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### **BIZRES App**

While conventional wisdom suggests that all entrepreneurs like to take risks or are ready to face new challenges, there is great diversity in their willingness and ability to move away from their status quo. Some see new realities and unexpected events as unwelcome challenges; others see them as opportunities and are often quick adapters. These differences are all the more apparent since many entrepreneurs start their businesses not only because of an internal drive but also due to a diverse set of external circumstances that may lead to few other choices. Overall, entrepreneur appetite for growth and risk-taking in difficult times depends on several factors including the size of the business, the market in which they operate, their perceived market share, the degree to which they know if, what and when risks may occur, social situation and the capacity they have to meet new challenges.

The diversity of the contexts and perspectives with which small business entrepreneurs operate has thus far been largely ignored when business resilience or business continuity support is provided. Such support has often focused on the development of business continuity plans that presume that the businesses need to find ways to ‘continue’ as per existing objectives. Recommendations are based on ‘one-size-fits-all’ models that leave many businesses without clear solutions in a dynamic context. Alternatively, before providing support to small businesses on how best to deal with future challenges and risks, it is first essential to understand their level of vulnerability and current level of resilience. It is only thereafter that targeted support can be designed and in a way that focuses on their new ambitions.

The BizRes app is designed to analyse the diversity of the existing levels of vulnerability and resilience of businesses in a simple but comprehensive format. Based on these two levels of analysis, there is a range of recommendations provided to different businesses. The tool is relevant for a large range of contexts that have disease outbreaks, conflicts, natural disasters, economic downturns and public utility failures. Businesses operating in any sector can use the app. Moreover, recommendations on the type of measures to be adopted in preparation for unforeseen or during unexpected external events are not static and can be changed or further refined based on a ‘co-creation’ model.

For details, contact Danura Miriyagalla, PhD: [danura@apexah.com](mailto:danura@apexah.com)