simultaneously, the conceptual dimension covers the distribution of influence, individual and group responsibilities (power and responsibility division), and extensive resource networks.

The contextual conditions that support resilience are determined by the internal and external relationships that allow an organization to effectively respond to environmental complexities. These four fundamental conceptual conditions are psychological trust, deep social capital, power and responsibility distribution, and extensive resource networks. -When these factors come together, interpersonal connections and resource supply chains are formed, which support the ability to act quickly in the face of uncertain and unexpected circumstances.



Deep Social Capital



Extensive Resource Networks



Psychological Trust



Distribution of power and responsibility

4.3.1. PSYCHOLOGICAL TRUST

The degree to which people perceive their work environment to be conducive to taking interpersonal risks is referred to as psychological safety. By asking questions or seeking information, there should be no risk of being perceived as ignorant or inexperienced. -Employees should not be viewed as inept if they seek assistance, admit their errors, or make attempts.

Employees should not risk being perceived negatively when providing critical feedback, nor should they refuse to receive feedback out of fear of wasting someone's time or goodwill. People are more willing to take these risks when they feel psychologically secure. Because organizational resilience necessitates interpersonal risks, a psychological safety climate must be created.



This level shows the psychological trust status of IT Companies in the working environment. Because corporate resilience requires interpersonal risks, a psychologically safe environment must be created. Informatics companies have no problems with this factor and are performing very well.

4.3.2. DEPTH OF SOCIAL CAPITAL

Respectful interactions within the corporate community derive the depth of social capital from the contextual conditions that support resilience. Face-to-face and on-going dialogues fueled by trust, honesty, and self-respect are examples of respectful interactions. Respectful interaction is based on open and conscious sincerity and is an important factor in creating a sense of collaboration. The depth of social capital offers numerous advantages in developing conceptual conditions that support resilience. The first is to ensure that intellectual capital grows as people share tacit knowledge more frequently and comfortably. Second, when groups recognize their interdependence, they are more likely to share resources. Third, cross-functional collaboration happens when people accept perspectives that differ from their own. The fourth point, the depth of social capital, lays the groundwork for changes that can resist abrupt transitions and allow for mutually beneficial, multifaceted, and long-term cooperation. Finally, the company's depth of social capital allows it to build bridges that span traditional internal and external boundaries, expanding its network of support and resources.



This level is one of the most important indicators that enables IT companies to build bridges that extend beyond traditional internal and external borders, thereby expanding their support and resource network. It has been determined that IT companies have a significant amount of social capital (it is in the first place). Internal and external network problems in IT companies are thus reduced.

4.3.3. DISTRIBUTED POWER AND RESPONSIBILITY

Long-lasting organizations are not managed in a hierarchical manner. Instead, it is based on self-organization, diffuse influence, and individual and group responsibility. Resilient organizations, in addition to relying on these structural designs, widely share decision-making. Every employee has both discretion and accountability for the company's interests. Overall, the combination of shared responsibility and interdependence creates an environment that facilitates the cognitive and behavioral elements required for resilience.

Companies should foster self-organization, power distribution (not having power in one hand, sharing authority), and individuals and groups taking responsibility. Employees must have a sense of responsibility to meet corporate expectations. Companies must develop structures and mechanisms to change both learning and behavior in response to new perspectives (insights) and information. Employees in businesses must be involved in decision-making.



This level shows the psychological trust status of IT Companies in the working environment. Because corporate resilience requires interpersonal risks, a psychologically safe environment must be created. Informatics companies have no problems with this factor and are performing very well.

4.3.4. EXTENSIVE RESOURCE NETWORKS

The conceptual conditions that support resilience are determined by the internal and external relationships that allow an organization to effectively respond to environmental complexities. The extensiveness of resource networks establishes resource supply lines that support the ability to act quickly when uncertain and unexpected conditions arise.

The extensiveness of resource networks enables company employees to advance their relationships with people who can share strategic resources, use their relationships with suppliers and strategic alliances (collaborations) to meet the needs of adaptive initiatives, protect the company's bonds with various environmental factors, and thus support external social capital (such as relationships, knowledge networks). By promoting abundance of resources (such as materials, workforce, knowledge, information), the company enables it to successfully adapt to internal pressure to adapt and external market and technology pressure.



This level enables employees of IT companies to advance their relationships with people who can share strategic resources, use their relationships with suppliers and strategic alliances (collaborations) to meet the needs of adaptive initiatives, protect the company's bonds with various environmental factors, and thus support external social capital (such as relationships, knowledge networks). In IT companies, this factor is average when compared to others. It should be supported to increase.



With the extensiveness of resource networks, resource supply lines are established that support the ability to act quickly should uncertain and unexpected conditions arise.



The concept of “company resilience” has increased in importance in a sudden crisis environment.



5

CHAPTER

CONCLUSION AND EVALUATION

CONCLUSION AND EVALUATION

The concept of “company resilience” has increased in importance in order for companies to survive, withstand difficulties, adapt, and, more importantly, learn from difficult processes in a sudden crisis environment.

Having a high level of organizational resilience capacity should be one of an organization’s goals during normal operations. In a crisis, unexpected business interruptions, and when one process fails, it can cause significant problems in other processes, both organizational and operational, resilience is even more important. As a result, it is critical to align the level of resilience in all processes in order to avoid the negative knock-on effect.

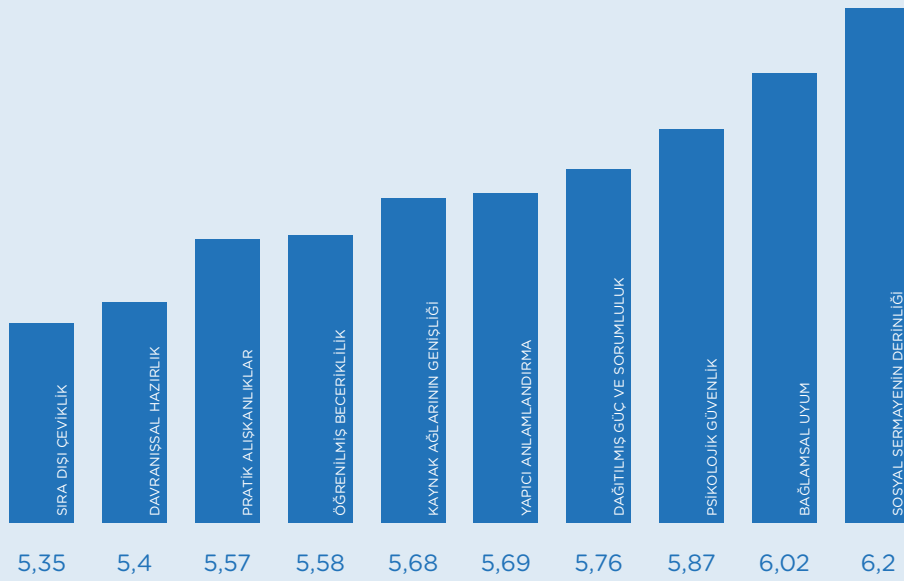
Institutional resilience factors must be continuously monitored and improved. Because their declining levels can lead to business disasters in times of emerging turmoil. Evaluating corporate resil-

ience in any company is the starting point for developing a long-term sustainability strategy. In a crisis, a company must show that it can function despite the significant negative impacts.

The ranking of a company’s resilience factors determines the priority of taking measures to improve long-term sustainability. Therefore, the company’s resources will be saved and used effectively. Companies should prioritize operational and organizational processes in order to maximize their resilience capacities.

The graphic below depicts the level of endurance capacity dimensions of 168 informatics companies included in the scope of the research.

LEVEL OF RESILIENCE CAPACITY DIMENSIONS OF 168 IT COMPANIES





HOW TO USE THE OUTCOMES OF RESILIENCE CAPACITY ACTIVITIES?

It is necessary to map
THE RESILIENCE CAPACITY
of IT companies.



HOW TO USE THE OUTCOMES OF RESILIENCE CAPACITY ACTIVITIES?

A durability index specific to IT companies should be created and followed on a regular basis within the Bilişim Vadisi; the index should be updated on a yearly basis; and the data collected with the index should be analyzed and reported on an annual basis.



HOW TO USE THE OUTCOMES OF RESILIENCE CAPACITY ACTIVITIES?

It is required to compare the resilience capacities of IT companies with their financial performance, as well as to analyze the economic effects of turmoil (such as a crisis or the Covid-19 pandemic) on these companies based on their resilience capacity.



HOW TO USE THE OUTCOMES OF RESILIENCE CAPACITY ACTIVITIES?

It can be used to make future projections, develop solution proposals, and create a roadmap for companies,

AS WELL AS TO DETERMINE STATE POLICIES
on a macro-micro scale.



THE IMPORTANCE OF THE RESEARCH FOR THE BİLİŞİM VADİSİ

Under the direction of Bilişim Vadisi, the measurement of the Resilience Capacity of IT Companies was conducted for the first time in Türkiye. This is the first study in this field, which should be done in other sectors but has not been done by any institution or organization until today, and when current job cuts are considered, Bilişim Vadisi will be an example and pioneer for other sectors.



THE IMPORTANCE OF THE RESEARCH FOR THE BİLİŞİM VADİSİ

With the results of the study, Bilişim Vadisi will be able to determine macro-micro policies to make companies within its ecosystem more resilient.



THE IMPORTANCE OF THE RESEARCH FOR THE BİLİŞİM VADİSİ

Creating 'Resilience' awareness for all the sectors listed below will contribute to the determination of resilience and business continuity policies.

COMPUTER TECHNOLOGIES - IT - ELECTRONICS - ENERGY - AUTOMATION AUTOMOTIVE - AUTONOMOUS ROBOT - AUTONOMOUS SYSTEMS - GAME - CYBER SECURITY SIGNAL DATA PROCESSING - ARTIFICIAL INTELLIGENCE TECHNOLOGIES - SOFTWARE



THE IMPORTANCE OF THE RESEARCH FOR THE BİLİŞİM VADİSİ

It will be able to use any policy it wants to implement with Resilience Maps **TO ACHIEVE PRODUCTIVE RESULTS WITH** Strategic Positioning.

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CORPORATE RESILIENCE

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