



éclat
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ENABLING **TRANSFORMATION**

Webinar

#8

Battling **VUCA** by Devising Big Ideas, Simpler yet Better

Thursday, December 10, 2020

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The Agenda....

WHAT

Organization's aspects to guard & strengthen

WHY

Organizations need to battle VUCA

HOW

Organizations can devise Big Ideas, Simpler, yet Better



The Coaches



Lucy Tjandra



Ferry Irawan



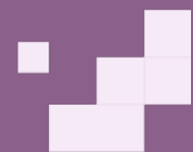
Theodore S. Pribadi





WHY

ORGANIZATIONS
NEED TO BATTLE
VUCA



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VUCA was introduced by the US Army War College in 1987.

In the 2000s the business world adopted it to **describe the chaotic** conditions of the business world: **experiencing turbulence with a high frequency.**

WHY



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VUCA World

“New Operating Environment”



We live in a **VUCA world** that's:

- **Volatile** (high magnitude and rapid rate);
- **Uncertain** (unclear outcomes);
- **Complex** (various key decision factors);
- **Ambiguous** (unclear about meaning of events).

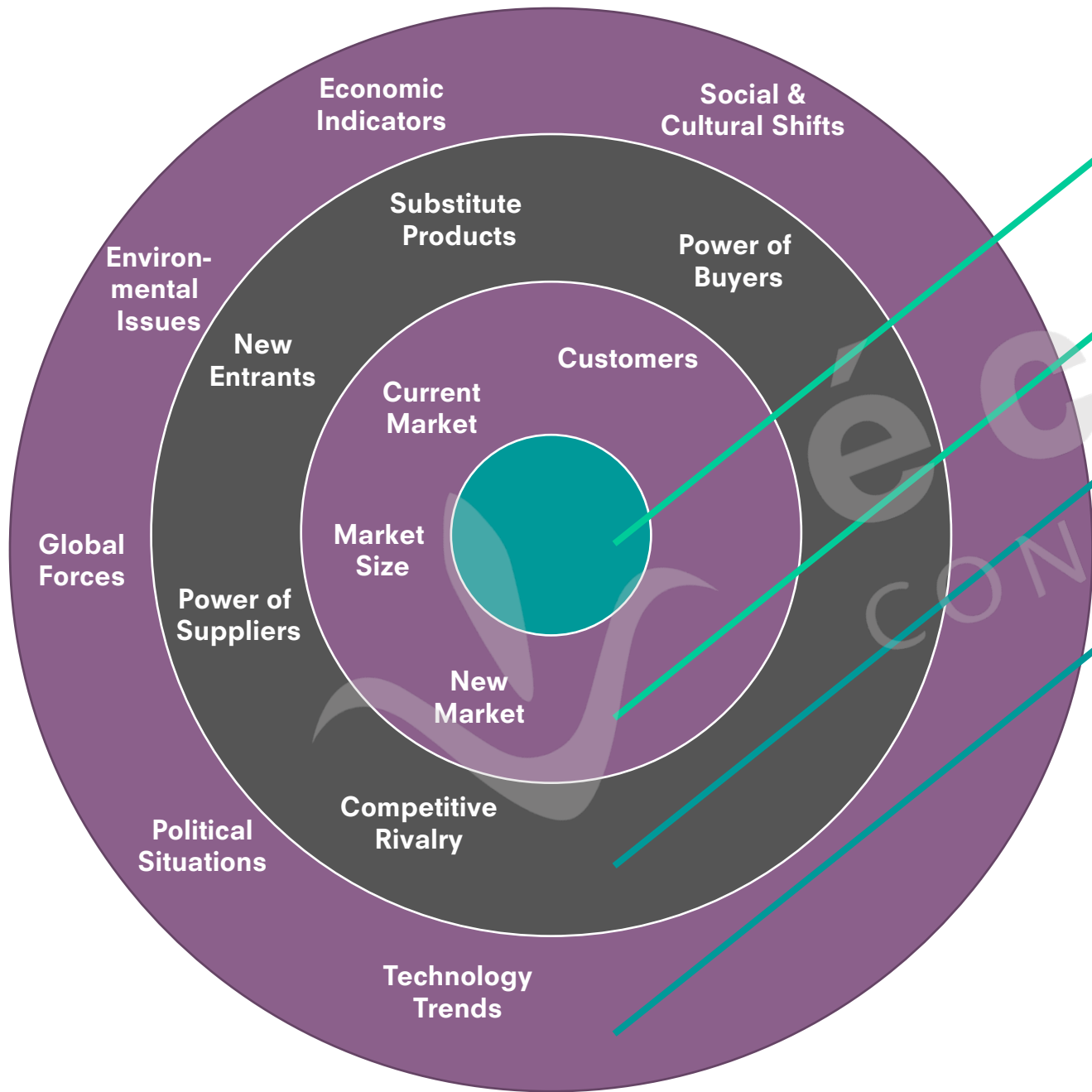
WHY

Whether we like it or not, this is our '**new normal**'.

Everyone... is still **learning**.



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Organization

Market

Industry

Operating Environment

WHY



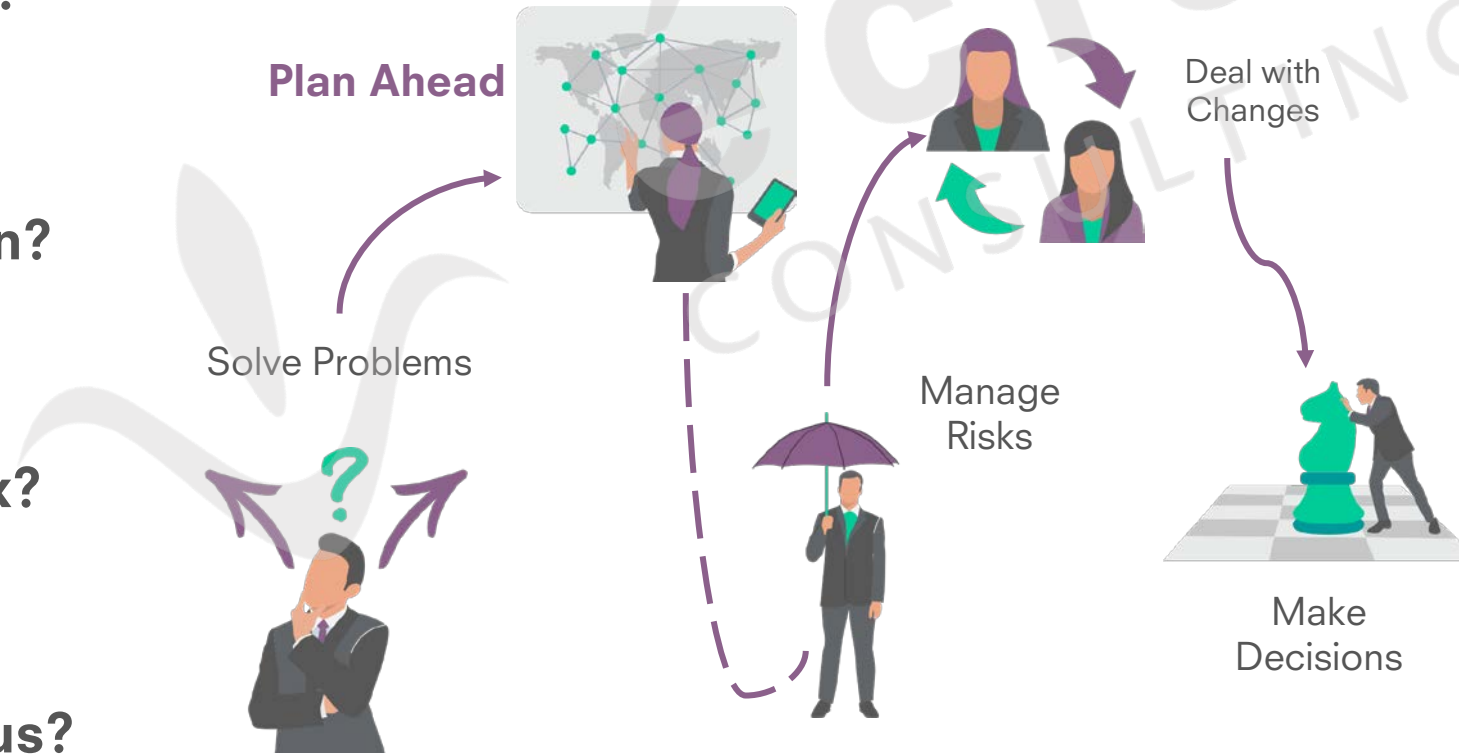
VUCA's Impacts on Organizations

V
Volatile?

U
Uncertain?

C
Complex?

A
Ambiguous?



WHY

In battling **VUCA** World



DON'T FORGET!

MURPHY'S LAW:
"If anything can
go wrong, it will."

Edward A. Murphy, Jr.
American Aerospace Engineer

WHY



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End 2019:

Planning for 2020:

- Did we plan for Business as Usual?
- Have we considered COVID-19 in our plan?
- What preventive actions have we prepared?

Early 2020:

- Lockdown!
- Main Strategy: Survival
- Economic Crisis

End 2020:

- Do we still need to **plan/strategize for 2021?**
- Just go with the flow...
- Strategy can't help us from the crisis...



WHY



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The Answer:

YES!

Company still **NEEDS STRATEGY PLANNING...**
more than ever!



Sun Tzu

“People should not be unfamiliar with strategy.
Those who **understand** it will **survive**.
Those who **do not understand** it will **perish**.”

...**TODAY,**
those **who do not battling**
VUCA shall perish.

W H Y



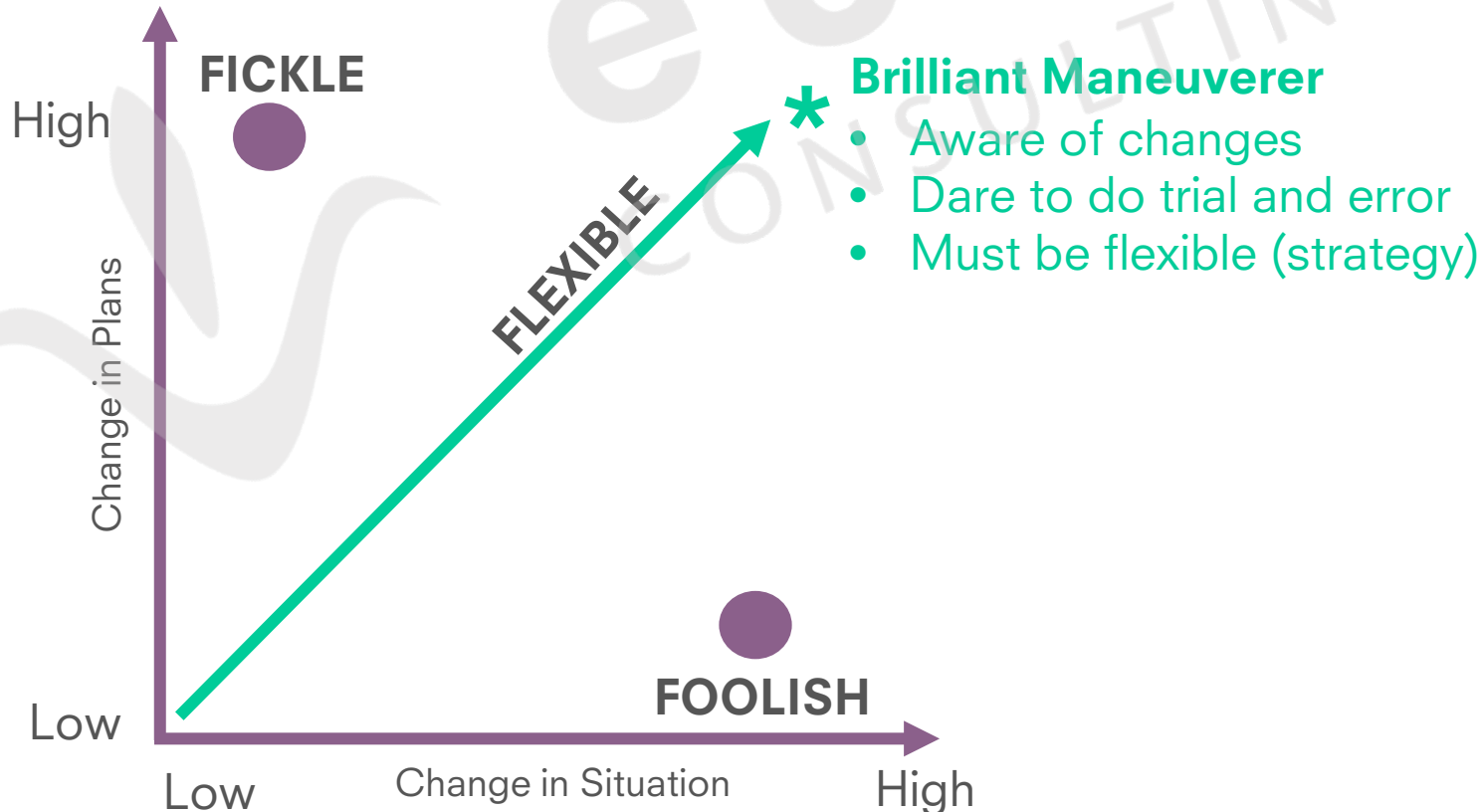


Sun Tzu

“According as circumstances are favourable, one should modify one’s plans...”

Ponder and deliberate before making a move. He will conquer who has learnt the artifice of deviation.

Such is the **art of maneuvering.**”



WHY



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Why didn't our **STRATEGY** work?

- Existing planning approach is no longer fit with VUCA
- Existing planning approach is takes a lot of time and effort
- We live in 21st century but still using the planning approach from 20th century



W H Y



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WHAT

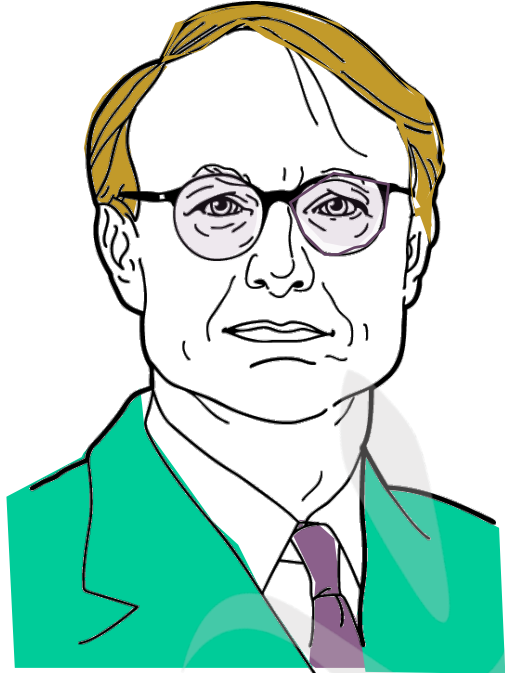
ORGANIZATION'S
ASPECTS TO GUARD
& STRENGTHEN



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What is the **Relevance of Today?**



Porter

“Strategy is about making choices, trade-offs; it's about deliberately choosing to be different.”

vs.



Mintzberg

“Strategies grow initially like weeds in a garden, they are not cultivated like tomatoes in a hothouse.”

WHAT

Porter's Generic Strategies

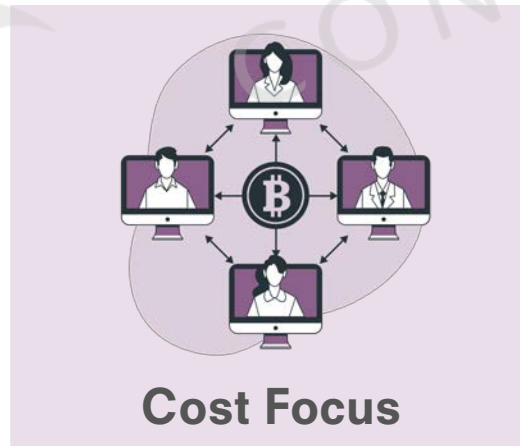


“Choose actions over those things we can control”

Total Market

Scope

Niche Market



Cost

Differentiation

Competitive Advantage

WHAT

Source: Porter



Mintzberg's Emergent Strategies



Intended Strategy

Realized Strategy

Unrealized Strategy

Emergent Strategy

Deliberation of Strategy



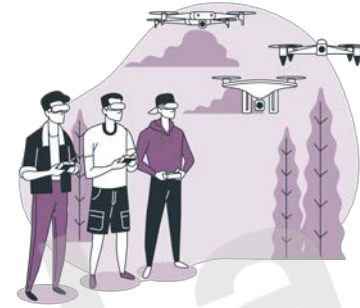
WHAT

Source: Mintzberg

“Anticipate how to respond **uncontrolled** things”



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Traditional Strategy Planning

Agile Strategy Planning

Structure

Hierarchical

Matrixed

Tactic

Fixed

Flexible

Reference

Inside-out

Bi-directional

Assets

Protect known

Expose hidden or new

Territory

Narrow

Wide 360 degree

Environment

Static

Dynamic

Growth

Linear

Non-linear

Yield

Predictive

Speculative

WHAT

Adapted from <https://1cmo.com/why-you-need-a-vuca-plan/>



Strategy Flexibility

THE DIGITAL MATRIX

Phase of Transformation

Sets of Player

		Phase of Transformation		
		EXPERIMENTATION AT THE EDGE	COLLISION AT THE CORE	REINVENTION AT THE ROOT
Sets of Player	THE DIGITAL MATRIX			
	DIGITAL GIANT			
	INDUSTRY INCUMBENT			
	TECH ENTREPRENEUR			

WHAT

Source: The Digital Matrix



3 Sets of Player



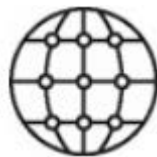
Player 1: Industry Incumbents

- Know competitors
- Recognize competitors to anticipate their actions
- Likely to be positioned in networks together with traditional competitors as well as newer ones



Player 2: Tech Entrepreneurs

- Ambitious views on how they can disrupt and reorder business world
- Belief in crafting business models that promise to deliver unparalleled value to customers
- E.g. Paypal in financial service, Tesla in automotive industry



Player 3: Digital Giants

- Have progressively extended their influence beyond their traditional industry
- Grown up company
- Scope extended into industries which previously they supplied technologies
- E.g. Microsoft, Samsung, Amazon

Phase of Transformation



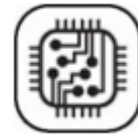
Phase 1: Experimentation at the Edge

- Embryonic phase
- Experiments with digitization
- A lot of ideas are born
- Adapting to business model



Phase 2: Collision at the Core

- Ideas evolve from prototypes to business options
- Digital rules challenge traditional industry

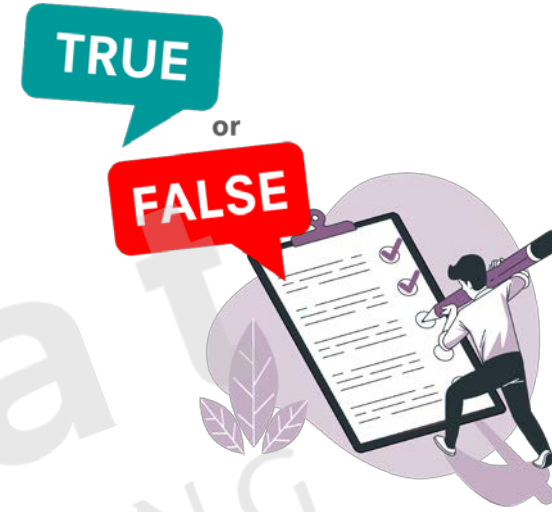


Phase 3: Reinvention at the root

- Solve core problems for consumers
- Earning customer's trust
- Strengthening intuition and judgment through data and analysis.

WHAT

Best Practices in Strategy Planning



WHAT

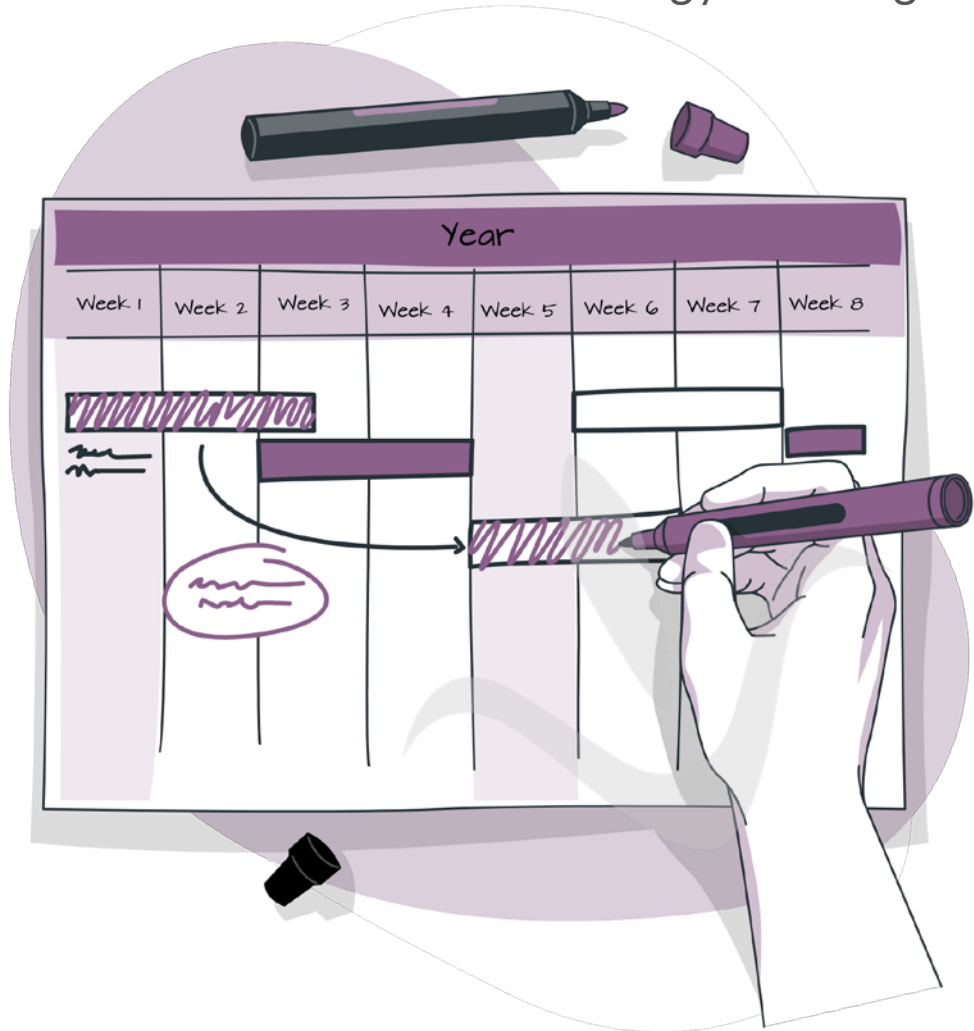
There aren't that **many** variables to be considered during planning.



Unfortunately, there are **infinite** numbers of variables. The more things to consider, the better prepared we are.



Best Practices in Strategy Planning



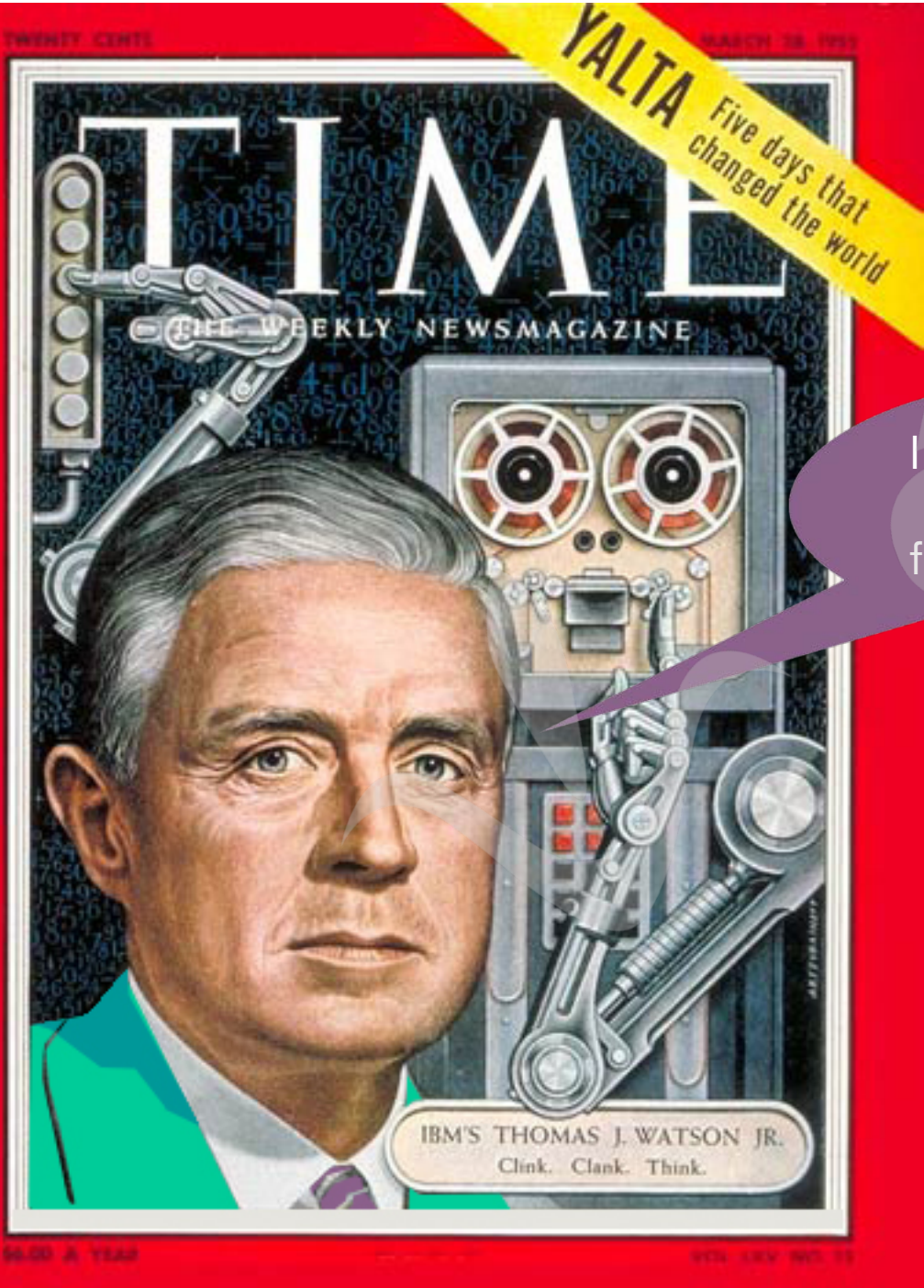
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WHAT

To **Plan** is to make
Prediction.

Yet.....





Best Practices in Strategy Planning

I think there is a world market for maybe five computer brands.

WHAT

Thomas Watson Jr.
1914 - 1993



Best Practices in Strategy Planning

It will be years – not in my time – before a woman will become Prime Minister.

Margaret Thatcher



WHAT



Best Practices in Strategy Planning

FACT

or

MYTH



WHAT

MYTH

People make accurate prediction.

FACT

People **can't** make accurate prediction.



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Best Practices in Strategy Planning



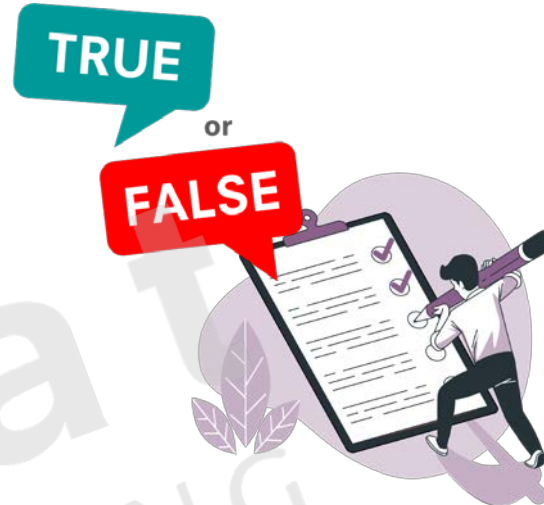
No one can predict the future, there are just too many variables

WHAT

Best Practices in Strategy Planning



We must aim to **carve** on the stone, what we achieve during a successful planning session!



WHAT



You will set yourself up for **disappointment** that way

Best Practices in Strategy Planning



The **result** of the planning session is the most important!

TRUE

or

FALSE



WHAT



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It's the **process**.



Best Practices in Strategy Planning

It is not the **result**.



It's the **process**.

WHAT



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Best Practices in Strategy Planning

Planning is an activity for the **select few** in the organization!

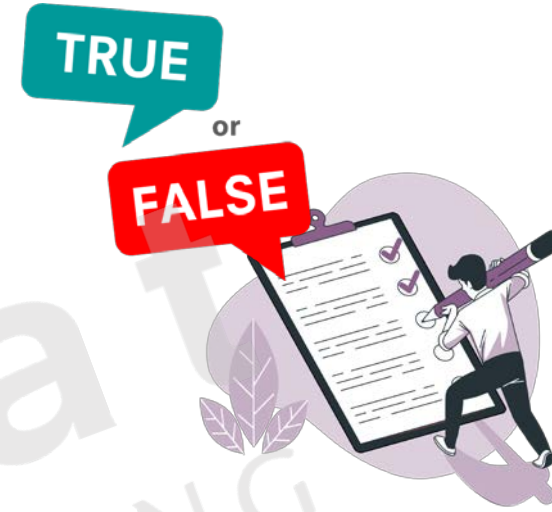


WHAT

Half right. The more brains we tap, **the better** the plan.



Best Practices in Strategy Planning



WHAT

There are more than just **one right way** to do it.

There are **many ways** of coming up with a good plan!



So what are **Strategy planning** Best Practices?

- The more **variables** to consider, the better prepared we are;
- The more brains we tap, the better the plan, but with the **right people**;
- The **Process** of the planning session is the most important;
- We must **NOT aim** to carve on the stone, what we achieve during a successful planning session;
- There are **many ways** of coming up with a good plan!



WHAT



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What is **Strategy Planning** session?

Collaborative thinking process ...

1. to be prepared
2. to align efforts
3. to ensure everybody be on the same page

... by deciding in advance **who**, **what**, **when**, **why**, **where**, and **how** to come up with **initiatives** in achieving the desired goal.



WHAT



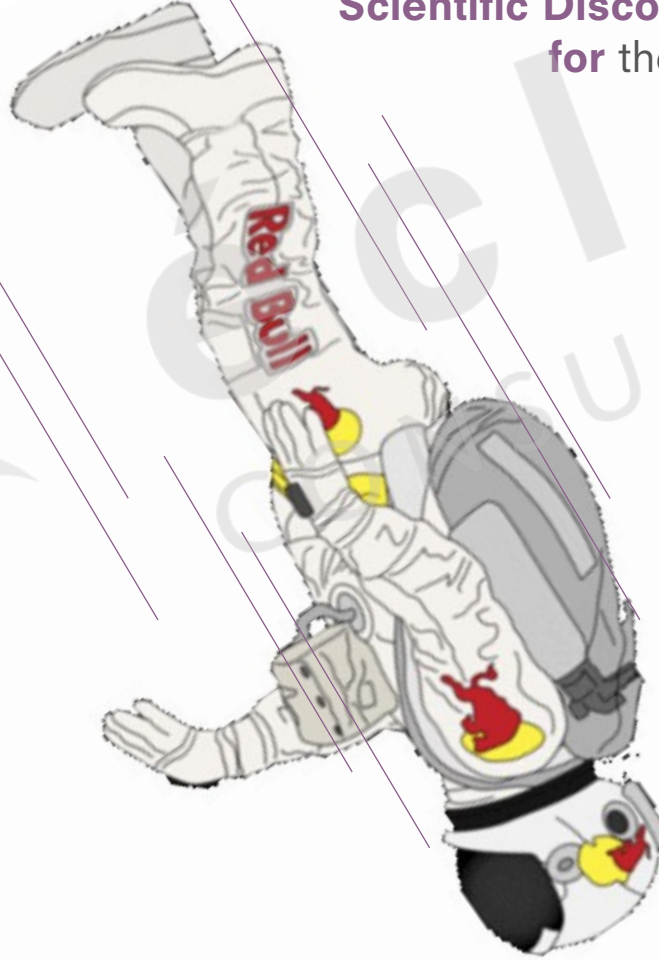
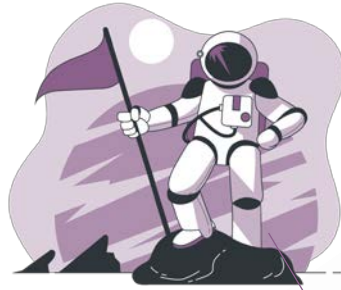
HOW

ORGANIZATIONS CAN
DEVISE BIG IDEAS,
SIMPLER,
YET BETTER



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MISSION

“Seeks to **Advance Scientific Discoveries** in Aerospace for the Benefit of **Mankind**”

HOW



VIDEO

VISION

to Break **4 World Records**:

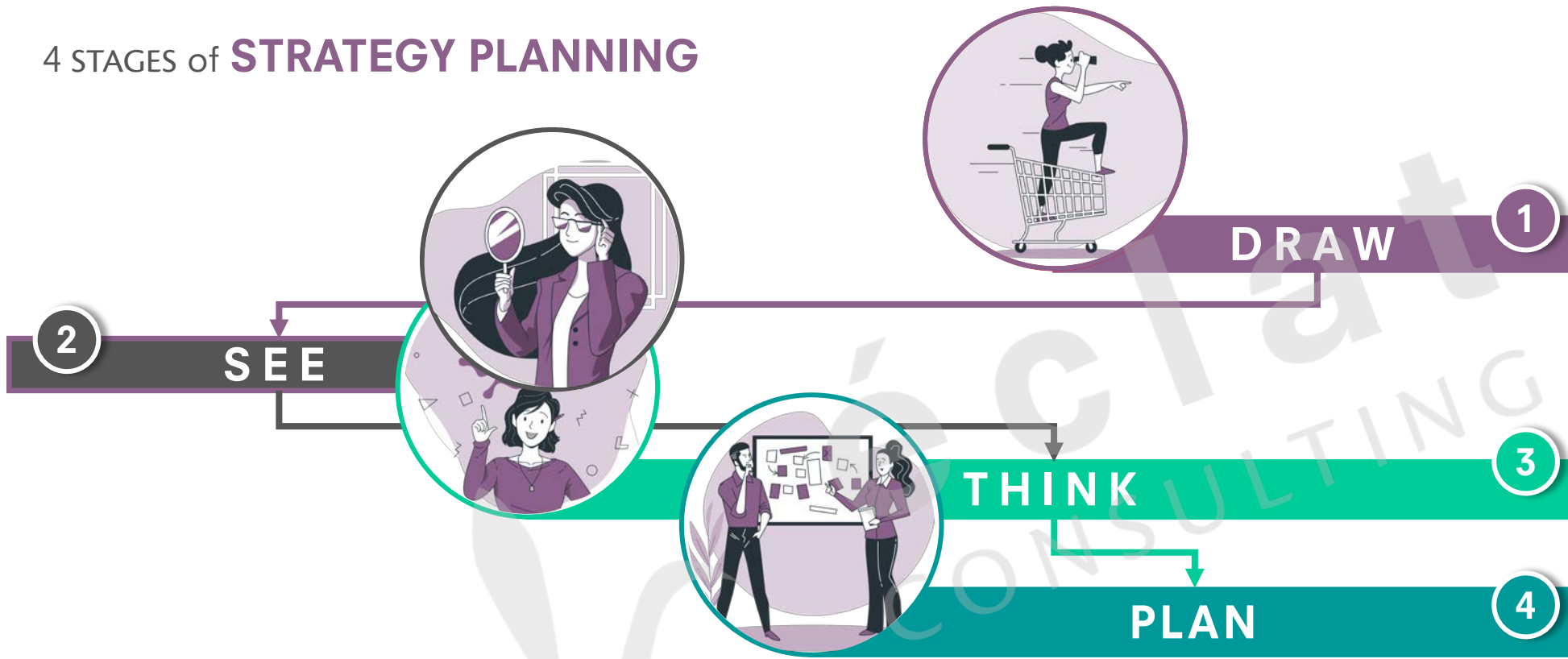
- **Freefall: Speed** Record
- **Freefall: Altitude** Record
- **Freefall: Time** Record
- **Manned Balloon Flight: Altitude** Record

VALUES?

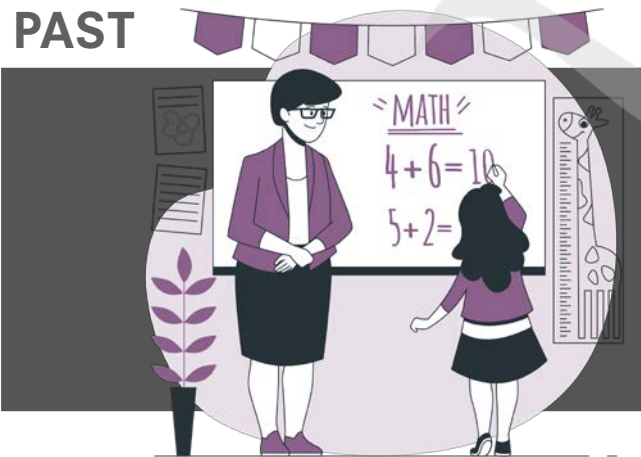


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4 STAGES of STRATEGY PLANNING



HOW



OUTWARD LOOKING Analysis

- Porter's 5 Forces Analysis
- VRIO (Valuable, Rare, Inimitable, Organized) Analysis

- **Threat & Opportunity Analysis:** ✓
PESTLE (Political, Economic, Socio-cultural, Technological, Legal, Environmental) Analysis



DRAW

VISIONING

- **Vision Articulation** ✓
- Vision Visualization



SEE

GAP ANALYSIS

- **Past success/failures analysis** ✓
- 30-second Challenge on Competitive Advantage Analysis



THINK

COINING INSIGHTS

- **IFE-EFE Matrix** ✓
(Internal Factor Evaluation, External Factor Evaluation)



PLAN

STRATEGY FORMULATION

- **Strategy for Strategy** ✓
 - Business Impact Analysis
 - Growth Strategy (Product-Market-Capability)
 - Generic Strategy (Quality-Cost Matrix)
 - Strategy Map
 - Strategic Objectives
 - Measurements
 - Targets
 - Strategic Initiatives
 - Key Milestones
 - Mid-Term & Next Year Plan



- Org. Viability Diagnostics
- Team Dynamics Diagnostic

- **Weakness & Strength Analysis:** ✓
People, Process, System Diagnostics

INWARD LOOKING Analysis

1



DRAW

HOW



DRAW - Binocular View:

VISIONING

- Vision Articulation
- Vision Visualization



HOW

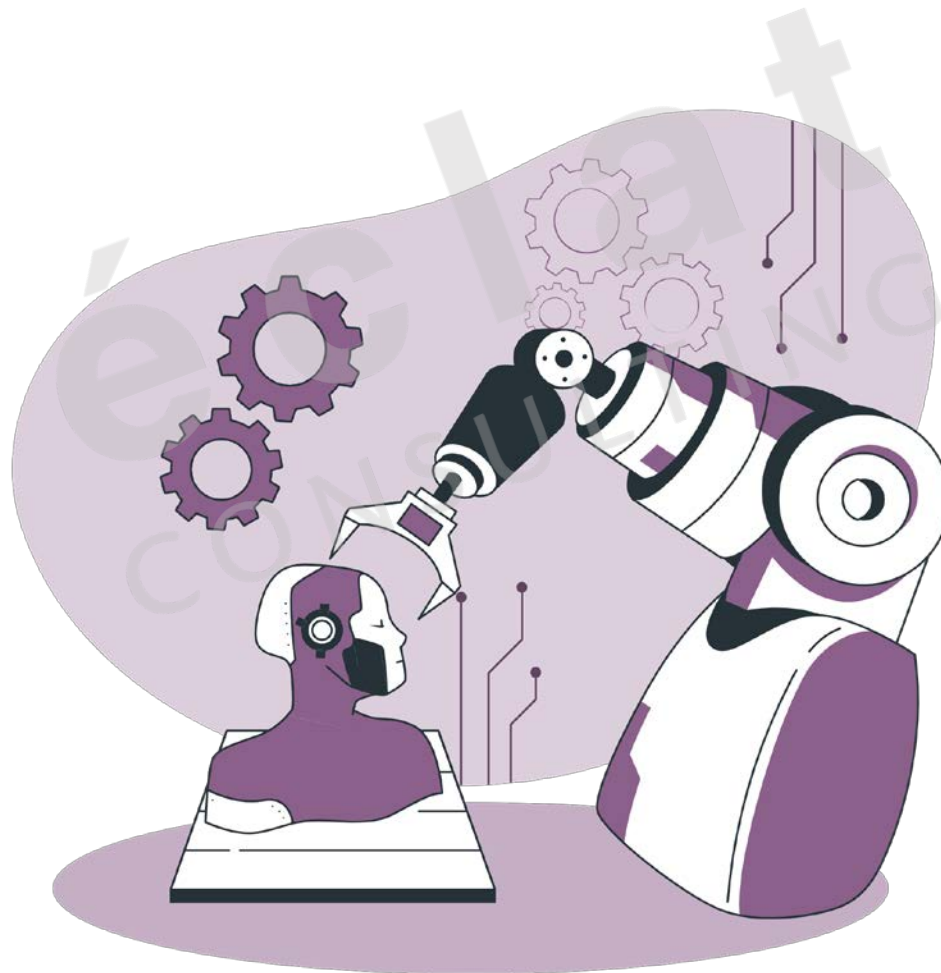


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“The best way to predict the future is to invent it.”



Alan Kay
Scientist & Inventor



HOW

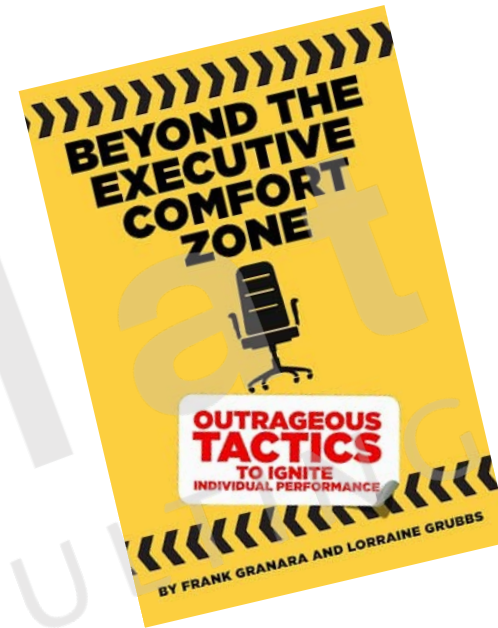


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Based-on research by
Edwin Locke
("Goal Setting Theory"):

1. The **harder** the **goal** the **higher** the level of **performance**...
2. ... subjects with **very hard** goals reached their goals far **less often** than subjects with very easy goals, the former consistently **performed** at a **higher level** than the latter."



HOW



Adapted from: Doerr, J. E. (2018). *Measure what matters: How Google, Bono, and the Gates Foundation rock the world with OKRs.*



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Neutral Anxiety – Comfortable State

Comfort Zone: a behavioral space where your **activities** and **behaviors** fit a **routine** and **pattern** that **minimizes stress** and **risk**.

- + enjoying regular happiness
- + maintaining mental security:
 - > low anxiety
 - > reduced stress
- simply getting by or falling in the 'work-trap'
- fearing uncertain confirmation bias



Source:
<https://lifehacker.com/the-science-of-breaking-out-of-your-comfort-zone-and-w-656426705>

Yerkes-Dodson Law "to maximize performance, we need a state of relative anxiety—a space where our stress levels are slightly higher than normal."

Optimal Anxiety – Challenged State

New Frontier: a behavioral space **beyond** the **boundary** of our **comfort zone**.

- + getting more done
- + finding smarter ways to work
- + preparing self to deal with unexpected life changes better
- + adapting better to pushing boundaries further in the future
- + learning, unlearning, and relearning more quickly
- living in productive discomfort or in optimal anxiety
- exerting more energy than usual



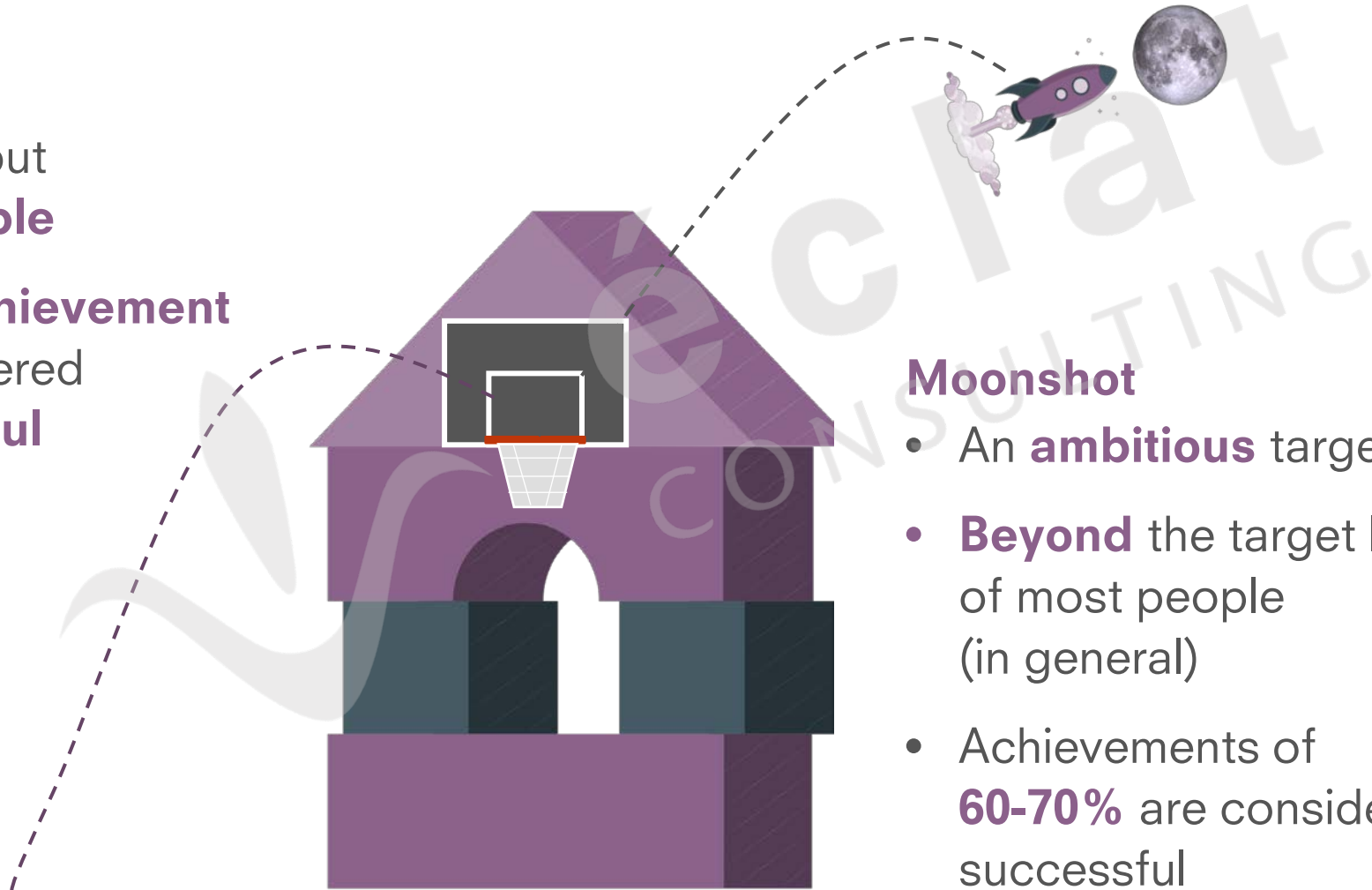
HOW



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Roofshot

- Difficult but **Achievable**
- **100% achievement** is considered **successful**



Moonshot

- An **ambitious** target
- **Beyond** the target limit of most people (in general)
- Achievements of **60-70%** are considered successful



HOW



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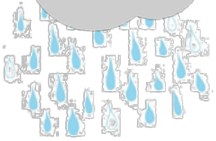
Challenges & Constraints
"The Cloud & Rain"

Requirements to fulfill
Success Drivers
"The Sun"

Problems to solve



Risks to avoid



<<Mission Statement goes here>>
(Should be articulated)

Mission
"The Journey"



The 1st Stage

1st Stage Strategic Posture:
• _____
• _____
• _____



2nd Stage Strategic Posture:
• _____
• _____
• _____



The 2nd Stage

<<Vision Statement goes here>>
(Should be articulated)

Vision
"The Destination"



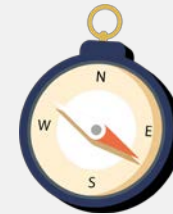
3rd Stage Strategic Posture:
• _____
• _____
• _____



DRAW

The 3rd Stage

VALUES
"The Compass"



<<Core Values Acronym or Tagline>>
(Should be articulated)

What **CAN**
your "busy-ness"
be like in 5 years?



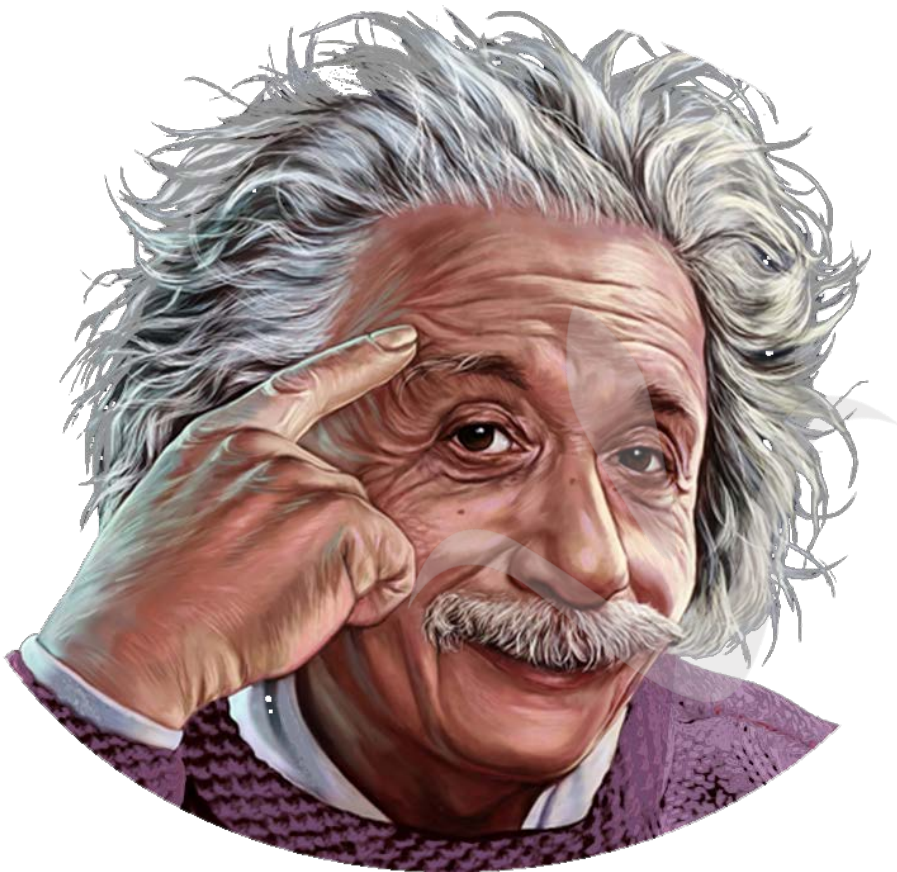
What **CAN** happen?
vs.
What **WILL** happen?

CAN you be
a few steps closer
to realizing your vision
by next year?



HOW





“Imagination is more important than knowledge”

Albert Einstein,
scientist



HOW



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OUTWARD LOOKING Analysis

- Porter's 5 Forces Analysis
- VRIO (Valuable, Rare, Inimitable, Organized) Analysis

- **Threat & Opportunity Analysis:** ✓
PESTLE (Political, Economic, Socio-cultural, Technological, Legal, Environmental) Analysis



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- **IFE-EFE Matrix** ✓
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- Org. Viability Diagnostics
- Team Dynamics Diagnostic

- **Weakness & Strength Analysis:** ✓
People, Process, System Diagnostics

INWARD LOOKING Analysis

2



SEE

HOW



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SEE - Car Mirror Rearview:

GAP ANALYSIS

- Evaluate past performance
- Inventorize & Evaluate Competitive Advantage



HOW



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We Know What We Did in the Past Years...

Recognize
what you have
achieved



Understand
why you
have failed

**TAKE
LESSONS
FROM THE PAST**



HOW





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WHAT LEADS TO
FAILURE?



SEE

HOW



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Achievements & Failures



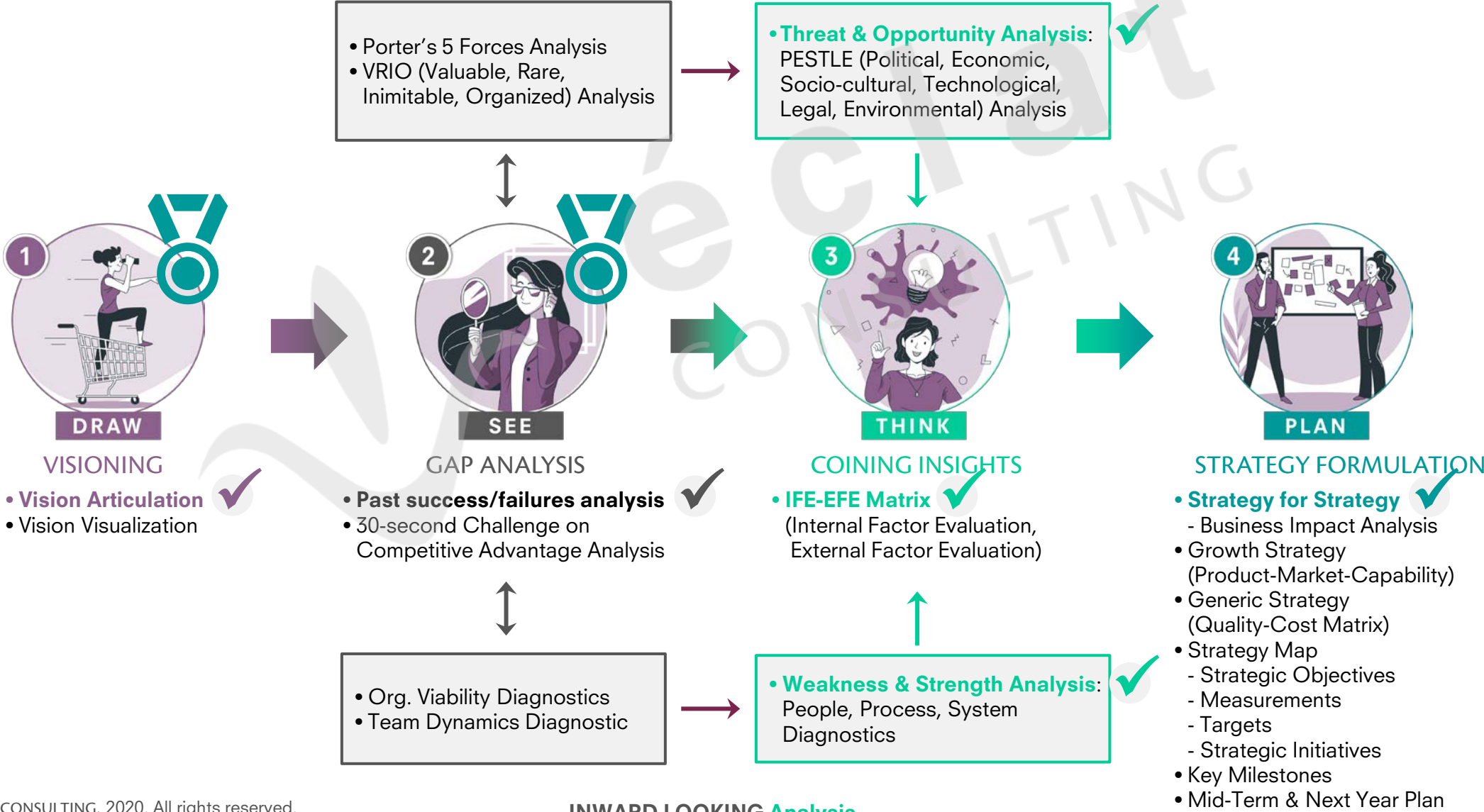
What have we done right? Drivers enabling us to achieve past success		What got in the way? (Problems to resolve Risks to avoid Requirements to fulfill)	
1. _____	4. _____	Problems to resolve: 1. _____	Requirements to fulfill: 1. _____ 2. _____
2. _____	5. _____	2. _____	
3. _____	6. _____	Risks to avoid: 1. _____ 2. _____	

How can we do it better next time? (OPTIONAL)		
STOP DOING	KEEP DOING	START DOING
1. _____	1. _____	1. _____
2. _____	2. _____	2. _____
3. _____	3. _____	3. _____

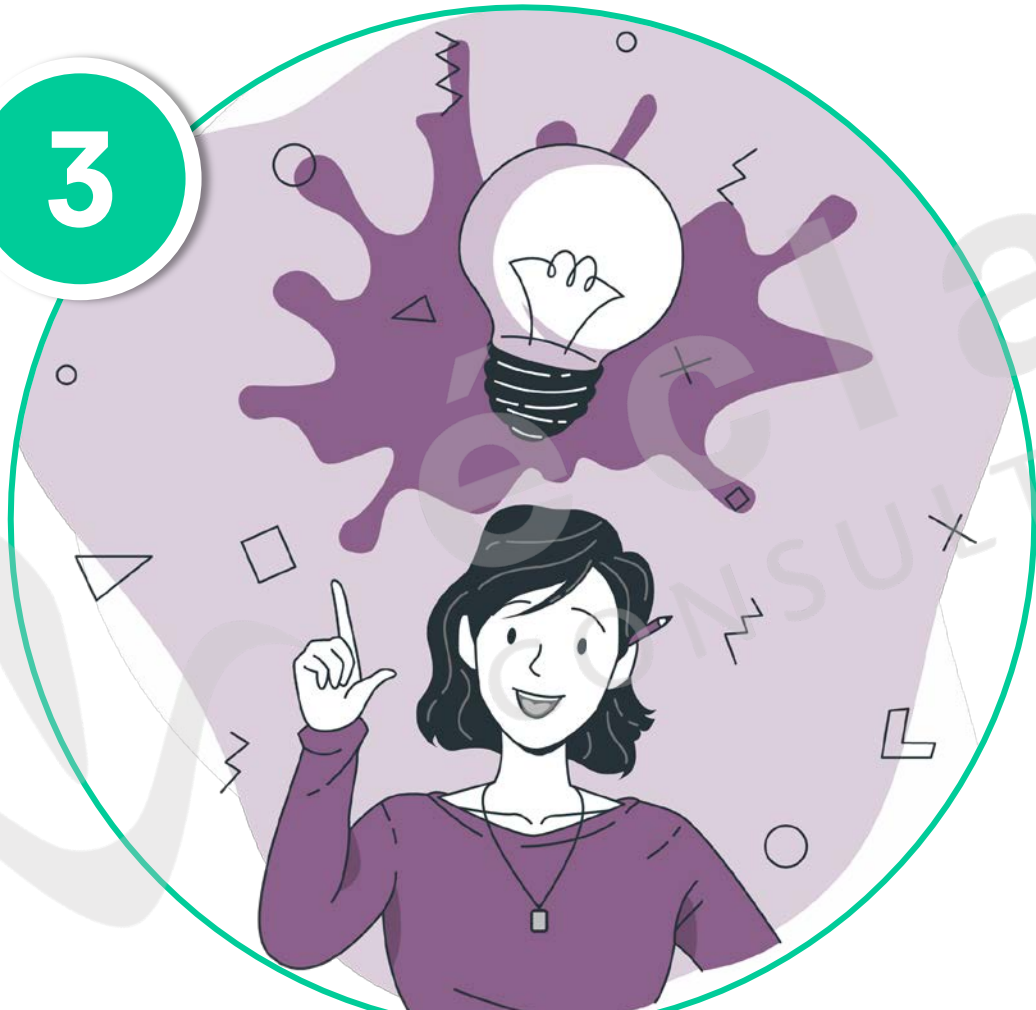


HOW

OUTWARD LOOKING Analysis



3



THINK

HOW



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THINK - Submarine Telescopic View:

COINING INSIGHTS

- **Scan the Battlefield**
(Conduct PESTLE Analysis:
Threat vs. Opportunity)
 - > Political-Economic-Sociocultural-
Technological-Legal-Environmental
- **Assess Troops Capability**
(Conduct Organization
Capability Analysis:
Strength vs. Weakness)
 - > People-Process-System
- **Coin Insights to Leverage Position**
(Conduct IFE-EFE Matrix Analysis)



HOW



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Mintzberg

The **real challenge** in **crafting strategy** lies in **detecting subtle discontinuities** that may undermine a business in the future.

And for that there is no technique, no program, just a **sharp mind in touch with the situation.**



PREVENTIVE

CORRECTIVE



HOW



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SCAN the Battlefield

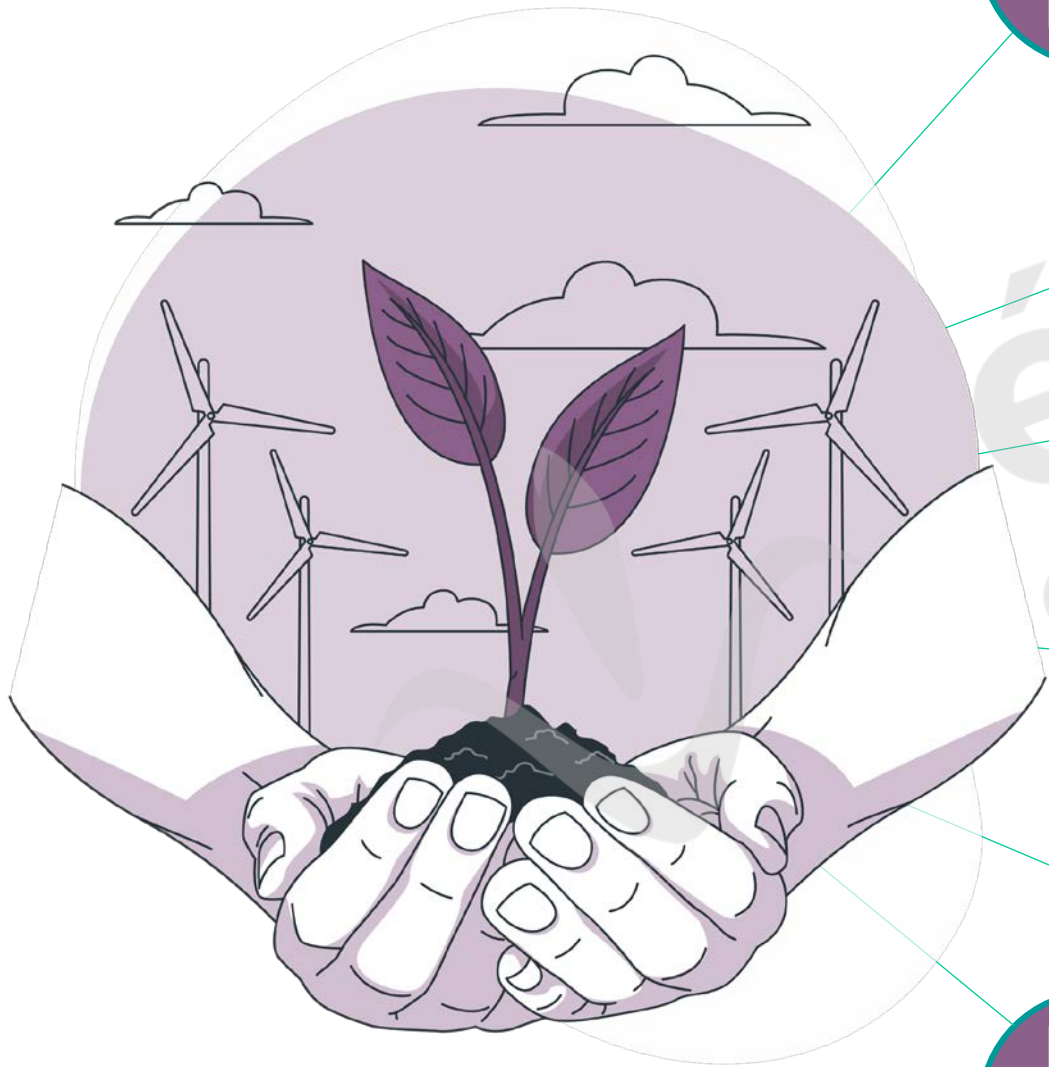
- To assess organization's strategic position in a dynamic operating environment
- To assess the business' threats and opportunities



HOW



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Political

Economic

Socio-cultural

Technological

Legal

Environmental



THINK

HOW



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ASSESS

Troops Capability

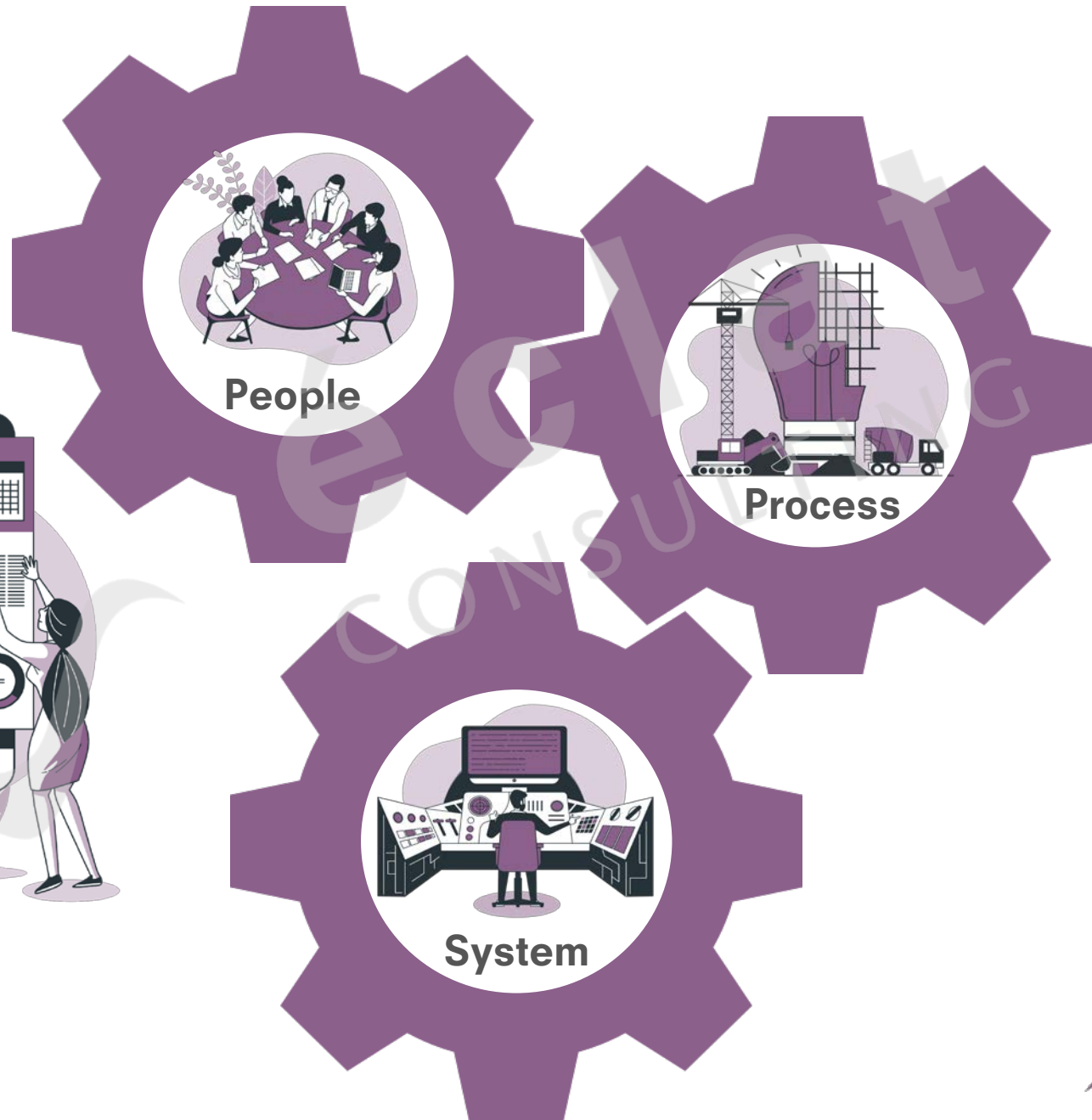
- To assess organization's internal strategic condition
- To assess own weaknesses and strengths



HOW



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HOW



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IFE-EFE

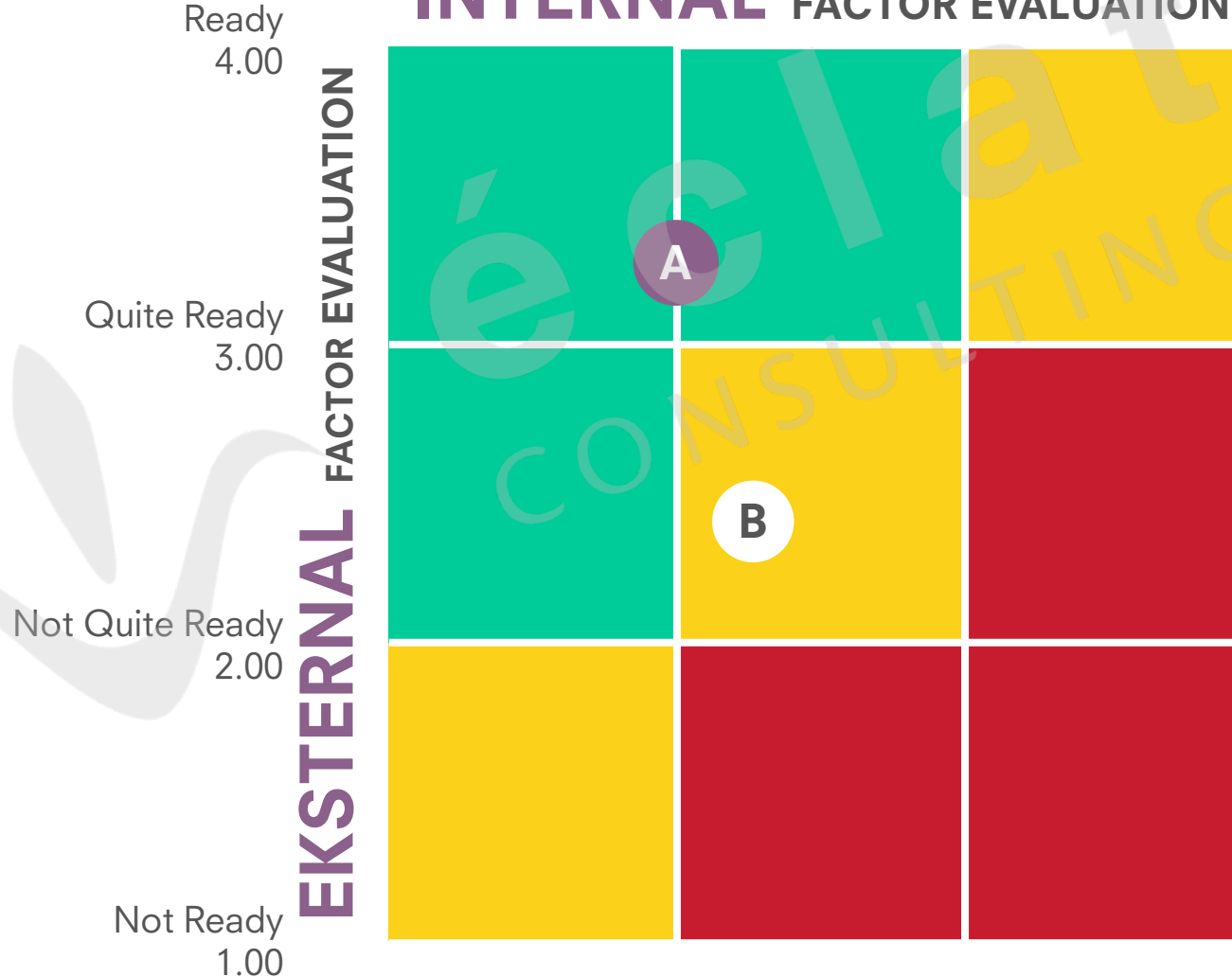
Matrix Analysis

-  **Grow & Develop**
-  **Hold & Maintain**
-  **Sell & Divest**

-  **Product A**
-  **Product B**

Very Strong 4.00 Strong 3.00 Weak 2.00 Very Weak 1.00

INTERNAL FACTOR EVALUATION



HOW



TOWS Analysis

Threats

Product 1

Faktor	Weights	Readiness	Rationale
Tariffs	0.05	3	menurunkan permintaan CPO lokal
Competition regulation	0.05	3	Sulit untuk berkompetisi dengan perusahaan lain
Employment law	0.05	3	
Health and safety law	0.05	3	
Exchange rates	0.05	2	
Laborcosts	0.05	3	Meningkatkan biaya operasional
Price fluctuations	0.05	2	Ketidakpastian harga CPO
Employment law	0.05	3	
Weather	0.05	1	
Climate change	0.05	1	Mengganggu jumlah produksi

HOW

Product 1: <http://tows.eclat-consulting.com/tools/factor/start/session/9/access/248698>

Product 2: <http://tows.eclat-consulting.com/tools/factor/start/session/10/access/615541>

TOWS Analysis

Opportunities

Product 1

Faktor	Weights	Readiness	Rationale
Growth rates	0.05	4	Meningkatkan permintaan
Unemployment trends	0.05	4	
Trade flows and patterns	0.05	4	Kurva permintaan relatif meningkat
Population growth rate	0.05	4	
Family size and structure	0.05	3	
Basic infrastructure level	0.05	4	Meningkatnya kualitas infrastruktur di Indonesia
Technology level in your industry	0.05	4	Teknologi meningkatkan operasional
Communication infrastructure	0.05	4	
Access to newest technology	0.05	4	
Attitudes toward and support for renewable energy	0.05	4	Meningkatnya permintaan produk

HOW



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TOWS Analysis

Weaknesses

Product 1

Faktor	Weights	Capability	Rationale
Role-modelship	0.05	2	Belum ada pemimpin yang dapat menjadi panutan
Leadership	0.05	2	
Corporate Culture	0.05	2	Belum memiliki manajemen yang baik
Work Climate	0.05	2	
Sense of Urgency	0.05	2	
Capacity Utilization	0.05	2	Belum memaksimalkan aset
Give & Accept Feedback	0.05	2	Belum ada performance management system
Reward System/Meritocracy	0.05	2	
Risks Anticipation/Mitigation	0.05	2	
Customer Loyalty	0.05	2	Customer cenderung memilih produk termurah

HOW



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TOWS Analysis

Strengths

Product 1

Faktor	Weights	Capability	Rationale
Business Productivity/Performance	0.05	4	
Business Process Standardization	0.05	4	Proses bisnis sudah terstandarisasi
Innovation	0.05	4	Menggunakan teknologi terkini
Plan Cycle	0.05	4	
Learning from Mistakes	0.05	4	
Networking (i.e. vendors, government agencies, business alliances, etc.)	0.05	4	Memiliki jaringan bisnis yang kuat
Financial Strength	0.05	4	Memiliki modal yang kuat
Business Model Accuracy	0.05	4	
Latest Technology	0.05	4	Menggunakan teknologi terkini
Business Prospect	0.05	4	

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TOWS Analysis

Threats

Product 2

Faktor	Weights	Readiness	Rationale
Tariffs	0.05	1	menurunkan permintaan CPO lokal
Competition regulation	0.05	1	Sulit untuk berkompetisi dengan perusahaan lain
Employment law	0.05	1	
Health and safety law	0.05	1	
Exchange rates	0.05	1	
Laborcosts	0.05	1	Meningkatkan biaya operasional
Price fluctuations	0.05	1	Ketidakpastian harga CPO
Employment law	0.05	1	
Weather	0.05	1	
Climate change	0.05	1	Mengganggu jumlah produksi

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TOWS Analysis Opportunities

Product 2

Faktor	Weights	Readiness	Rationale
Growth rates	0.05	4	Meningkatkan permintaan
Unemployment trends	0.05	4	
Trade flows and patterns	0.05	4	Kurva permintaan relatif meningkat
Population growth rate	0.05	4	
Family size and structure	0.05	4	
Basic infrastructure level	0.05	4	Meningkatnya kualitas infrastruktur di Indonesia
Technology level in your industry	0.05	4	Teknologi meningkatkan operasional
Communication infrastructure	0.05	4	
Access to newest technology	0.05	4	
Attitudes toward and support for renewable energy	0.05	4	Meningkatnya permintaan produk

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TOWS Analysis

Weaknesses

Product 2

Faktor	Weights	Capability	Rationale
Role-modelship	0.05	2	Belum ada pemimpin yang dapat menjadi panutan
Leadership	0.05	2	
Corporate Culture	0.05	2	Belum memiliki manajemen yang baik
Work Climate	0.05	2	
Sense of Urgency	0.05	2	
Capacity Utilization	0.05	2	Belum memaksimalkan aset
Give & Accept Feedback	0.05	2	Belum ada performance management system
Reward System/Meritocracy	0.05	2	
Risks Anticipation/Mitigation	0.05	2	
Customer Loyalty	0.05	2	Customer cenderung memilih produk termurah

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TOWS Analysis

Strengths

Product 2

Faktor	Weights	Capability	Rationale
Business Productivity/Performance	0.05	4	
Business Process Standardization	0.05	4	Proses bisnis sudah terstandarisasi
Innovation	0.05	4	Menggunakan teknologi terkini
Plan Cycle	0.05	4	
Learning from Mistakes	0.05	3	
Networking (i.e. vendors, government agencies, business alliances, etc.)	0.05	3	Memiliki jaringan bisnis yang kuat
Financial Strength	0.05	3	Memiliki modal yang kuat
Business Model Accuracy	0.05	3	
Latest Technology	0.05	3	Menggunakan teknologi terkini
Business Prospect	0.05	3	

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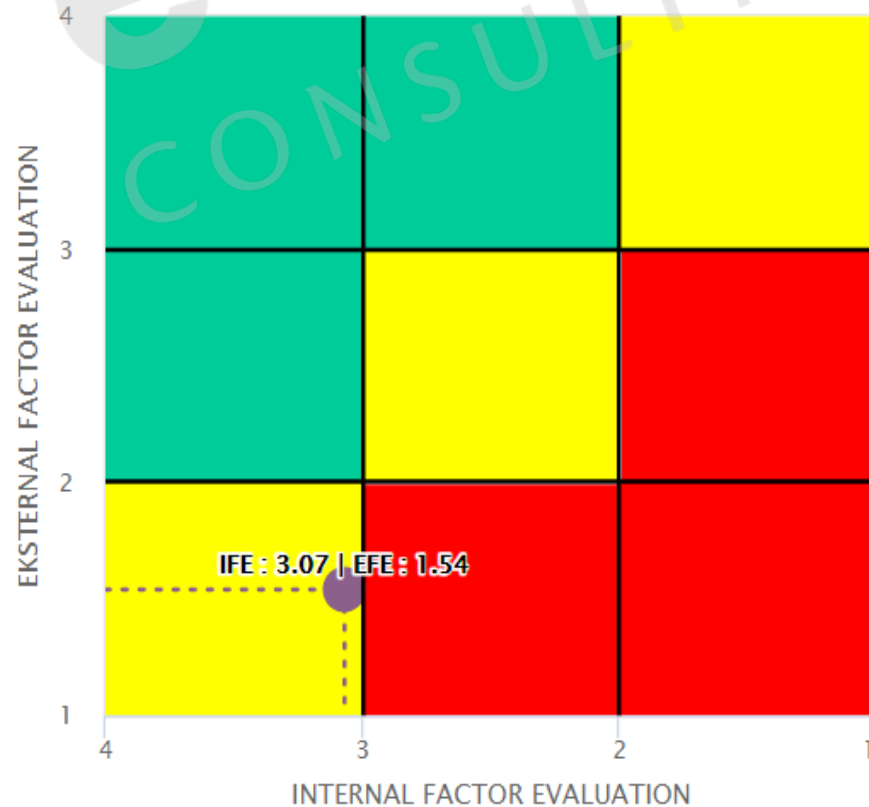
TOWS Analysis



Link:
<https://bit.ly/TOWSapps>

Internal External Matrix Table

- Score
- Grow & Develop
- Hold & Maintain
- Sell & Divest



HOW



TOWS Analysis

T hreats	O pportunities	W eaknesses	S trengths
<ol style="list-style-type: none"> 1. Different government law and regulation among member 2. Bureaucracy in members and changes of country leader 3. Economy shock from USA, China, and Europe 4. Gap of GDP among members 5. Territorial disputes among members 6. Social security conflict in ASEAN region 7. More developed technology from other countries 8. Uneven access of technology of member 	<ol style="list-style-type: none"> 1. Similarity of the government system in members 2. Possibility in cooperation of law enforcement 3. Mid-Class economy is growing 4. Change to Open-Market economy system 5. Similarity of culture among member 6. ASEAN has been recognized of their hospitality and friendly culture 7. Growing of technology and internet in global 8. Possibility of technology cooperation among members 	<ol style="list-style-type: none"> 1. Gap of knowledge among employees 2. Different principles of work 3. Unclear of career development 4. Traditional process of work 5. Conventional technology system need upgrade 6. Policy and SOP need to be updated 	<ol style="list-style-type: none"> 1. Experienced management and leadership 2. Consist of capable employees from all members 3. Wide area of work 4. Working with high level government 5. Transfer technology system from employees among members 6. Capability to collaborate system of work

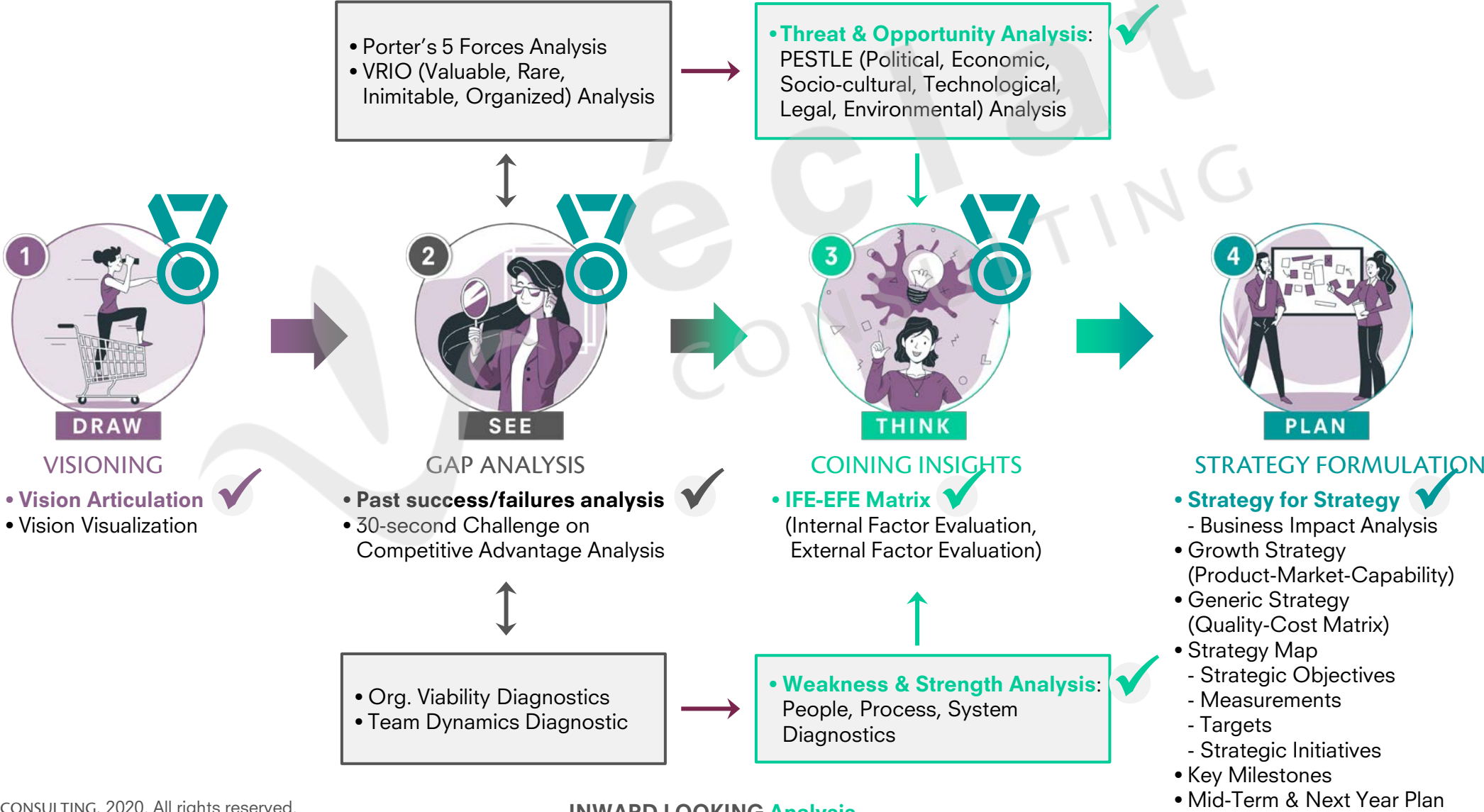


HOW



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OUTWARD LOOKING Analysis



4



PLAN

HOW



PLAN - Cockpit View:

STRATEGY FORMULATION

- Strategy for Strategy
- Growth Strategy
- Generic Strategy
- Strategy Map
- Key Milestones
- Mid-Term & Next Year Plan

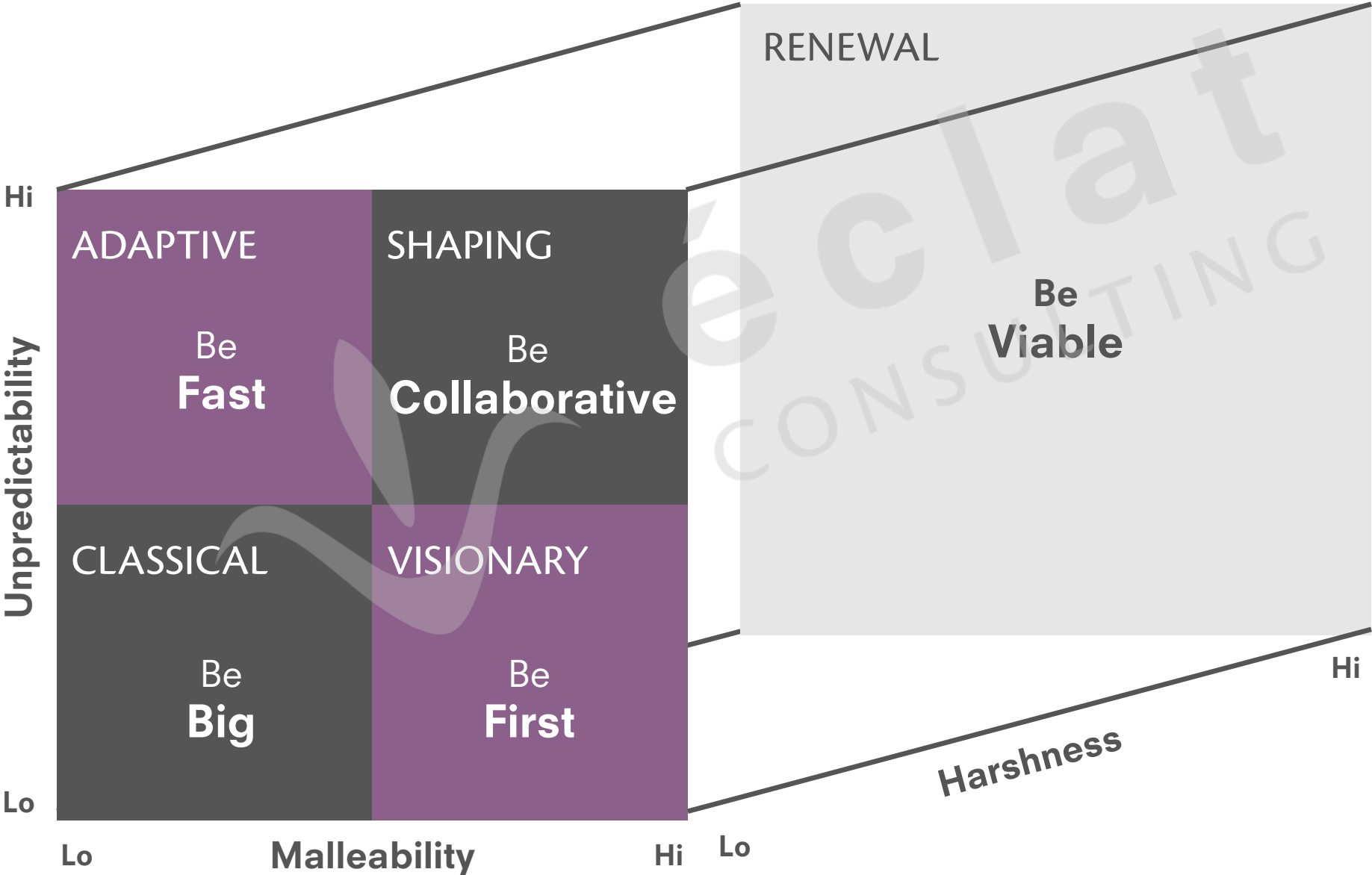


HOW



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Your Strategy needs **STRATEGY**



HOW



Business Impact Analysis

Aspects



Personnel

Employees have to work together on site	Hygiene is critical	Man power driven	Percentage of low-skill workers is high	Physical contact with customer is essential
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Impact on personnel



Operations

Large Gathering are essential	Close human interaction is essential	Hygiene is critical	Dependent on travel (business and leisure)	Physical contact with customer is essential
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Impact on operations



Supply Chain

Dependent on import/export	Dependent on raw material supply	Warehouse is crucial	Sensitive to distribution channel disruption	Dependent on delivery to consumer
----------------------------	----------------------------------	----------------------	--	-----------------------------------



Impact on supply chain



Financial

Service or product is a tertiary need	Dependent on other (external) companies revenue	Dependent on other (group) companies revenue	Dependent on consumer mobility	Dependent on external funding
---------------------------------------	---	--	--------------------------------	-------------------------------



Impact on financial



HOW

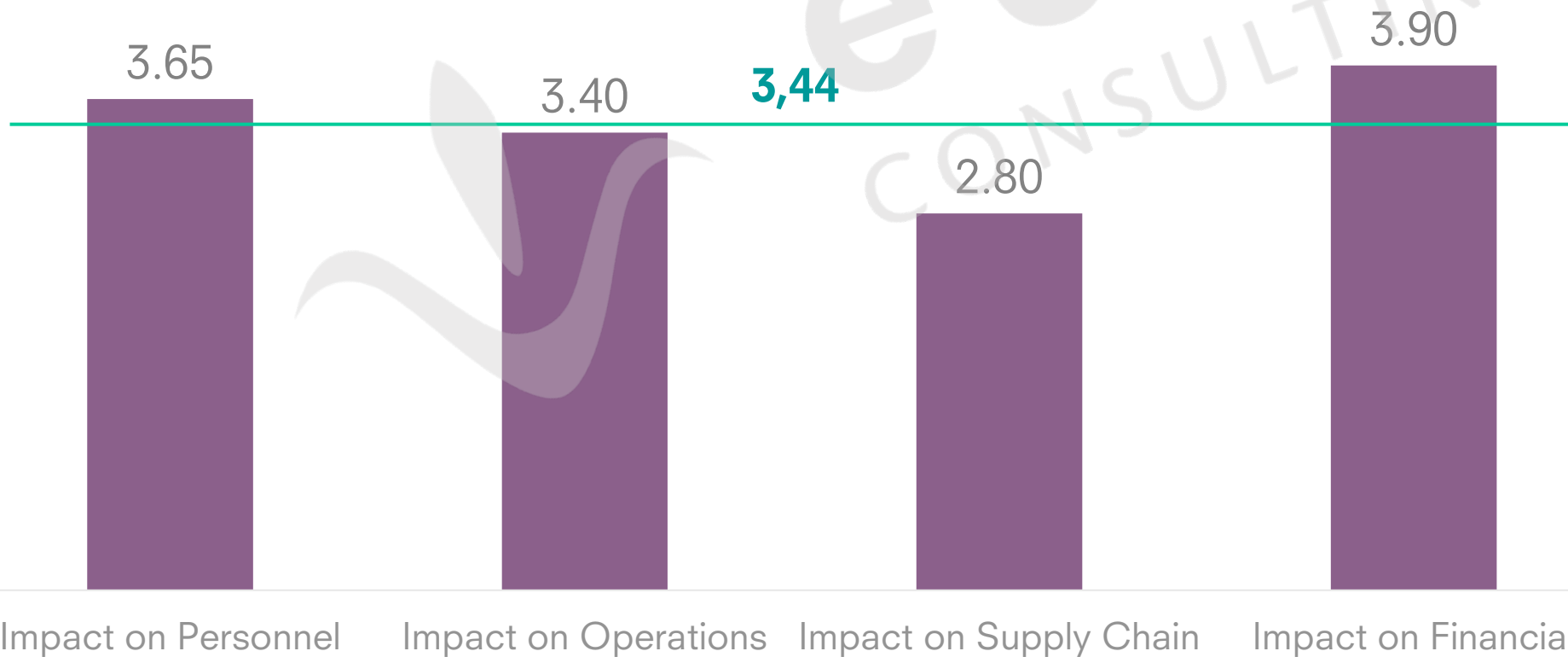
Link application tool:
<https://bit.ly/ImpactAssessmentApps>



COVID-19 Impact Assessment



Link:
<https://bit.ly/ImpactAssessmentApps>



HOW



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Determine Your STRATEGY

	Act now	Start small	Think big
Severe	<p>“Survive”</p> <ul style="list-style-type: none"> Maintain the business to save the company at all cost 	<p>“Slow Recovery”</p> <ul style="list-style-type: none"> Recover the company by securing operational cash flow 	<p>“Staged Rebound”</p> <ul style="list-style-type: none"> Recover the business step-by-step, e.g. starting with most profitable revenue channel
Major	<p>“Strive”</p> <ul style="list-style-type: none"> Explore “hidden treasure” while saving the company 	<p>“Pivot through Innovation” -</p> <ul style="list-style-type: none"> Nurture new business opportunity by using technology or other means 	<p>“Regain Competitiveness”</p> <ul style="list-style-type: none"> Reposition competitiveness in the market through innovation
Moderate	<p>“Defend”</p> <ul style="list-style-type: none"> Maintain existing business to save the company 	<p>“Reinvent Disruptive Innovation”</p> <ul style="list-style-type: none"> Reinvent winning ways of running the operations and/or originating new business ideas 	<p>“Secure Competitiveness”</p> <ul style="list-style-type: none"> Scale up disruptive innovation to secure competitive position in the market
None / Low	<p>“Ride the Wave”</p> <ul style="list-style-type: none"> Make the most out of the current situation as the opportunity to grow 	<p>“Push for Growth”</p> <ul style="list-style-type: none"> Maximize opportunity and capability to acquire bigger market share 	<p>“Leverage Competitiveness”</p> <ul style="list-style-type: none"> Take advantage of competitive position to thrive in the market

Determine Your ACTION

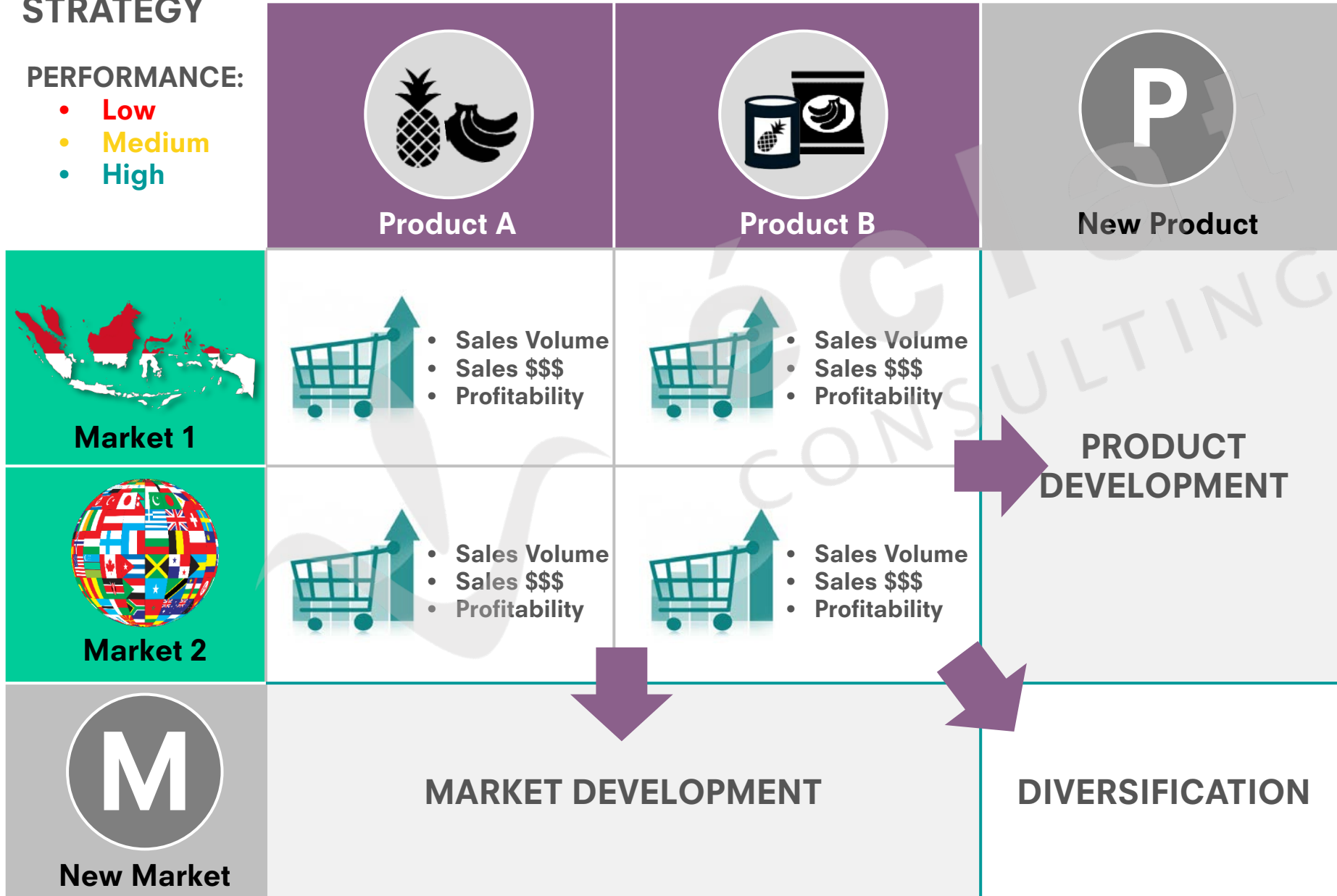
Aspects: 1) Personnel 2) Operations 3) Supply chain 4) Financial	Act now	Start small	Think big
	Short term defense Months 0-6	Mid term mitigation Months 7-18	Long term growth Months > 18
Severe	"Survive" 1) Keep core business process personnel; Limited support personnel 2) Limited operations 3) Find replacement of materials 4) Focus on cash in hand	"Slow Recovery" 1) Maintain minimum ops teams; Limited support personnel 2) Staged ops recovery 3) Localized suppliers 4) Fundraising / invite investors	"Staged Rebound" 1) Full team ops 2) Start normal ops 3) Recover supply chain 4) Secure war-chest up to next 12 mo.
Major	"Strive" 1) Reduce the head count of low performers 2) Reduced operations 3) Diversify materials 4) Cut non-essential OPEX	"Pivot through Innovation" - 1) Full team ops 2) Re-adjust operations norm 3) Evaluate and adjust procurement 4) Roll-out re-budgeting	"Reposition" 1) Re-skill employees 2) Full operations with new norm 3) Diversify suppliers network 4) Normalize cash flow
Moderate	"Defend" 1) Stop hiring 2) Keep normal operations 3) Diversify suppliers network 4) Postpone planned projects	"Reinvent Disruptive Innovation" 1) Re-skill employees 2) Increase operation efficiency 3) Conduct end-to-end supply chain risk assessments 4) Invest on re-adjusted projects	"Secure Competitive Position" 1) Maintain synergy 2) Maintain operation efficiency 3) Plan on collaborative and fulfillment capabilities from suppliers 4) Re-assess financial risk management
None / Low	"Ride the Wave" 1) Protect health & safety of your employees 2) Increase operations output 3) Map current Supply Network 4) Invest on planned projects	"Push for Growth" 1) Upskill employees for the growth 2) Plan to develop new products/ services 3) Map -n Supply Network 4) Invest in growth areas	"Leverage Competitive Position" 1) Hire people to support growth 2) Develop new products/ services 3) Secure Supply Network 4) Develop M&A plan

GROWTH STRATEGY

PERFORMANCE:

- Low
- Medium
- High

Product – Market – Capability Performance Analysis suggests which product and/or which market out perform the others.



HOW



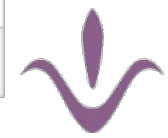
Vision	Transforming society through the provision of ultra-high speed mobile information services		
Mission	The number one provider of ultra-high speed mobile information networks across the United Kingdom and Europe		
Grand Strategy	Content Partnerships	Customer Service	Brand Awareness
Strategic Posture	Strong supply chain for entertainment and information services, exclusive agreements	Clarity in offering that surpasses anything in the market today, best user interface	Reinvigorated brand based on successes, attract a wider and younger audience

Strategic Objectives and Strategy Map	Measures	Targets	Initiatives
Financial <p>The diagram shows a hierarchy of objectives. At the bottom are 'Organisational Capacity' (yellow circles): Improve Knowledge and Skills, Improve Technology, and Improve Supply Chain. These lead to 'Internal Processes' (teal circles): Improve Offering Selection, Improve Information Services, Improve Stock Reliability, and Improve Cost Control. These lead to 'Customer' (blue circles): Improve Clarity of Offering, Improve Market Perception, and Improve Customer Satisfaction. Finally, these lead to 'Financial' (green circles): Increase Revenue, Increase Profitability, and Decrease Operating Costs.</p>	<ul style="list-style-type: none"> Net profit Operating costs Revenue in target markets 	<ul style="list-style-type: none"> ↑ 5% per year ↓ 3% per year ↑ 12% per year 	<ul style="list-style-type: none"> Implement new financial accounting system Simplify billing operations
	<ul style="list-style-type: none"> % Market share index % Customer satisfaction index % Focus group user index 	<ul style="list-style-type: none"> ↑ 3% per year 85% this year > 90% each focus session 	<ul style="list-style-type: none"> Competitive end user requirements market studies for new UK regions "Improve the Offering" two year programme
	<ul style="list-style-type: none"> New products as % of sales Brand awareness score Cost efficiency index 	<ul style="list-style-type: none"> 12% this year ↑ 5% per year > 90% every reporting period 	<ul style="list-style-type: none"> Create improved offering selection process Processes for 'Improve the Offering' programme above Training programme for new offerings and user interface
	<ul style="list-style-type: none"> Employee development plans Technology training index Supply chain efficiency index 	<ul style="list-style-type: none"> 95% in place 90% efficient 95% 	<ul style="list-style-type: none"> Product and marketing training programme 2 year football and news supply agreements Technology improvement programme
CustomerFocus - Integrity - Quality - Helpfulness - Community - Efficiency			



PLAN

HOW



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Determine STRATEGIC OBJECTIVES


THREAT

Environmental
SCANNING

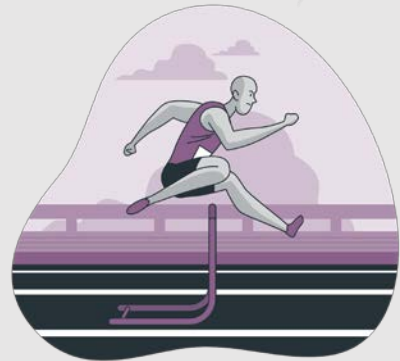

OPPORTUNITY



AVOID



DEVELOP



CONFRONT



EXPLOIT

STRATEGY MAP



WEAKNESS

Organization
DIAGNOSTIC



STRENGTH



HOW

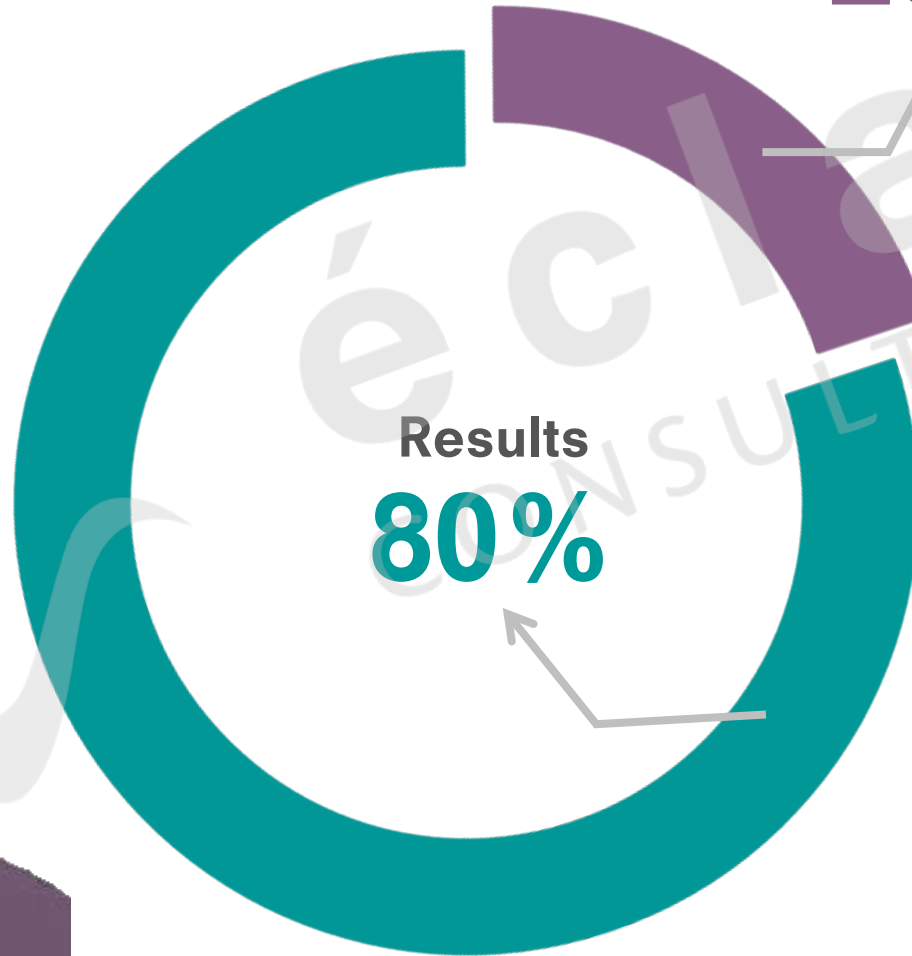
-  Financial
-  Customer
-  Internal Process
-  Learn & Growth



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Vilfredo Pareto,
Italian Economist



Efforts
20%

Results
80%



HOW



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PRIORITIZATION CRITERIA

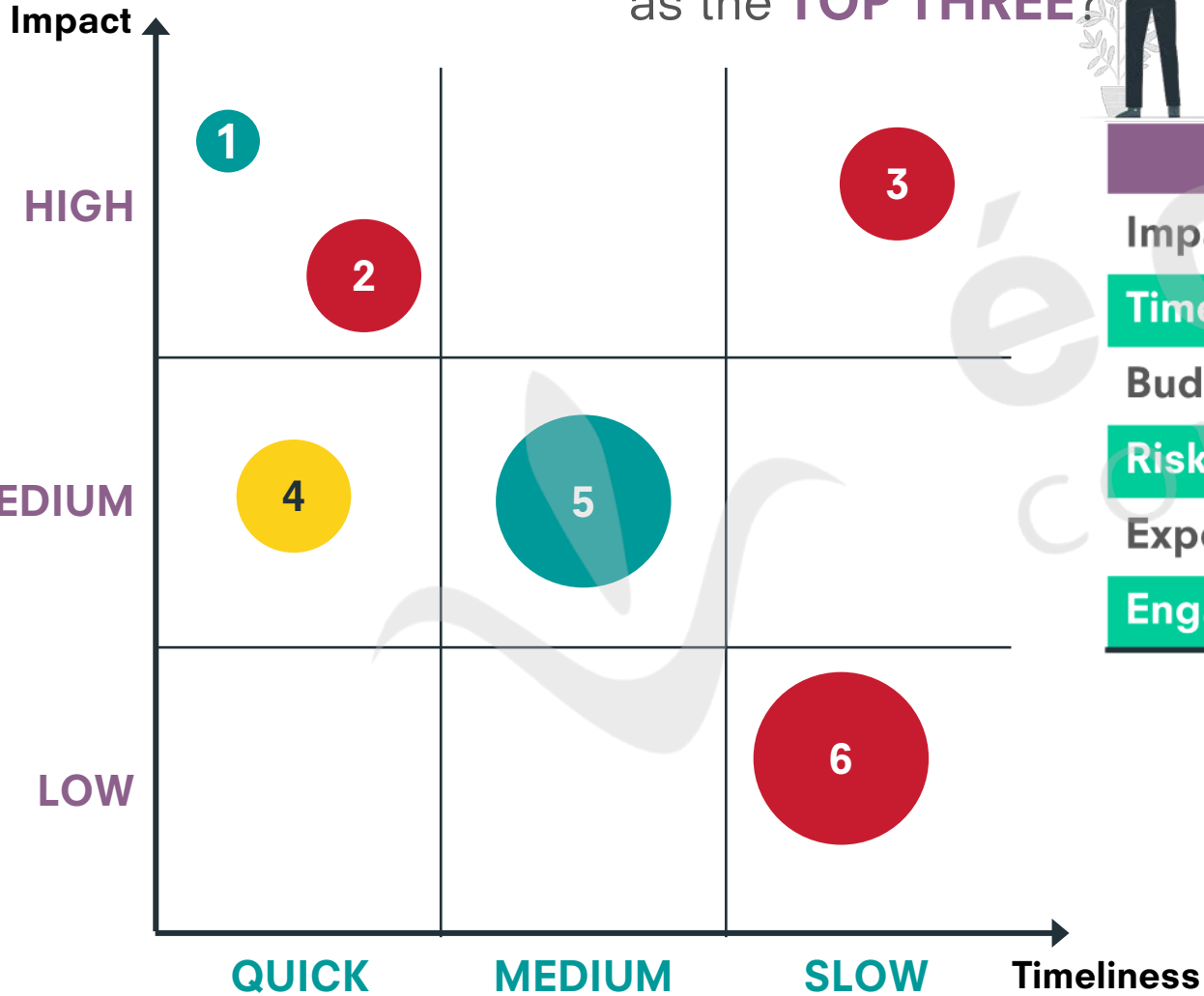
CRITERIA	%
Impact	40%
Timeliness	30%
Budget	20%
Risks	10%
Expertise	N/A
Engagement	N/A



HOW



Which initiative should be picked as the **TOP THREE**?



CRITERIA	%
Impact	40%
Timeliness	30%
Budget	20%
Risks	10%
Expertise	N/A
Engagement	N/A

Legend

BUDGET

○ Small ○ Medium ○ High

RISKS

● Small ● Medium ● High



HOW



Mid-Term Plan: 2021 - 2023

Strategic Initiatives	Measurement	Target	PIC
• Technology transfer among member (A1, C1, E2, D1,)	• % Sytem implemented	100%	John
• Collaboration with Government in sharing knowledge (A2, C2, D2)	• % of members conducted sharing	100%	Michael
• Facilitating Government Collaboration (E1)	• # of annual collaboration	2 events	Mary
• Knowledge transfer of regulation and law (E1)	• # of sharing forum conducted	2 events	Alex
• Facilitating collaboration of promoting culture and travel (E3, D4)	• Average number of tourist	Ave. 5 million people in year of each member	Tony
• Facilitating market and trade negotiation between member (E4)	• Average GDP Gap	10%	Lucas



HOW

Milestones									
2021			2022				2023		
		★ 1 st annual collaboration kick-off							
			★ Policy & SOP developed completely						
				★ 1 st annual travel expo kick-off					
					★ Administration sytem implemented				
						★ 1 st sharing forum kick-off			
							★ Average number of tourist increased by 30%		
								★ Average GDP Gap reduced to 10%	



Milestones...

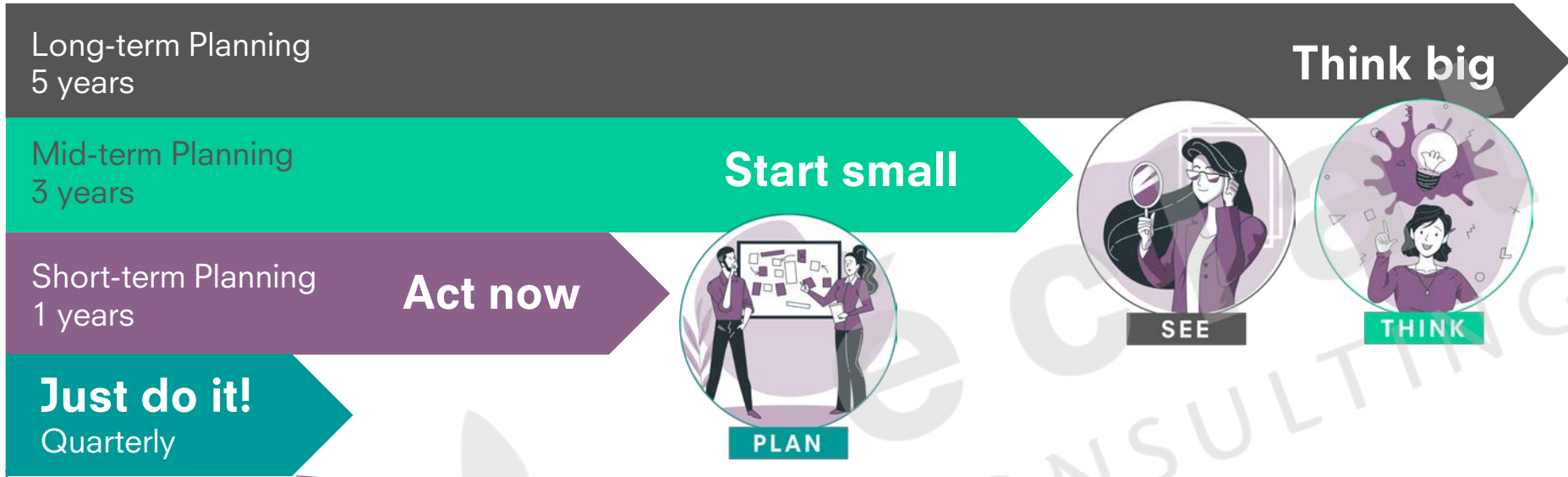
- Indicatives of strategic posture achievements;
- Organization-wide achievements;
- Showcase of progresses.



HOW



When to use **BSC (KPI)** | **OKR** | **Both** ?



HOW

Q1:	<input type="radio"/> Objective 1 KR1 Key Results 1	<input type="radio"/> Objective 2 KR1 Key Results 1	<input type="radio"/> Objective 3 KR1 Key Results 1	<input type="radio"/> Objective 4 KR1 Key Results 1
Q2:	<input type="radio"/> Objective 1 KR1 Key Results 1	<input type="radio"/> Objective 2 KR1 Key Results 1	<input type="radio"/> Objective 3 KR1 Key Results 1	<input type="radio"/> Objective 4 KR1 Key Results 1
Q3:	<input type="radio"/> Objective 1 KR1 Key Results 1	<input type="radio"/> Objective 2 KR1 Key Results 1	<input type="radio"/> Objective 3 KR1 Key Results 1	<input type="radio"/> Objective 4 KR1 Key Results 1
Q4:	<input type="radio"/> Objective 1 KR1 Key Results 1 KR2 Key Results 2 KR3 Key Results 3 KR4 Key Results 4	<input type="radio"/> Objective 2 KR1 Key Results 1 KR2 Key Results 2 KR3 Key Results 3 KR4 Key Results 4	<input type="radio"/> Objective 3 KR1 Key Results 1 KR2 Key Results 2 KR3 Key Results 3 KR4 Key Results 4	<input type="radio"/> Objective 4 KR1 Key Results 1 KR2 Key Results 2 KR3 Key Results 3 KR4 Key Results 4



OUTWARD LOOKING Analysis

- Porter's 5 Forces Analysis
- VRIO (Valuable, Rare, Inimitable, Organized) Analysis

- **Threat & Opportunity Analysis:** ✓
PESTLE (Political, Economic, Socio-cultural, Technological, Legal, Environmental) Analysis



DRAW

VISIONING

- **Vision Articulation** ✓
- Vision Visualization



SEE

GAP ANALYSIS

- **Past success/failures analysis** ✓
- 30-second Challenge on Competitive Advantage Analysis



THINK

COINING INSIGHTS

- **IFE-EFE Matrix** ✓
(Internal Factor Evaluation, External Factor Evaluation)



PLAN

STRATEGY FORMULATION

- **Strategy for Strategy** ✓
 - Business Impact Analysis
 - Growth Strategy (Product-Market-Capability)
 - Generic Strategy (Quality-Cost Matrix)
 - Strategy Map
 - Strategic Objectives
 - Measurements
 - Targets
 - Strategic Initiatives
 - Key Milestones
 - Mid-Term & Next Year Plan

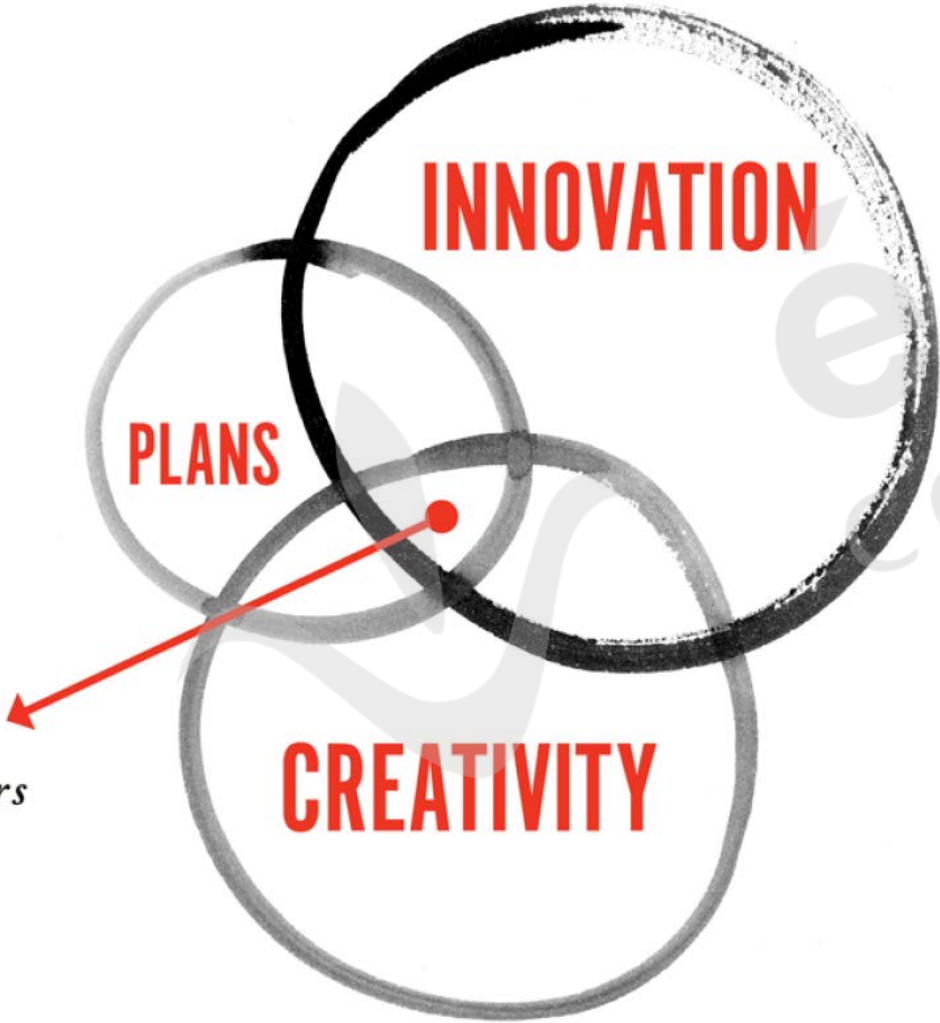


- Org. Viability Diagnostics
- Team Dynamics Diagnostic

- **Weakness & Strength Analysis:** ✓
People, Process, System Diagnostics

INWARD LOOKING Analysis

The Arts of War: **PLAN** | **INNOVATION** | **CREATIVITY**



what investors seek



Sun Tzu

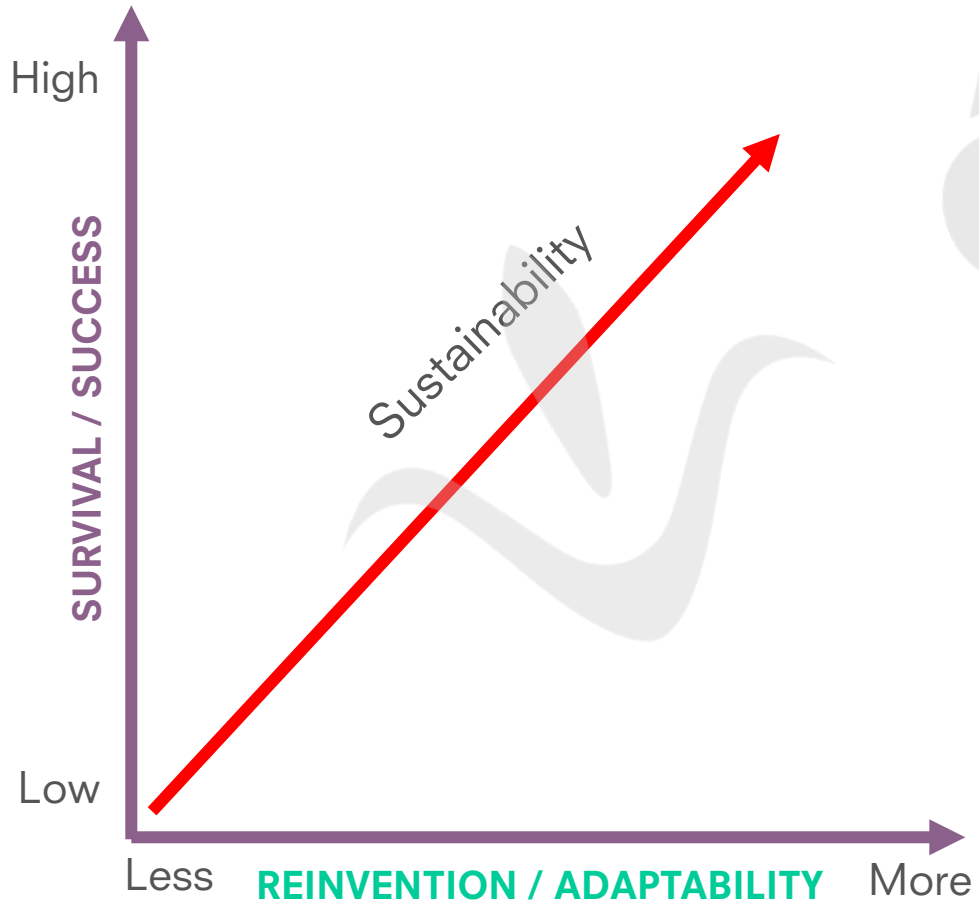
“The enlightened ruler lays his plans well ahead; the good general cultivates his resources”



HOW



The Arts of War: **SURVIVAL** vs. **REINVENTION** Matrix



Sun Tzu

“He who can modify his tactics in relation to his opponent and thereby succeed in winning, may be called a heaven-born captain.”

“Do not repeat the tactics which have gained you one victory, but let your methods be regulated by the infinite variety of circumstances.”



HOW



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Mintzberg



“When the world is **predictable**
you need **smart people**.”

When the world is **unpredictable**
you need **adaptable people**.”



HOW



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Battling VUCA World ...



“New Operating Environment”



Vision
Uniqueness
Courage
Alliance



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