SALESEDGE FIELD GUIDE / ENGLISH EDITION

A BUSINESS THAT LEARNS UNDER PRESSURE

Find dependencies, prepare alternatives and turn incidents into improvements.

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A BUSINESS THAT LEARNS UNDER PRESSURE

Map critical dependencies, rehearse a fallback and verify improvements after disruption.

PRESSURE REVEALS THE STRUCTURE

An interruption can reveal a dependency that ordinary operations concealed: one person knows the process, one supplier provides a critical input, or one account contains the only copy of important work. A busy, apparently successful business can still have these weaknesses.

This guide gives you a practical continuity review. Its purpose is to help you spot exposed processes, prepare proportionate alternatives and learn from disruption. It does not promise that a crisis will benefit the business or that preparation can eliminate every loss.

Start with one important service you provide. Describe what a customer expects, what makes delivery possible and what would happen if a critical part became unavailable. You need a useful map before you need a large plan.

THREE STATES: EXPOSED, RESILIENT, LEARNING

Exposed. A critical dependency has no usable alternative. A single employee holds all the customer context, or a tool outage prevents access to the delivery records. Normal operation may look efficient while the fallback is entirely untested.

Resilient. The business can maintain or restore an acceptable service through a disruption. Someone else can perform the essential task, a backup can be restored, or a supplier alternative has been checked. Resilience has a scope: one protected process does not make the whole company secure.

Learning. After an incident or rehearsal, the team changes the process and checks whether the change works. It does more than return to normal. It reduces a known weakness or improves how the next disruption will be handled.

These are working categories for this guide. The third is an aspiration to learn, not a guarantee of “antifragility”. A business can be strong in one process and exposed in another. Assess the dependencies individually.

AUDIT FOUR KINDS OF DEPENDENCY

Customer concentration. Identify how much activity depends on the largest customers and how quickly you could adapt if one reduced or ended the relationship. Separate invoiced revenue, expected revenue and money received. Do not treat a universal percentage as a safe boundary; the implications depend on margins, contracts, payment timing and replacement options.