

Organizational Transformation for the Digital Era

Revenue Growth Strategic Management

By : Iman Chaerudin

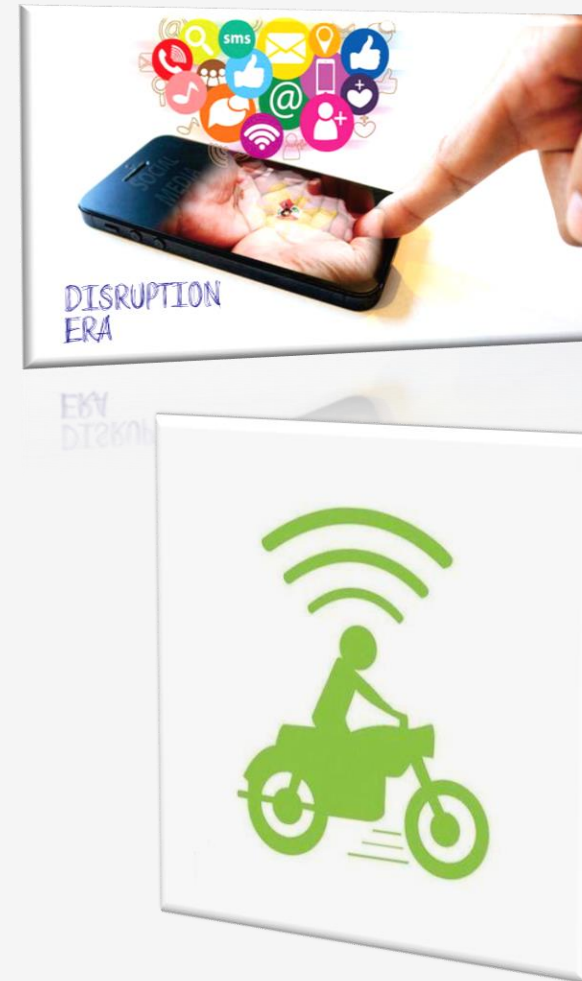
Quote



To thrive in a volatile and unpredictable postpandemic economy, companies need **smarter, faster, more agile operations**. That requires big changes.

Agility: It rhymes with stability

Companies can become more agile by designing their organizations both to **drive speed** and **create stability**. Truly agile organizations, paradoxically, learn to be both stable (resilient, reliable, and efficient) and dynamic (fast, nimble, and adaptive).



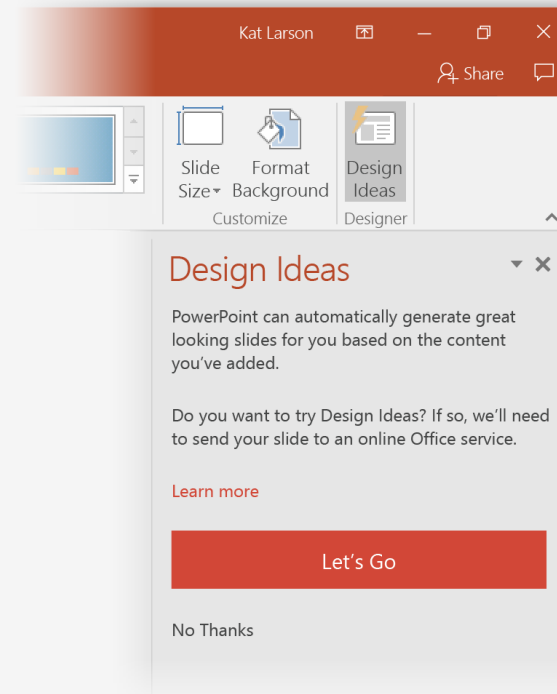
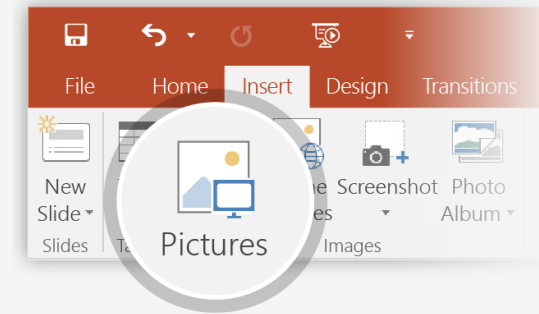
Transformation



A **transformation** is a dramatic change in form or appearance.
Organizational Transformation is a **strategic method of getting your organization from where you are now** to where you will need to be in the future. The best way to look into the future is to gain a sense of where things are moving.

Agenda

- 1 Industrial Revolution Stages
- 2 Post Pandemic Era
- 3 Strategic Change
- 4 Organizational Transformation

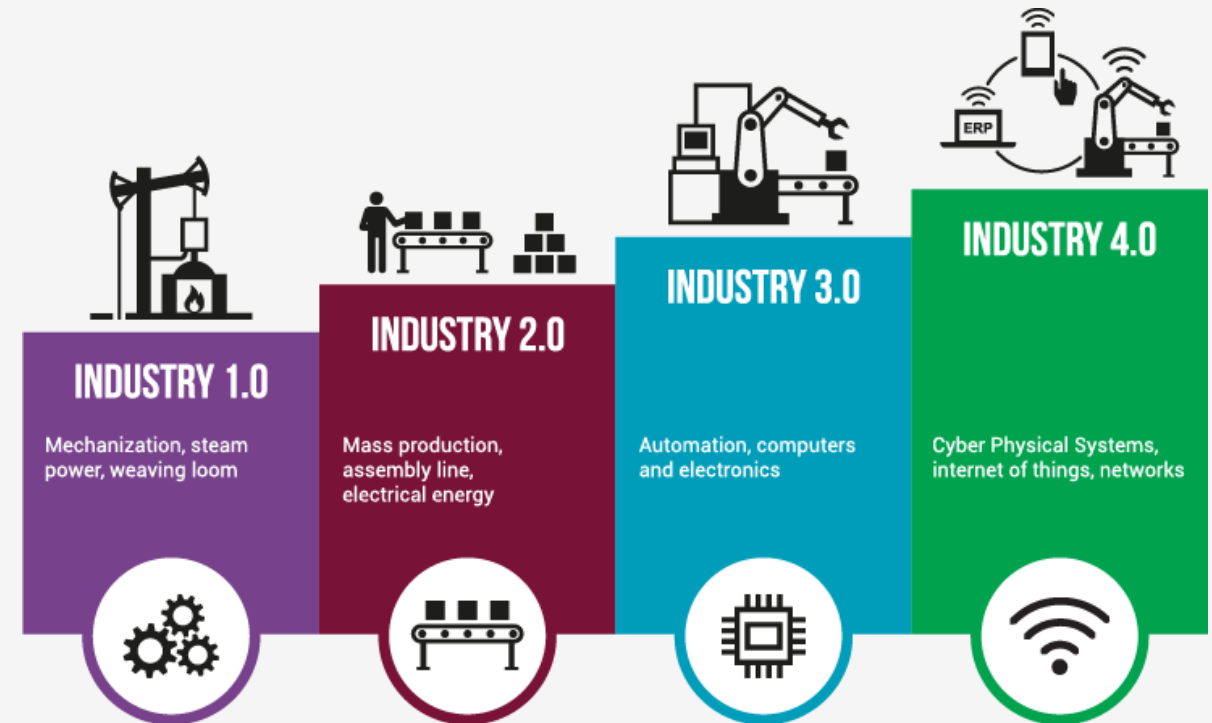


1 Industrial Revolution Stages

Industry 4.0 is the digital transformation of manufacturing/production and related industries and value creation processes.

Industry 4.0 is used interchangeably with the fourth industrial revolution and represents a new stage in the organization and control of the industrial value chain.

This way, products and means of production get networked and can 'communicate', enabling **new ways** of production, value creation, and real-time optimization. Cyber-physical systems create the capabilities needed for smart factories. These are the same capabilities we know from the **Industrial Internet of Things** like remote monitoring or track and trace, to mention two.



Industry 4.0 Characteristics

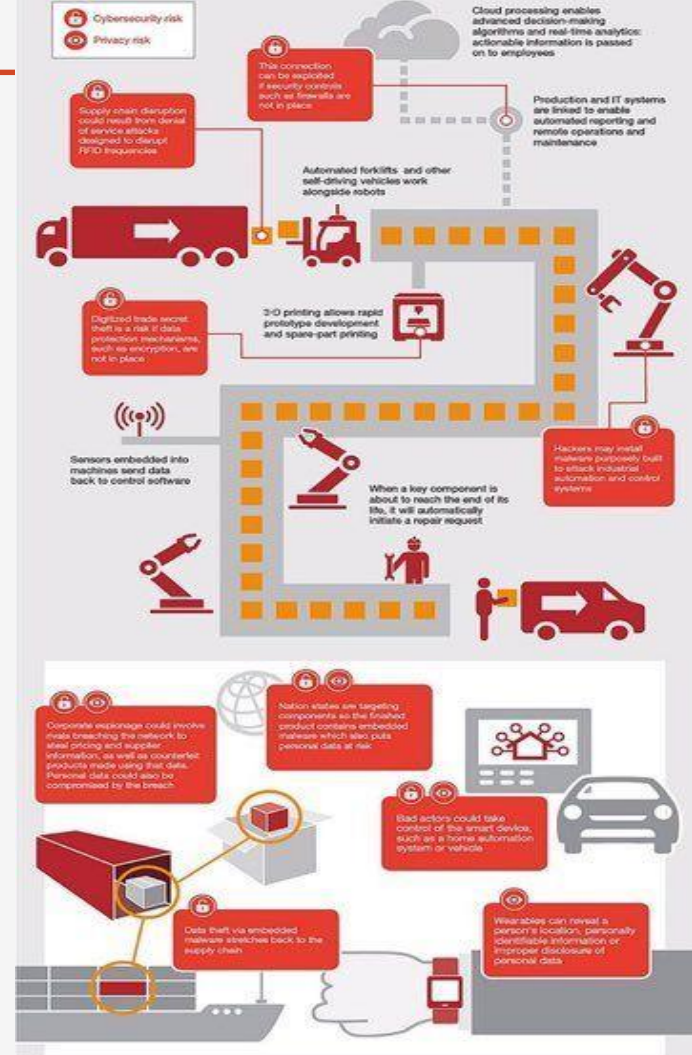
It is characterized by,

- even more **automation** than in the third industrial revolution,
- the bridging of the physical and digital world through cyber-physical systems, enabled by **Industrial IoT**,
- **a shift from** a central industrial control system to one where smart products define the production steps,
- closed-loop data models and control systems and **personalization/customization** of products



Industry 4.0 Cybersecurity and privacy challenges

From smart factories to connected homes, see how new security and privacy risks affect businesses and consumers.

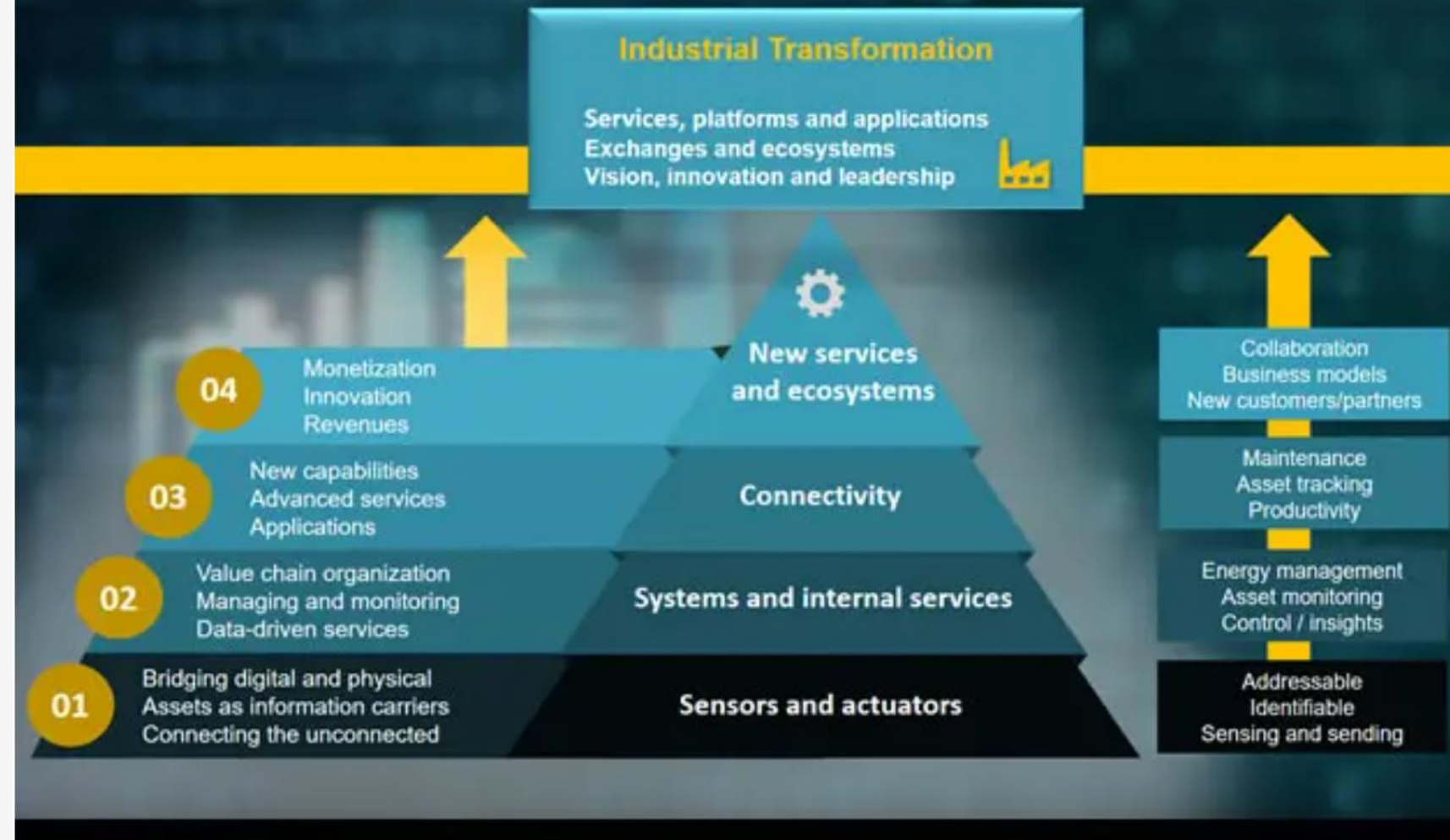


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Industry 4.0 Implementation

From automation pyramid to industrial transformation pyramid with Industry 4.0

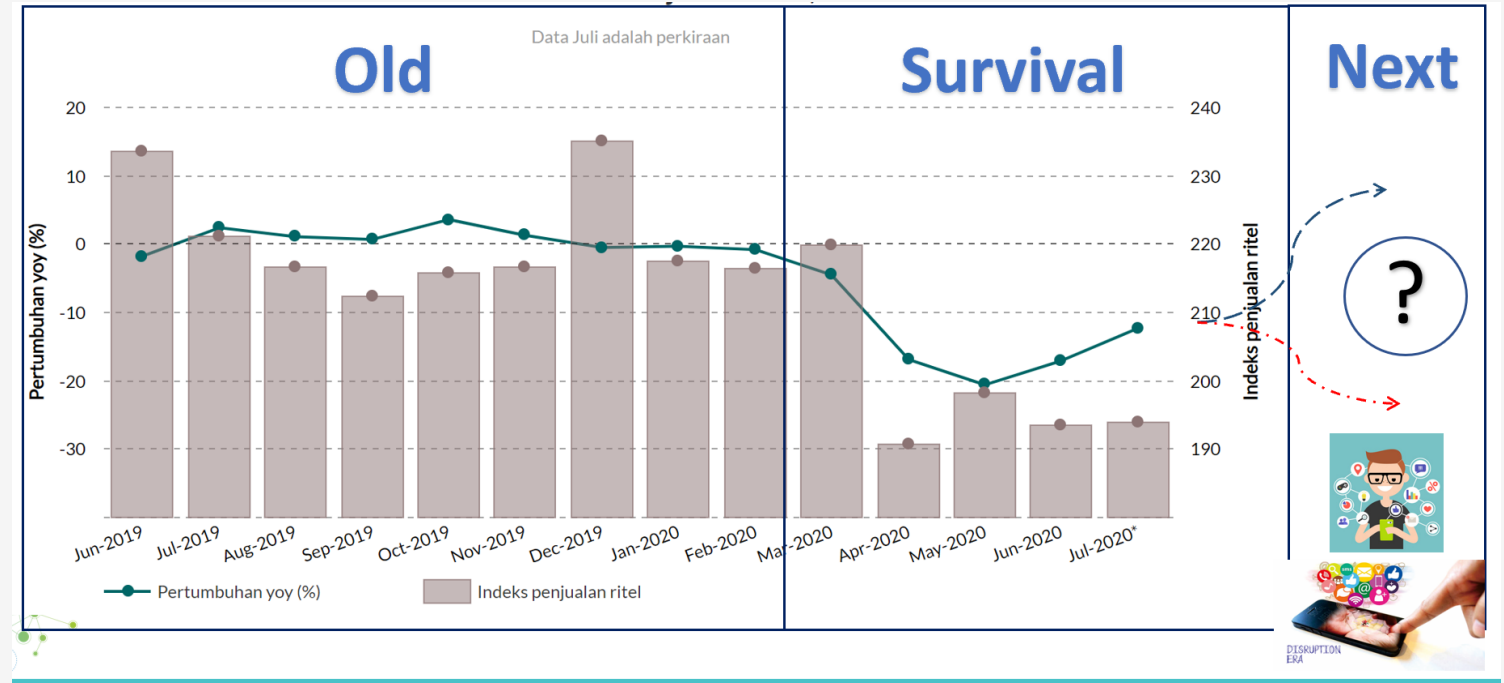


2

Post Pandemic Era



COVID-19 has swept the globe in a matter of months, jeopardizing lives, upending businesses, and setting off a worldwide economic slump.



To find out whether the business stick on the longterm or just temporary during the Covid-19 Pandemic ?

Architect of New Operation

After the historic disruptions of 2020 and early 2021, the exit from the COVID-19 pandemic is raising a host of critical operational questions. A rapid but bumpy recovery is putting short-term pressure on sales and margins, while urgent action is needed to stay ahead of longer-term disruptive change. This complex and uncertain environment presents heightened risks, but it is also creating spaces in many industries, opening opportunities for innovation and growth.

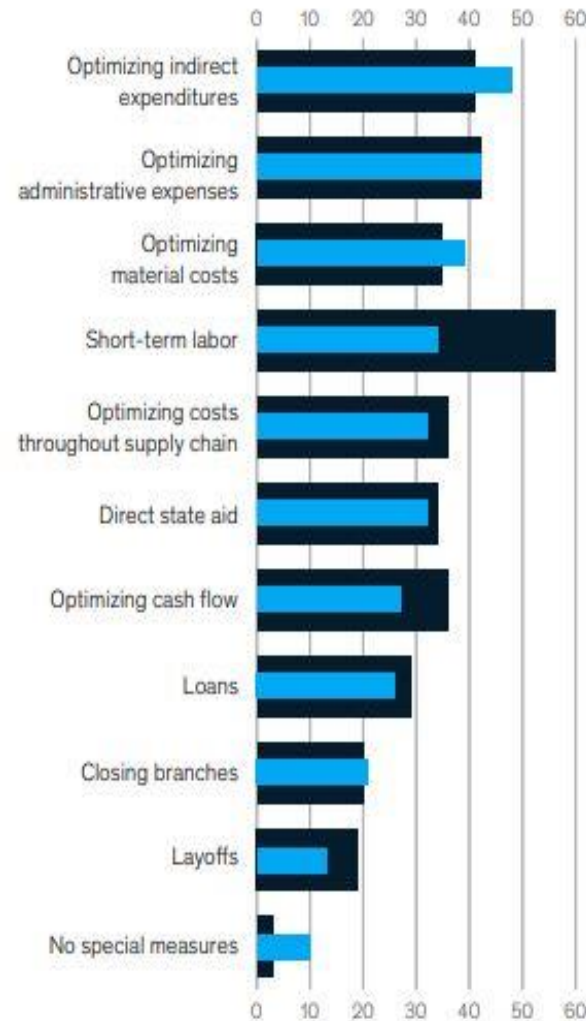
Companies that can adapt faster and execute more efficiently than their competitors are set to reap benefits in both the short and long terms.

Potential winners focus on future growth opportunities.

Actions taken at enterprises, by expected
Q2 2020 revenue, % of respondents

■ Expecting revenue increase for Q2 2020
■ Expecting revenue decrease for Q2 2020

Actions for business continuity



Actions for revenue stabilization or increase



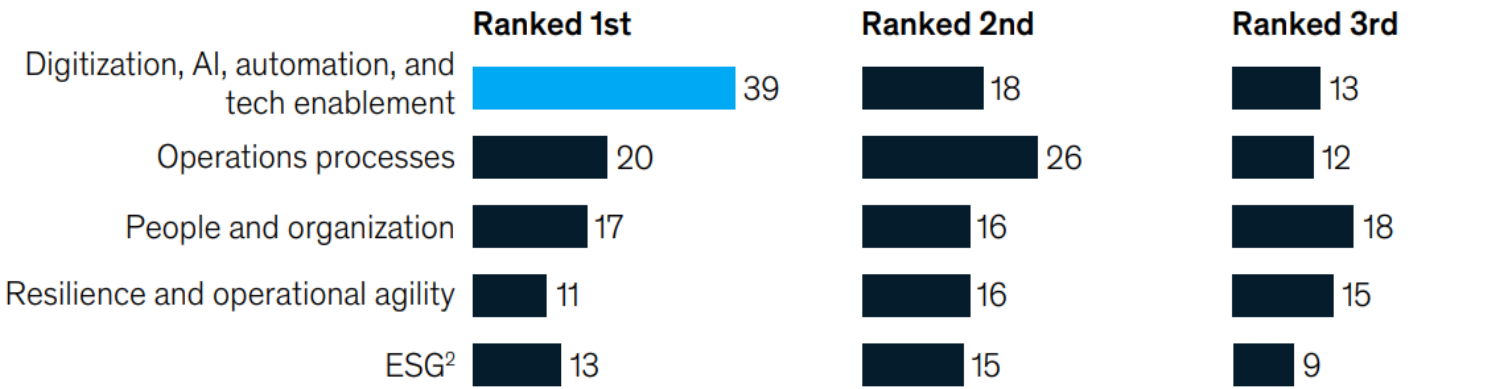
The ability to execute in a **complex, uncertain, and rapidly evolving environment** is set to become a decisive competitive differentiator in the coming years. Companies will need both the resilience to ride out shocks and disruptions and the agility to exploit emerging opportunities. They will also need to master fast, effective, coordinated, and largescale change. They must be built into the organization’s structures, processes, and people.

Why, then, are so few companies succeeding in a transformation of their operations that they understand is necessary?

Manufacturers see digitization, AI, and automation as top drivers of productivity and protability for the coming three years.

Manufacturers see digitization, AI, and automation as top drivers of productivity and profitability for the coming three years.

Productivity drivers that will most affect profitability by 2024, by priority ranking, % of companies that selected driver as priority¹ (n = 1,004)



¹Question: Which of the following productivity drivers do you believe will most positively affect your company's or business line's profitability in the next 3 years?
²Environmental, social, and governance.
Source: McKinsey Global Survey on CxO productivity, 2021

3 Strategic Change

From the **great survival** to the **great adaptation** → *Agile*

SMARTT

Specific - Sasaran

Measurable - Individual Performance Achievement/
Progress Report/ PICA.

Applicable – Hybrid Learning System

Resources – People & Organization

Time & Technology - IIOT

Connected & Customized Strategic Management

3 Strategic Change -

From the great survival to the great adaptation.

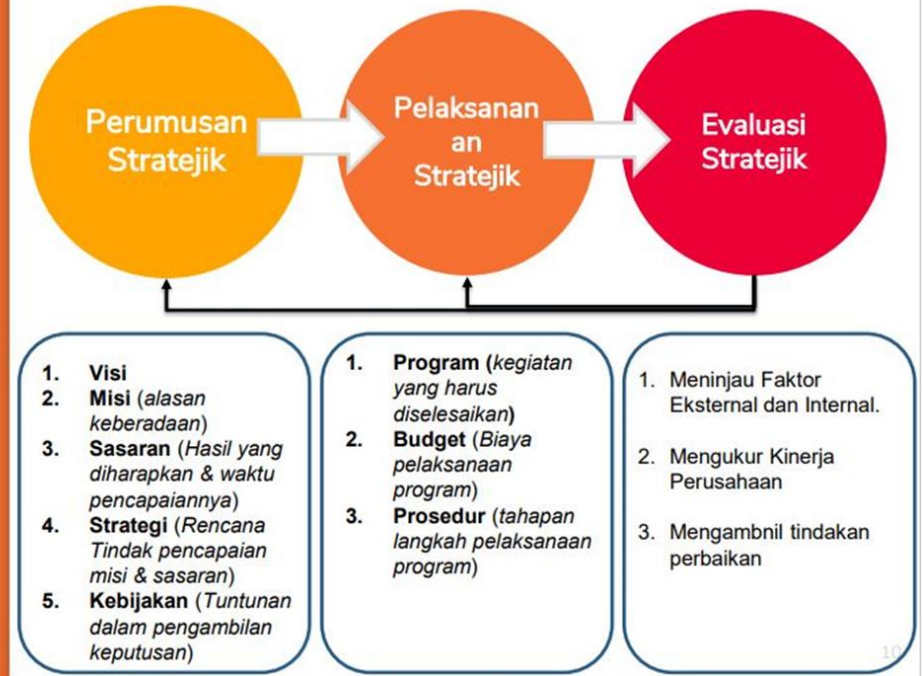
The organization's structures,

Processes, and

People.

Tahapan Manajemen Strategik

(Wheelen & Hunger, 2015)
(David, Fred R, 2015)



- Setting up resilient, risk-tolerant supply-chain structures that abandon outdated ideas about centralization and scale,
- Doubling down on **digitization** with bold investments designed to achieve a truly end-to end vision of what the future promises,
- Achieving **real agility** throughout the organization via better real-time visibility and systematic response to external developments

Digital Transformation

A digital transformation of operations encompasses business, organization, and technology changes.

Changes in digital transformation of operations, by dimension

Dimension	Business		Organization		Technology	
Focus area	Use-case definition and implementation	Rollout and enablement	Value capture	New way of working and capabilities	Platform core development	Ecosystem building
Definition	Identify and implement relevant use cases in a value-backed approach	Establish a rollout approach based on impact and scalability	Set up a value-capture organization and ensure transformation value based on KPIs ¹ and rigorous tracking	Implement a new way of working and identify and build the required skills and capabilities	Source or develop the required technologies and platforms, both for OT ² and IT	Understand the key elements of a suitable ecosystem and choose the right partners

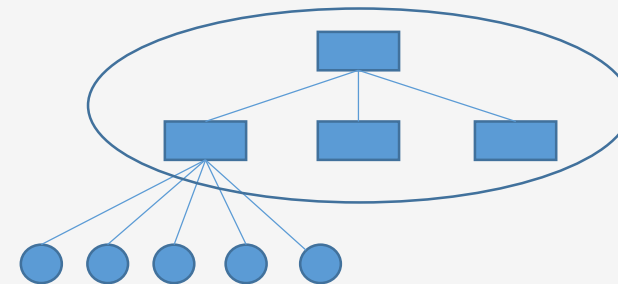
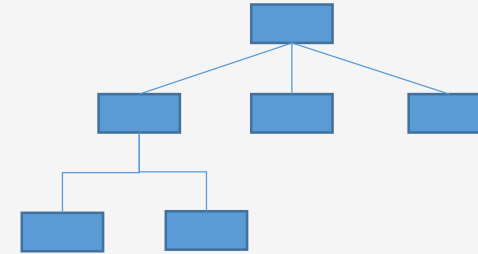
¹Key performance indicators.

²Operating technology.

Organizational Structure

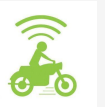
Traditional hierarchies—boxes and lines on the org chart—typically specify where work gets done and performance is measured, and who's responsible for awarding bonuses.

Agile organizations - deliberately choose which dimension of their organizational structure will be what we call their "**primary**" one. This choice will dictate where individual employees work—in other words, where they are likely to receive coaching and training and where the infrastructure around their jobs is located. Day-to-day work, performance measurement, and the determination of rewards, on the other hand, are more likely to happen in teams that cut across formal structures.



Primary Organization

Operator/Mitra



Revenue Growth Management (RGM)

Navigating the crisis calls for rapid and coordinated execution of a SPRINT-based plan.

Revenue response



Size
and prioritize
revenue exposure



Project
demand



Revamp
marketing
plans



Integrate
e-commerce



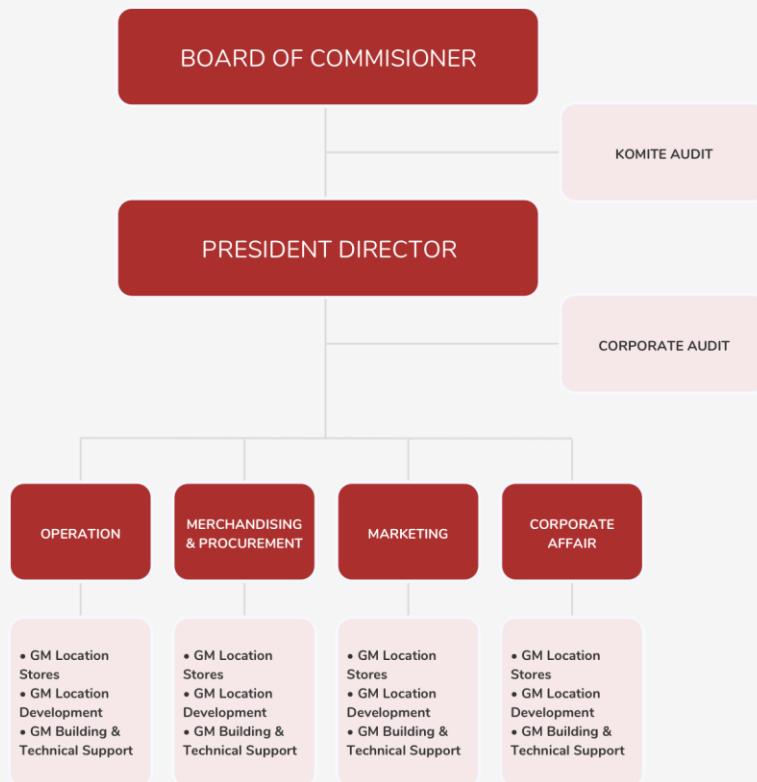
Navigate
RGM
adjustments



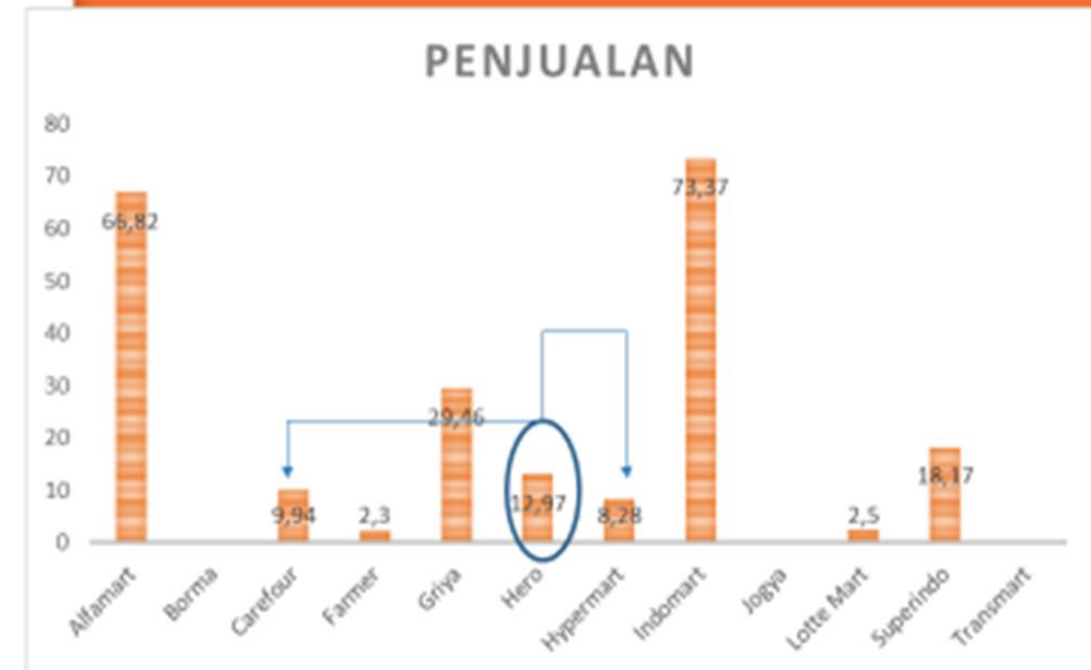
Team up
with customers
and execute

Agile Organization Structure & Strategy

Indomart & Alfamart – New way of working space strategy – *Revenue Growth Management* (RGM)



Penjualan Retail Bisnis Tahun 2018

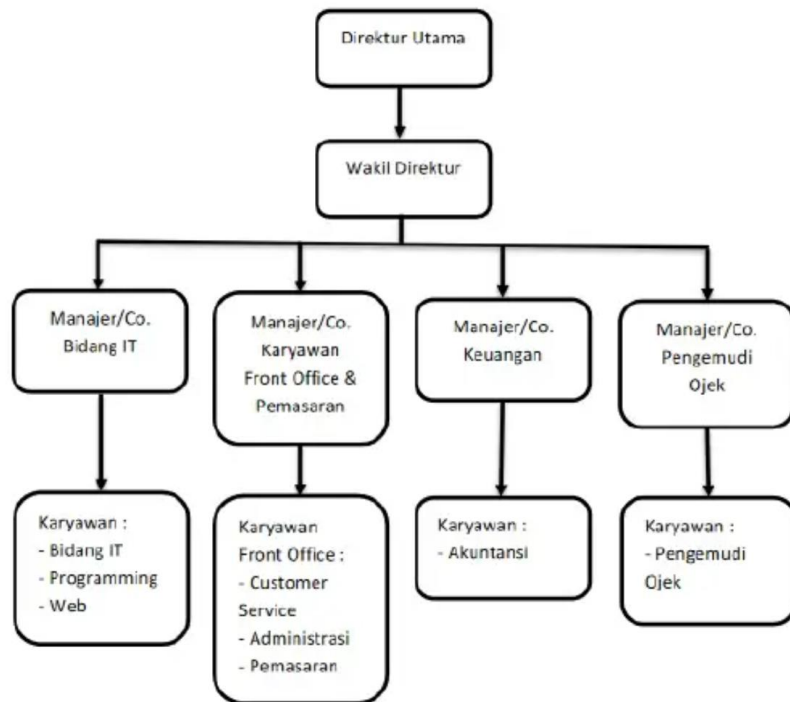


Agile Organization Structure Go Jek

PT Aplikasi Karya Anak Bangsa, selanjutnya disebut sebagai "Gojek".

Tiga Pilar Utama :

1. Speed
2. Innovation
3. Social Impact



Pencapaian Utama

Statistik Bisnis

190 Juta+

unduhan aplikasi
sejak 2015

2 Juta+

mitra driver yang
sudah bergabung
dengan kami

900.000

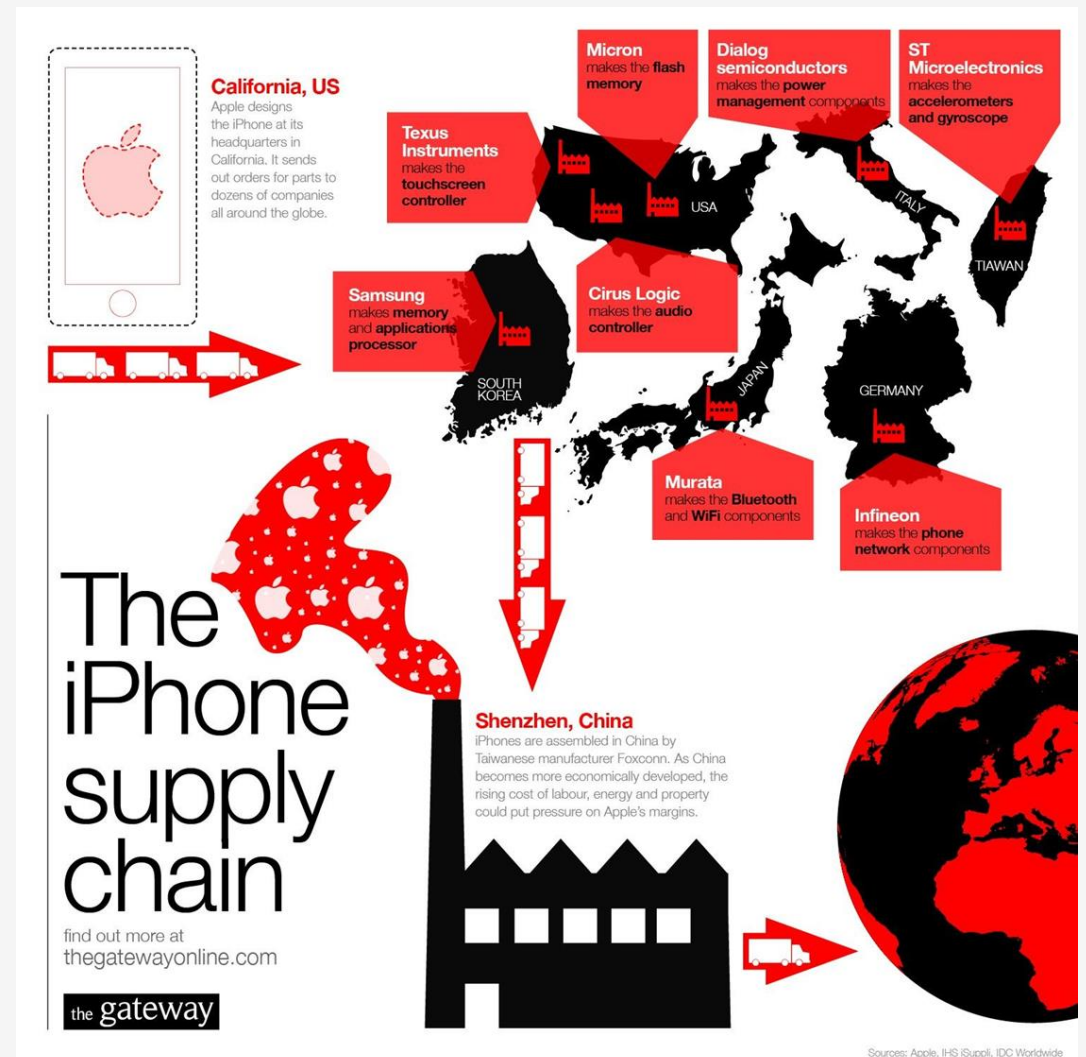
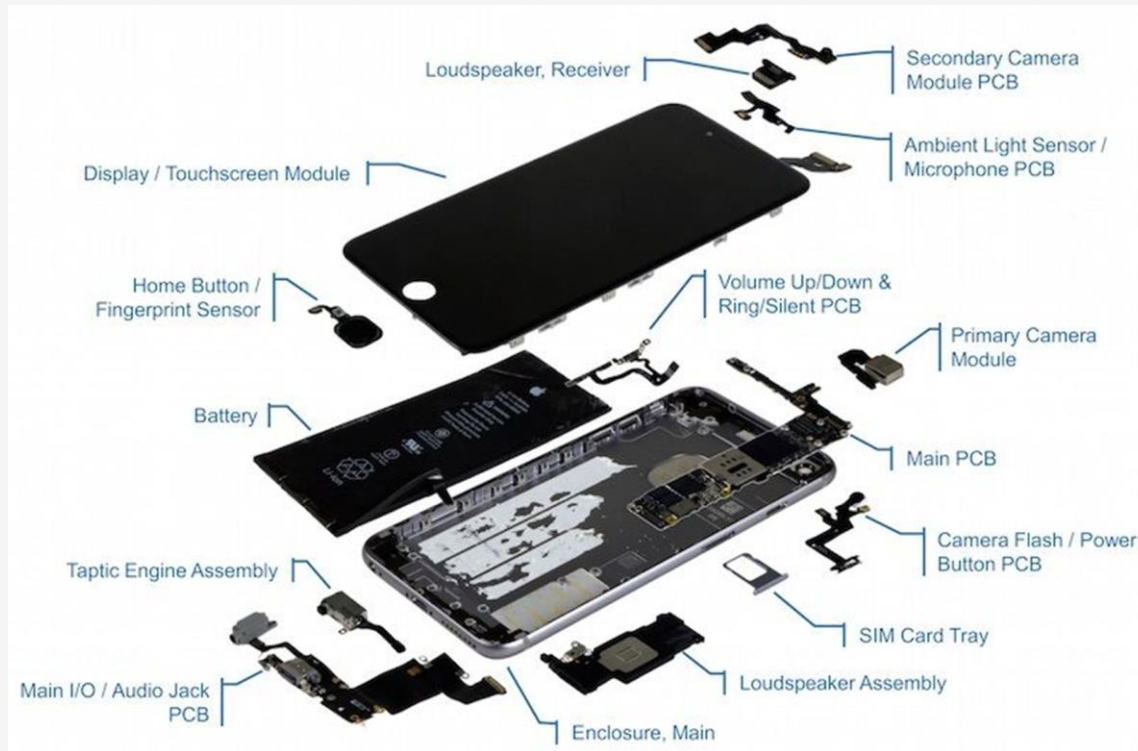
mitra usaha GoFood
(96% UMKM)

5.000+

karyawan di
5 negara: Indonesia,
Singapura, Thailand,
Vietnam, dan India



Global Production



New Business

Consumers are enthusiastic about **micromobility**, with almost 70 percent stating that they were willing to use micromobility vehicles for their commute—though with lots of regional variability.



micromobility vehicles for their commute



THANK YOU

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