

# **Pertemuan 9**

## **Transformasi Digital Menuju Era Disruptif dan Revolusi Industri 4.0**

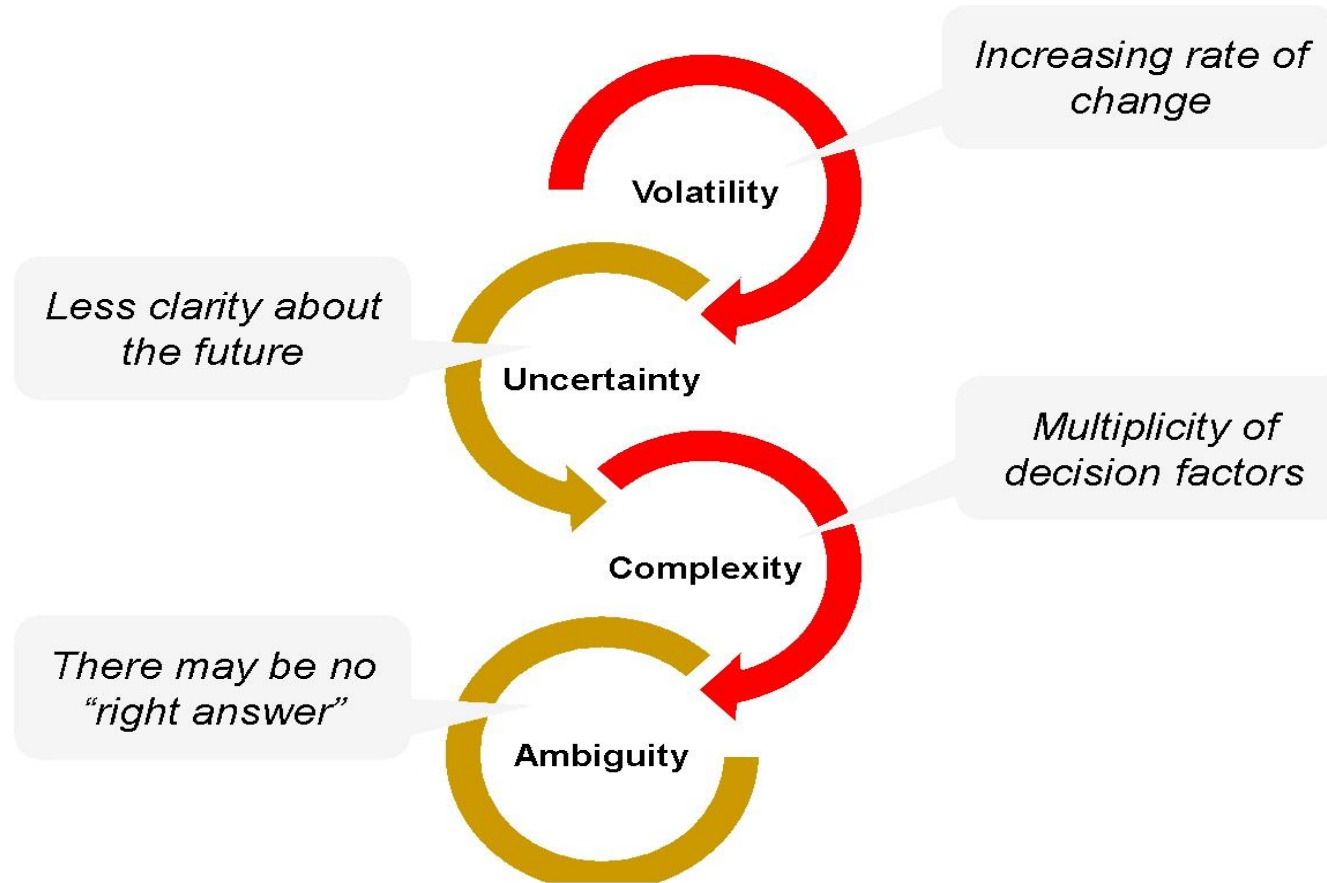
# We live in a **VUCA** world

and how Leaders can navigate it



by Colin Ramsay

# VUCA: Global Changes – Nature of Transformation



# The New Challenges

## Exponential Organization

“Our blindspot come from the fact that we lived in a **linear** world but today’s change are **exponential**”

- Gerd Leonhard -

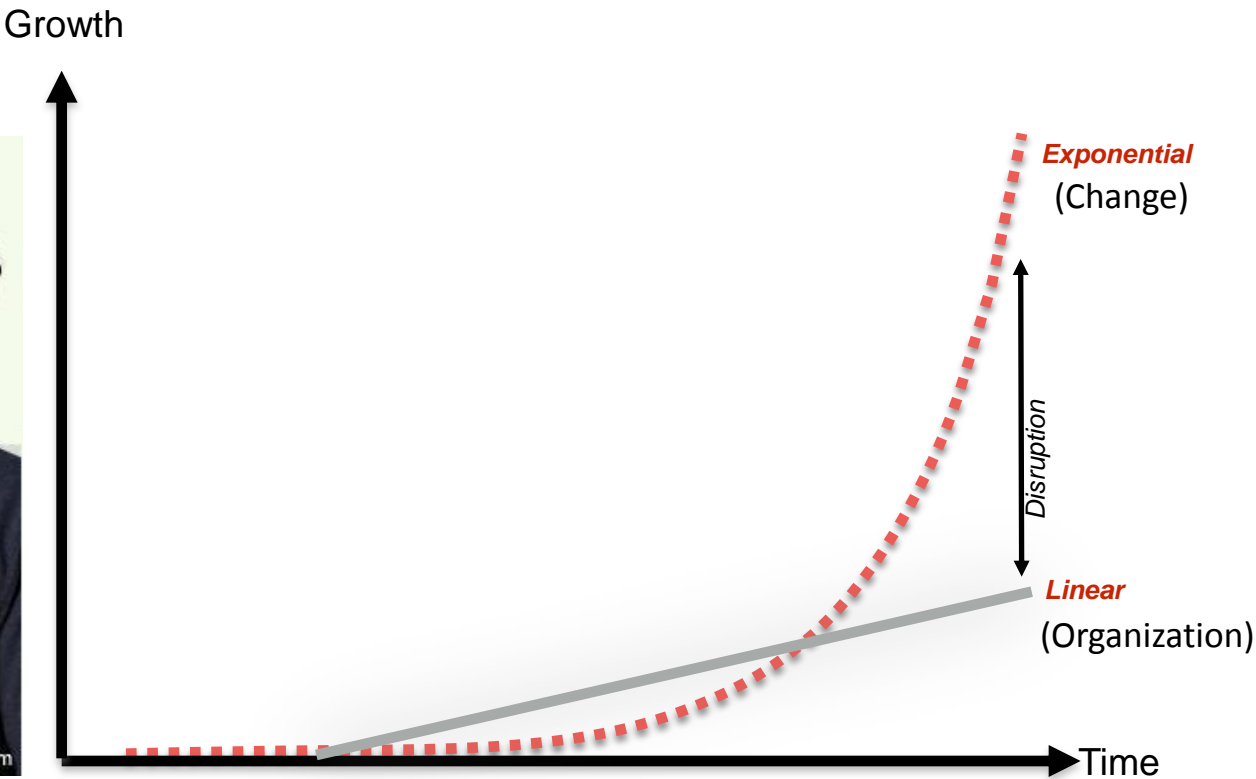
Problem ➔ Dilemmas

Fragile ➔ Agile

Simple, Complicated ➔ Complex, Chaotic

**SALIM ISMAIL** | Executive Director, Singularity University & Co-Author of "Exponential Organizations"

TheFutureOrganization.com

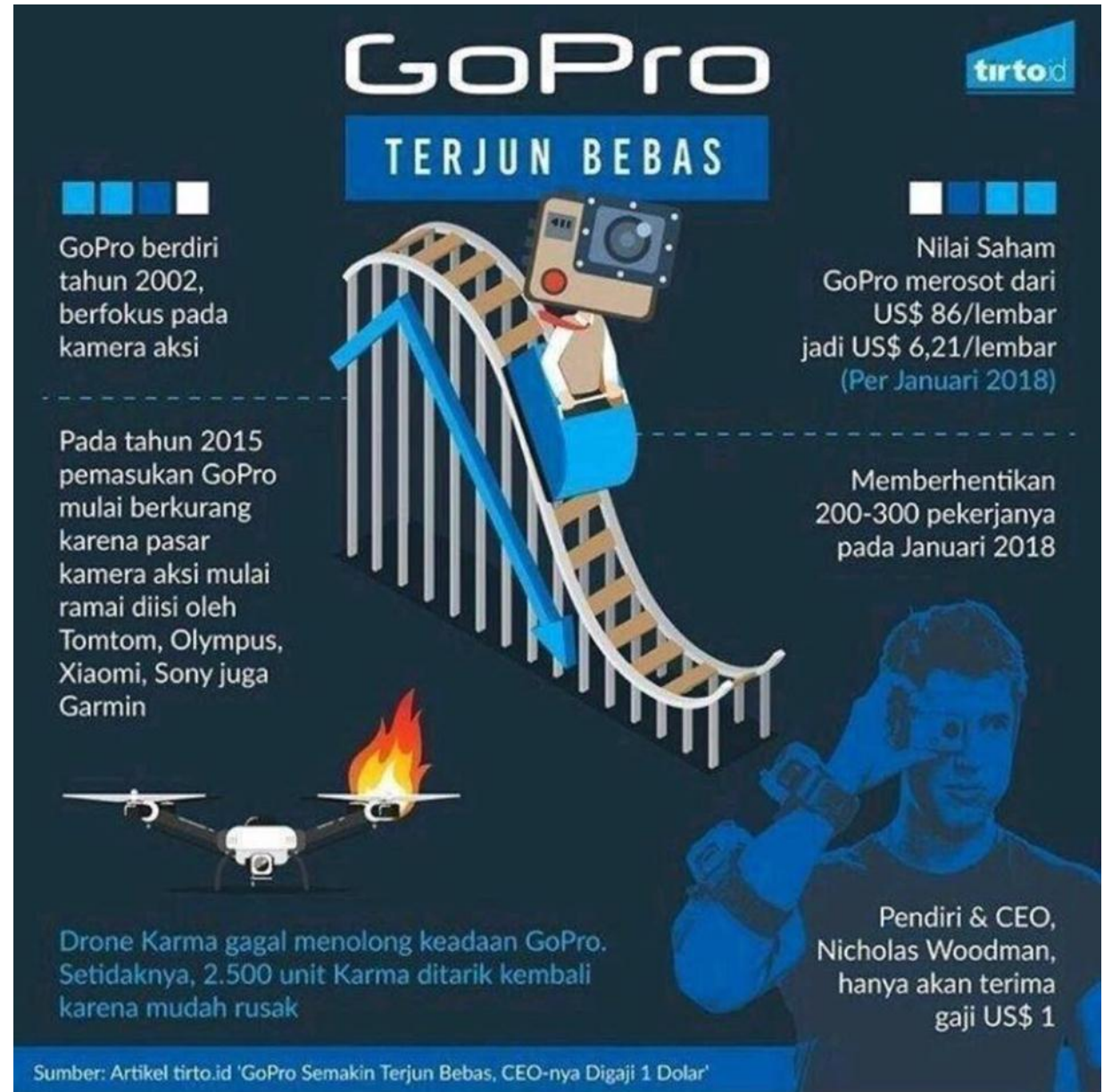




Nokia CEO ended his speech saying this  
“we didn’t do anything wrong, but somehow we lost”



**Jika berhenti berinovasi dan menciptakan keunggulan baru (disruption), bahkan juara yang awalnya pencipta sejarah bisa jadi hanya tinggal sejarah.**



**GoPro**  
**TERJUN BEBAS**

GoPro berdiri tahun 2002, berfokus pada kamera aksi

Pada tahun 2015 pemasukan GoPro mulai berkurang karena pasar kamera aksi mulai ramai diisi oleh Tomtom, Olympus, Xiaomi, Sony juga Garmin

Drone Karma gagal menolong keadaan GoPro. Setidaknya, 2.500 unit Karma ditarik kembali karena mudah rusak

Nilai Saham GoPro merosot dari US\$ 86/lembar jadi US\$ 6,21/lembar (Per Januari 2018)

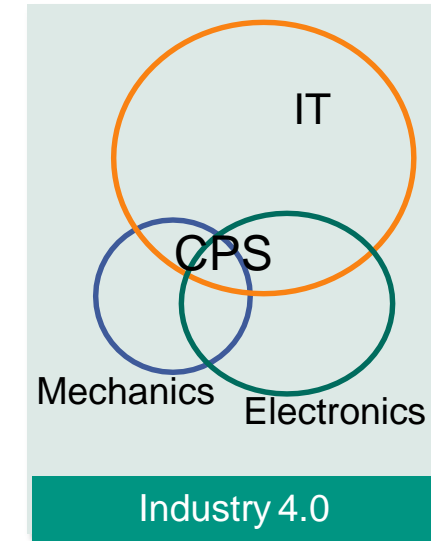
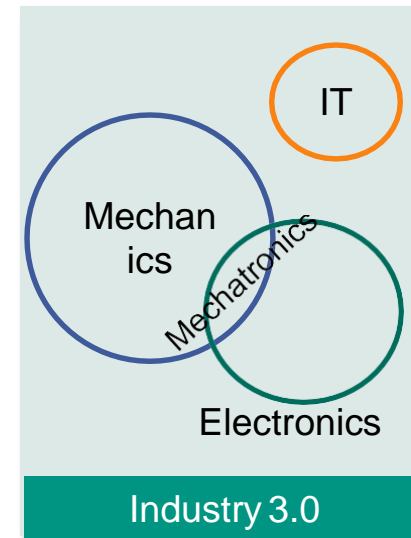
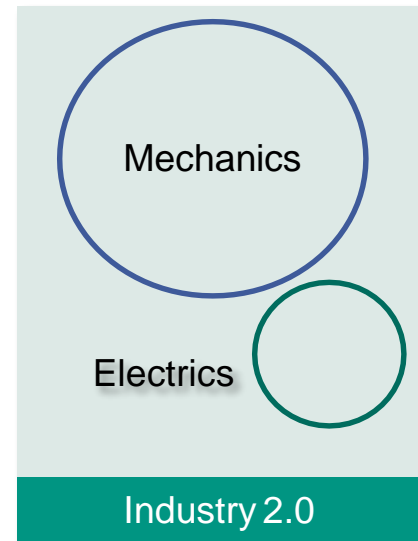
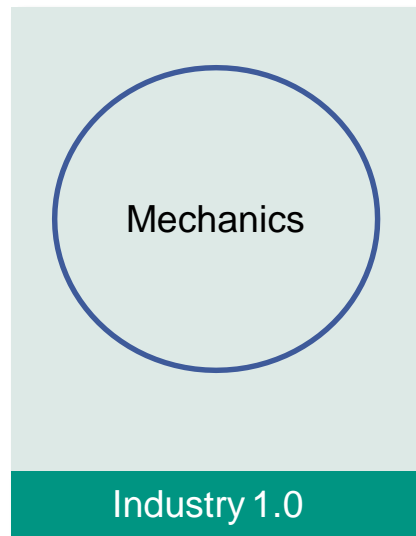
Memberhentikan 200-300 pekerjaanya pada Januari 2018

Pendiri & CEO, Nicholas Woodman, hanya akan terima gaji US\$ 1

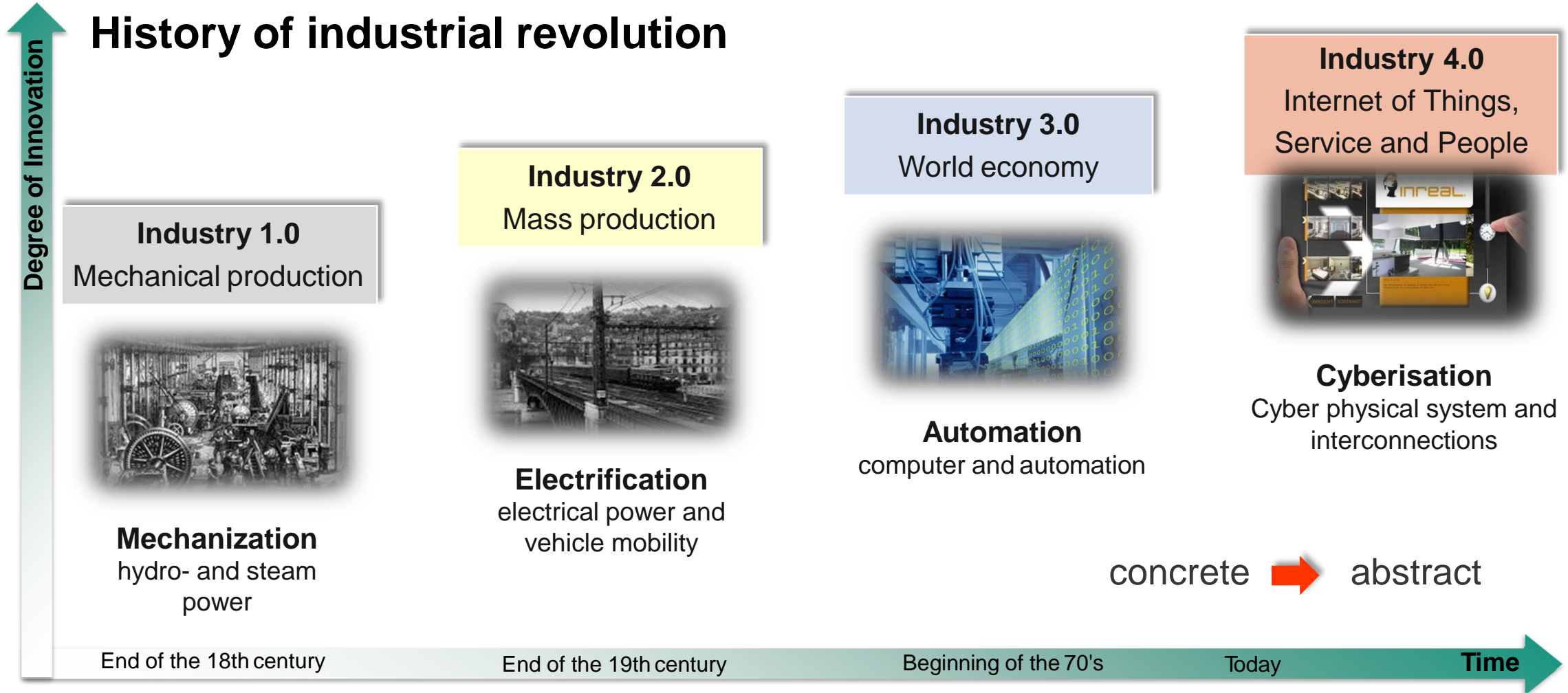
Sumber: Artikel tirto.id 'GoPro Semakin Terjun Bebas, CEO-nya Digaji 1 Dolar'

# INDUSTRY REVOLUTION 4.0

# Enabling technologies over industrial revolutions



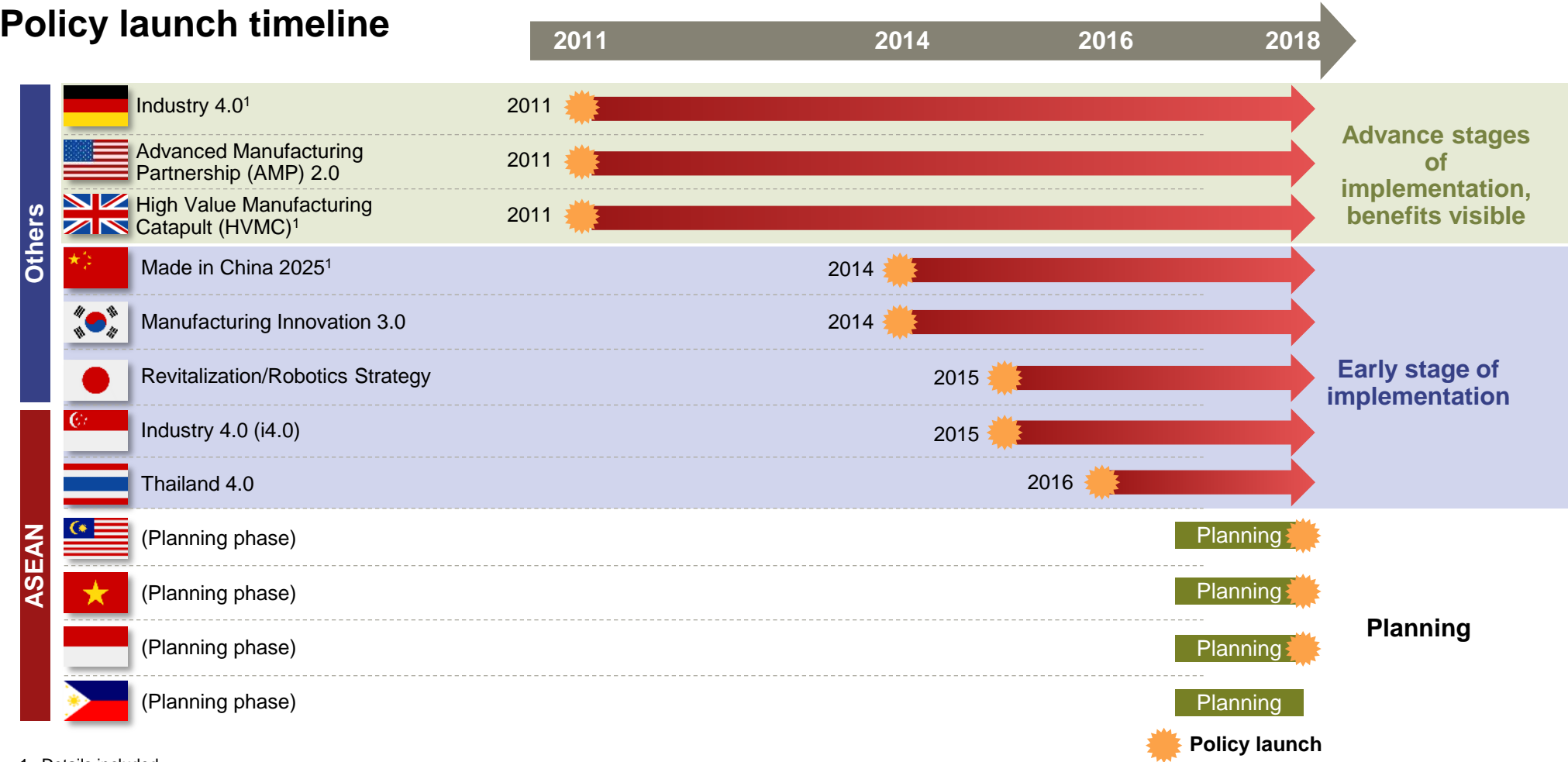




Dr.-Ing. Hendro Wicaksono

# Countries, who have launched IR 4.0 related initiatives

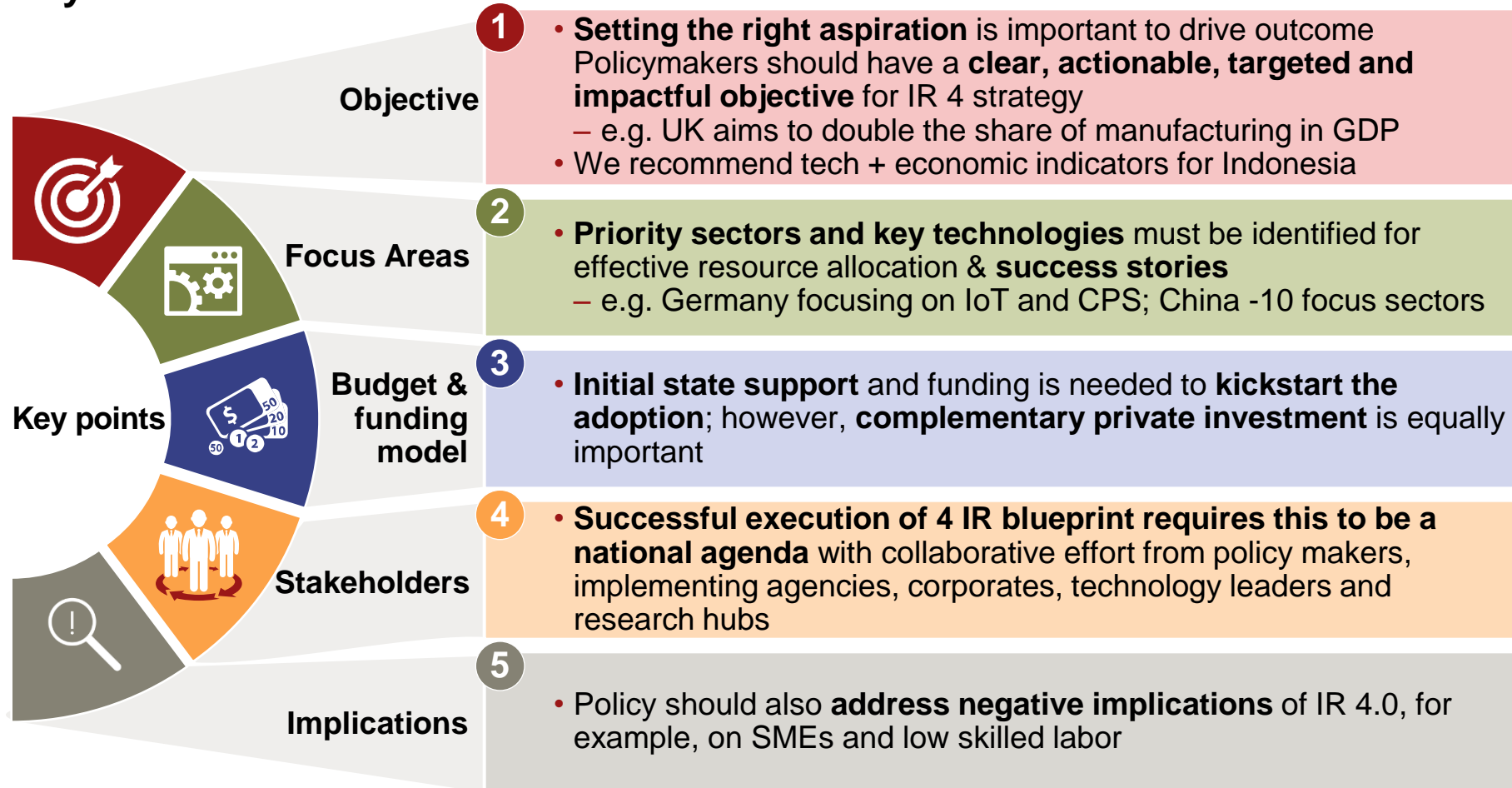
## Policy launch timeline



1. Details included  
Source: A.T. Kearney, press research

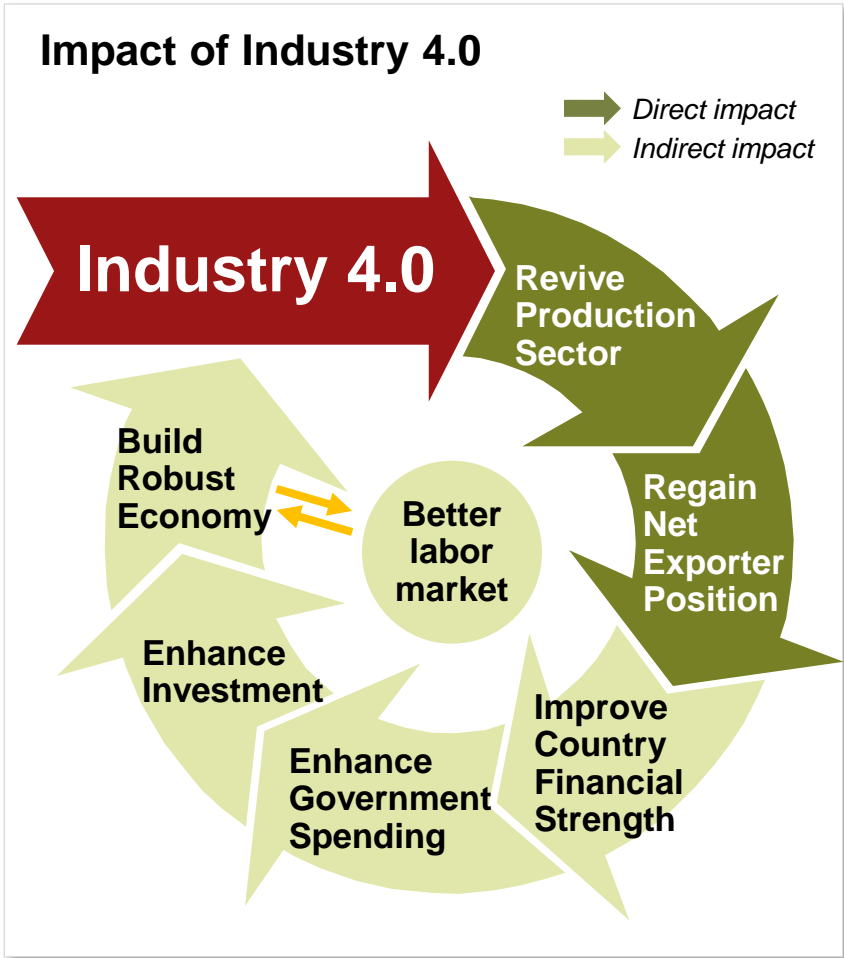
# 5 key lessons learnt from other countries' 4IR policies

## Key lessons for Indonesia



Source: A.T. Kearney

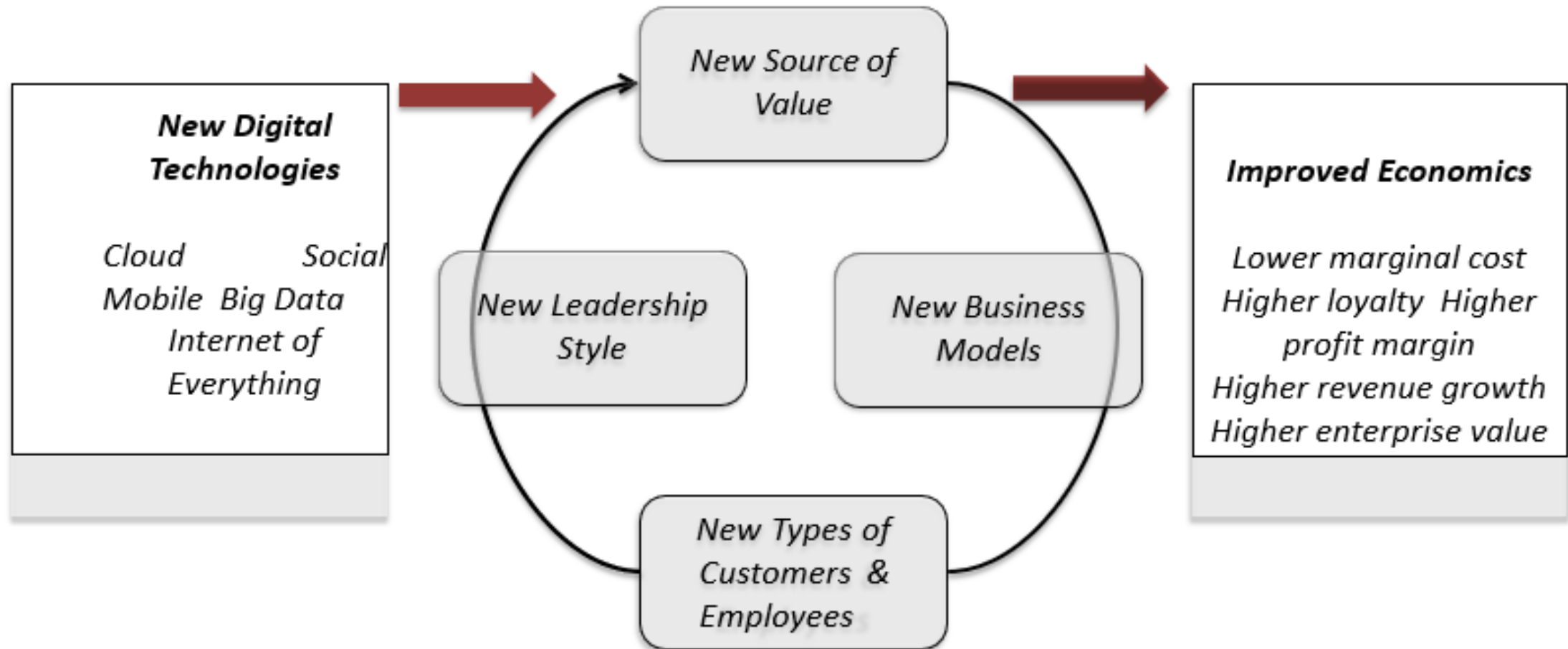
# Industry 4.0 can revive the Indonesian manufacturing sector; Indonesia should launch “Making Indonesia 4.0” initiative



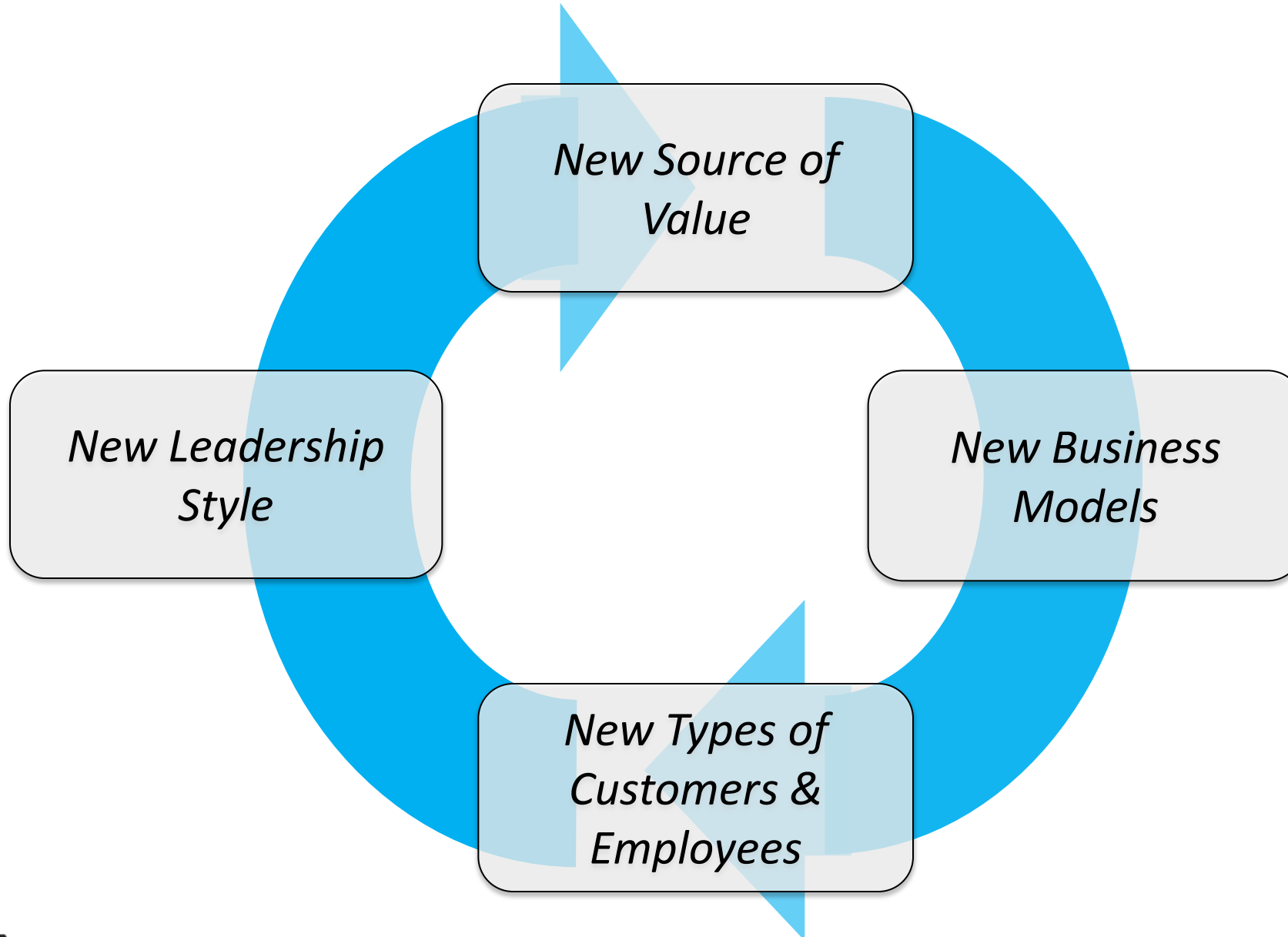
1. Based on 2016  
 2. Indonesia's R&D spending per GDP is currently around 0.1-0.3%  
 Source: World Bank, A.T. Kearney

# DIGITAL TECHNOLOGY BRINGS DISRUPTION

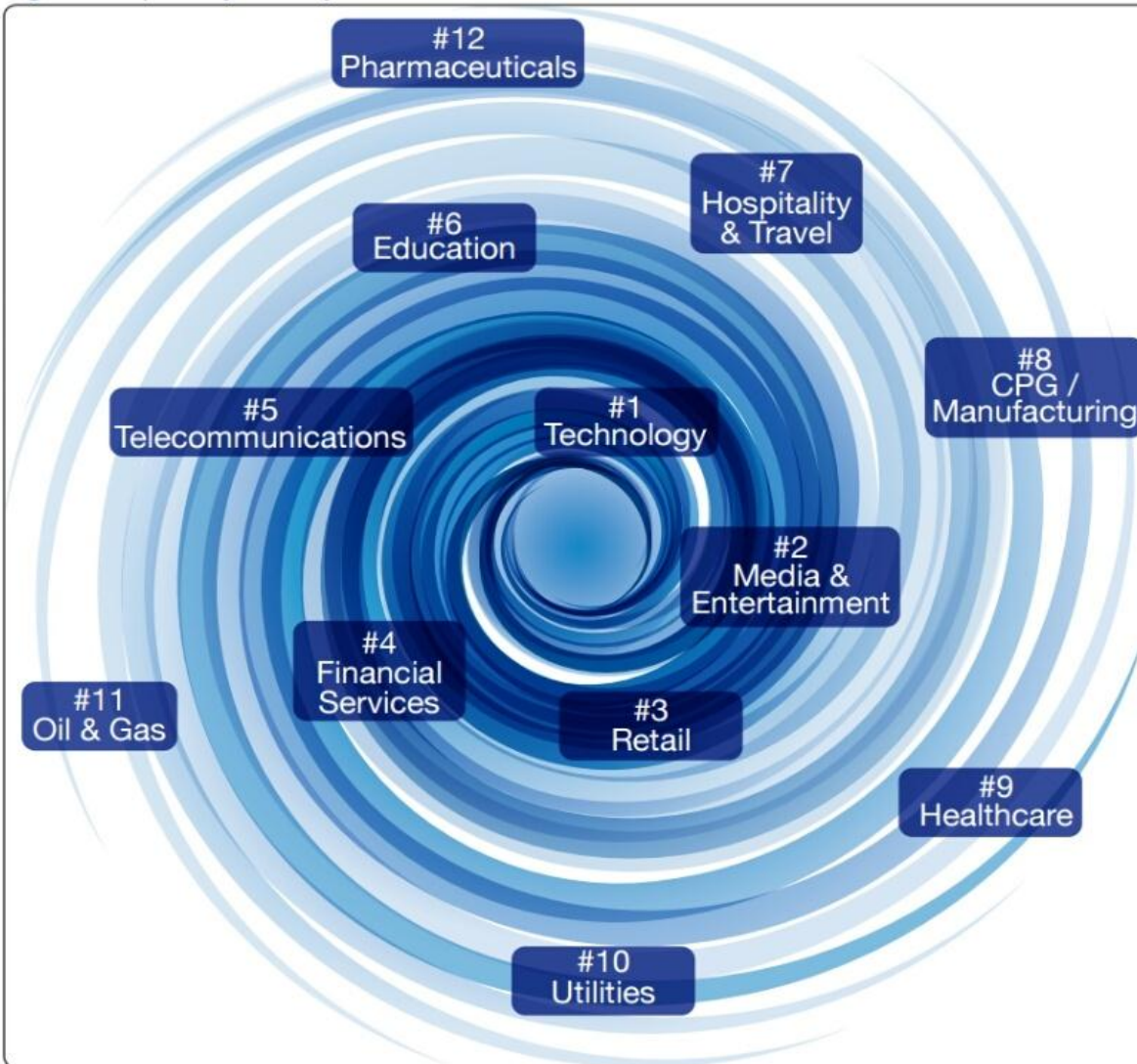
# TECHNOLOGY BRINGS DISRUPTION







# Digital Disruption by Industry



## *New Digital Technologies*

*Technology*  
*Media & Entertainment*  
*Retail*  
*Financial Services*  
*Telecommunications*  
*Education*  
*Hospitality & Travel*  
*CPG/Manufacturing*  
*Healthcare*  
*Utilities*  
*Oil & gas*  
*Pharmaceuticals*

ca-institutecahyana.id

# Disruptive Business Model

## 1 THE SUBSCRIPTION MODEL

Customer must pay a recurring subscription price to have access to the product/service

**NETFLIX**

## 2 THE FREEMIUM MODEL

Customer has free access to the basic service but is charged for additional features



## 3 THE FREE MODEL

Companies that don't charge the end users (directly). The data and the attention of the users is the currency.

**Google**

## 4 THE MARKET PLACE

Company only facilitates a platform where parties economically interact with each other.

**ebay**

## 5 ACCESS OVER OWNERSHIP

Customers the use of the product without buying it. "Everything as a service."



## 6 THE HYPER MARKET

Digital companies act as hyper stores, offering enormous amounts of products and or services.

**amazon**

## 7 THE EXPERIENCE MODEL

Company provides the customers with an unseen experience.

**TESLA**

## 8 THE PYRAMID

The company sits on top of the pyramid and lets the revenue stream upwards with the least possible effort.

**a**

## 9 THE ON DEMAND

Generates revenue by the exponential need of people to have things done right away. Speed and convenience matter the most.

**U B E R**

## 10 THE ECOSYSTEM

Companies build an entire universe of products and services in which customers gets lost without them knowing it.



# External Collaboration

## Nike and Apple

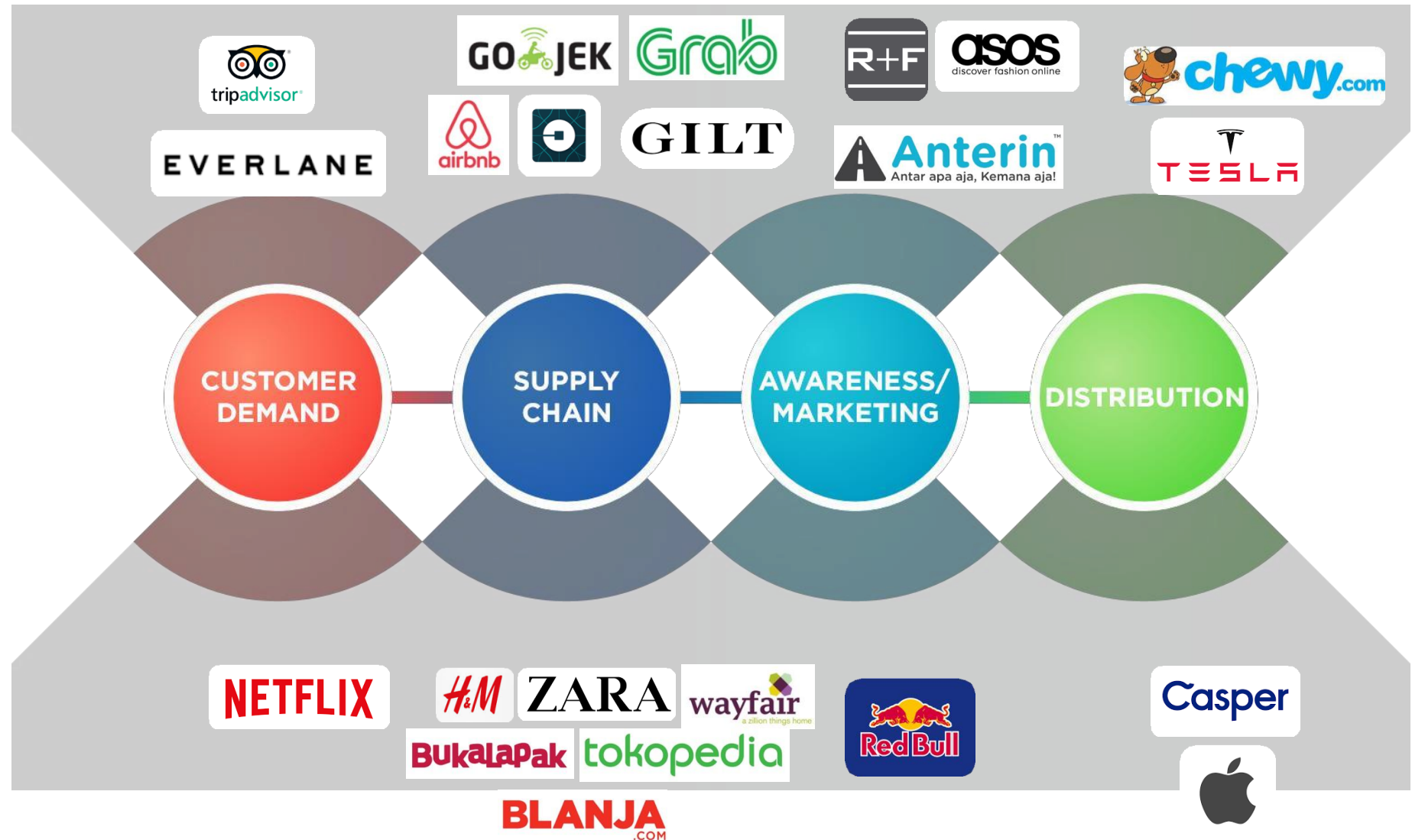




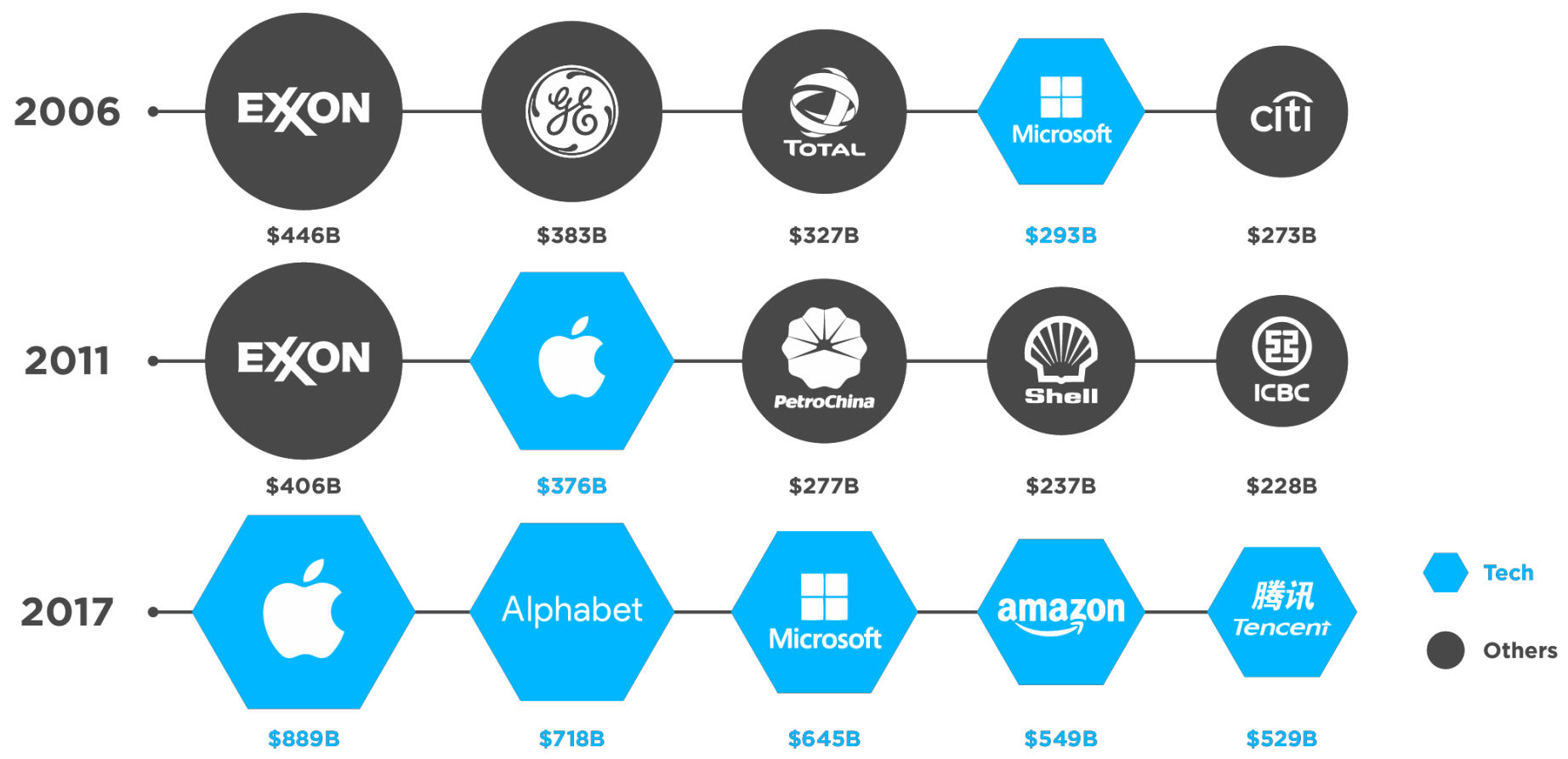
# Disruption is Everywhere

EXPLOITING  
NEW  
OPPORTUNITIES

CAPITALIZING ON  
INCUMBENT  
WEAKNESSES



# Top 5 Companies of the World Today are 'Digital Natives'

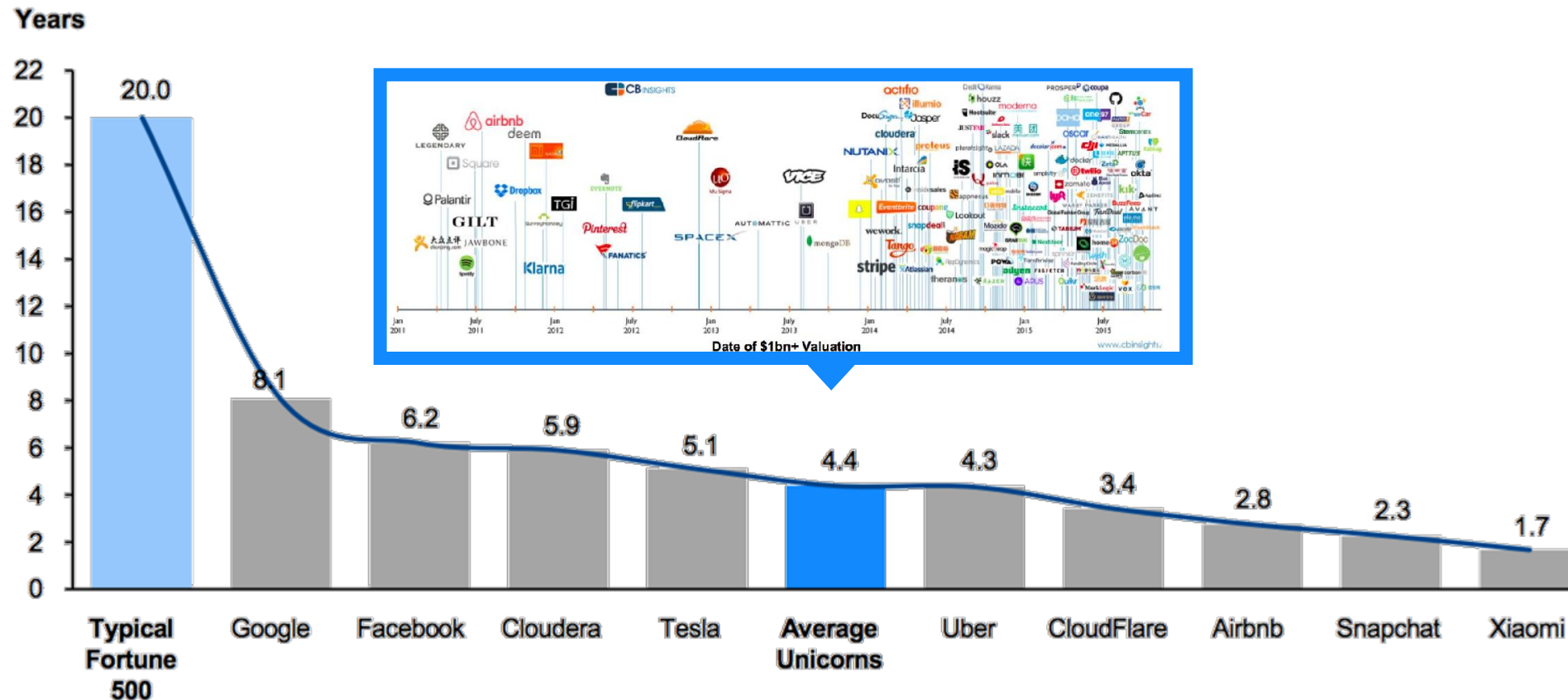


Source: Visual Capitalist, 2017



# Rise of the Unicorns

The unicorns are achieving scale far faster than analog companies ever did. Whereas the Fortune 500 company took 20 years to reach a market capitalization of \$1 billion.



# Why Digital Transformation Now?



Digital Transformation represents a potential value opportunity of as much as **\$100 trillion** by 2025 for both industry and society



Digital business currently accounts for **18%** of overall revenue, and predicts a jump to **43% by 2020**

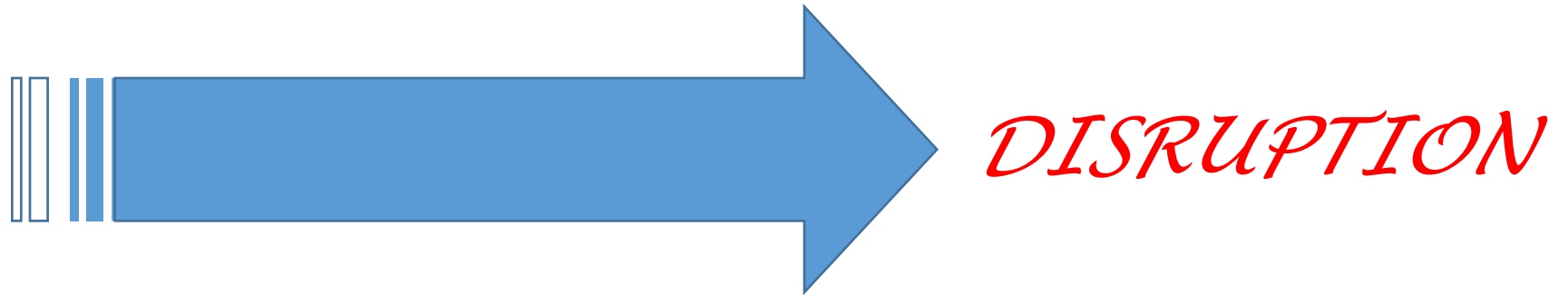


Companies that become digital enterprises can look forward to

- **26%** increase in profitability
- **12%** increase in valuation
- **9%** increase in revenue to asset ratio



Since 2000, **52%** of companies in the **Fortune 500** have either gone **bankrupt**, been acquired or ceased to exist

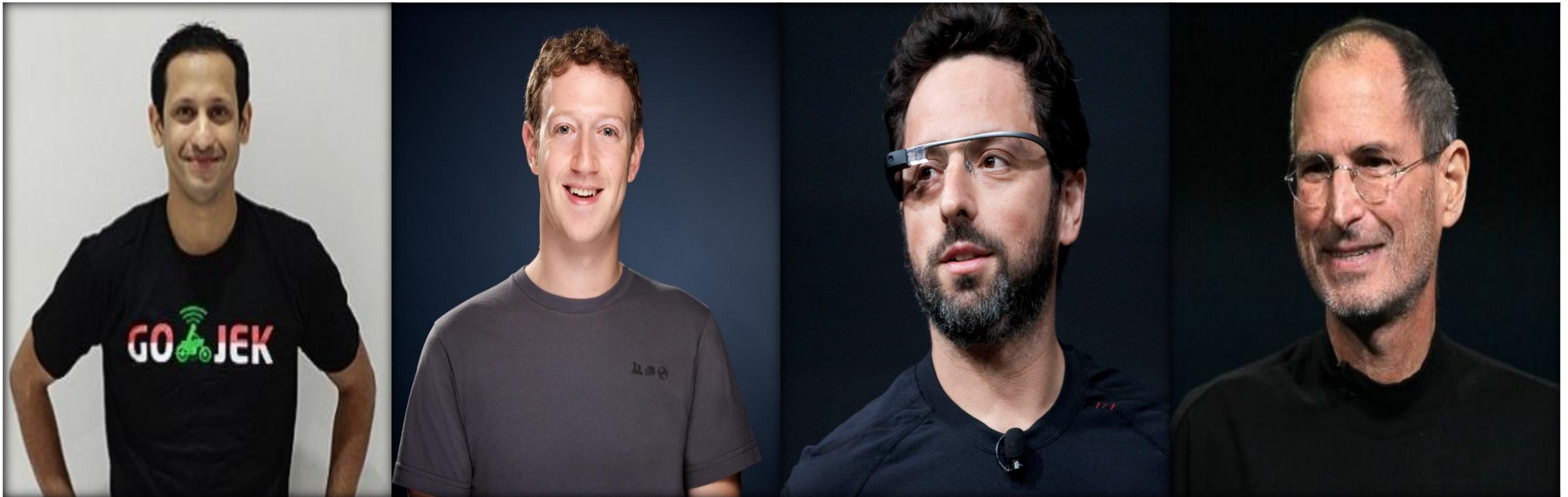


Doing  
the same thing  
A little bit better

Doing new things

Making new things  
Making new things  
That  
The old things  
obsolete

# The 21<sup>st</sup> Century DiSRUPTORS







# SPACEX PLANS

Compare plans and find the right one for you!

## Choose Your Plan

### StandardX

- 1000GB
  - 10000 Mbit/s
- Unlimited talk & text from wherever you are to all the planet
- Full access to the internet

**\$9.99** /mo

SELECT

### PremiumX

- 2000GB
  - 20000 Mbit/s
- Unlimited talk & text inside our solar system
- Full access to the internet

**\$19.99** /mo

SELECT

### ProfessionalX

- Unlimited Data
  - 1000000 Mbit/s
- Unlimited talk & text from wherever you are to all the galaxy
- Full access to the internet

**\$29.99** /mo

SELECT



# THE LARGEST COMPANIES BY MARKET CAP

The oil barons have been replaced by the whiz kids of Silicon Valley



Top 5 Publicly Traded Companies (by Market Cap)



Tech



Other



visualcapitalist.com



# Don't Be a know it all, Be a learn it all



**Satya Nadella**

Chief Executive Officer of Microsoft

In a recent interview with Business Insider, Nadella credits Stanford psychologist Carol Dweck's best-selling book, *Mindset*, as the inspiration for the culture he's trying to build at Microsoft.

There's no shortage of self-proclaimed experts, authorities, and gurus out there. But self-proclaimed titles aren't only useless, they're dangerous.

"Some people can call it rapid experimentation, but more importantly, we call it 'hypothesis testing.' Instead of saying 'I have an idea,' what if you said 'I have a new hypothesis, let's go test it, see if it's valid, ask how quickly can we validate it. And if it's not valid, move on to the next one.'"

"There's no harm in claiming failure, if the hypothesis doesn't work. To me, being able to come up with the new ways of doing things, new ways of framing what is a failure and what is a success, how does one achieve success--it's through a series of failures, a series of hypothesis testing. That's in some sense the real pursuit."

# UNDERSTANDING MILLENNIALS

# HR & Millennials: Insights Into Your New Human Capital

<https://www.hrpa.ca/Documets/Public/Thought-Leadership/HRPA-Millennials-Report-20161122.pdf>

Prepared by : Aditya Randika – [adityarandika@nilemstudio.com](mailto:adityarandika@nilemstudio.com)

# GENERATIONAL DIFFERENCES

	TRADITIONALISTS	BABAY BOOMERS	GENERATION X	MILLENNIALS
BIRTH YEARS	1900-1945	1945-1964	1965-1980	1977-1994
Assets	<ul style="list-style-type: none"> <li>• Experience;</li> <li>• Dedication;</li> <li>• Loyalty;</li> <li>• Emotional</li> </ul>	<ul style="list-style-type: none"> <li>• Service oriented;</li> <li>• Dedication;</li> <li>• Team perspective;</li> <li>• Experience</li> </ul>	<ul style="list-style-type: none"> <li>• Adaptability;</li> <li>• Techno-literacy;</li> <li>• Independence;</li> <li>• Willing to buck the system</li> </ul>	<ul style="list-style-type: none"> <li>• Collective action;</li> <li>• Optimism;</li> <li>• Ability to multi-task;</li> <li>• Techno-savvy</li> </ul>
Liabilities	<ul style="list-style-type: none"> <li>• Reductant to buck the system;</li> <li>• Uncomfortable with conflict</li> </ul>	<ul style="list-style-type: none"> <li>• Not necessarily budget minded;</li> <li>• Uncomfortable with conflict</li> </ul>	<ul style="list-style-type: none"> <li>• Skeptical;</li> <li>• Distrustful of authority</li> </ul>	<ul style="list-style-type: none"> <li>• Need for supervision and structure</li> <li>• Inexperience</li> </ul>
Motivations	<ul style="list-style-type: none"> <li>• Connecting their actions to the overall good of their organization</li> </ul>	<ul style="list-style-type: none"> <li>• Leaders who get/them involved and show them how to make a difference</li> </ul>	<ul style="list-style-type: none"> <li>• Permission to work on their own Schedule</li> </ul>	<ul style="list-style-type: none"> <li>• Connecting their actions to their personal career Goals</li> </ul>
Preferred methods of communication	<ul style="list-style-type: none"> <li>• Written</li> </ul>	<ul style="list-style-type: none"> <li>• Verbal;</li> <li>• Personal interaction</li> </ul>	<ul style="list-style-type: none"> <li>• Voicemail;</li> <li>• Email</li> </ul>	<ul style="list-style-type: none"> <li>• Instant messages;</li> <li>• Text messages;</li> <li>• Email</li> </ul>

SOURCE: MURPHY, SUSANA, (2007). KEADING A MULTIGENERATIONAL WORKFORCE. AARP. ACCESSED AT:  
[HTTP://ASSETS AARP.ORG/WWW.AARP.ORG\\_/ARTICLES/MONEY/EMPLOYERS/LEADING\\_MULTIGENERATIONAL\\_WORKFORCE.PDF](http://ASSETS AARP.ORG/WWW.AARP.ORG_/ARTICLES/MONEY/EMPLOYERS/LEADING_MULTIGENERATIONAL_WORKFORCE.PDF)

# What Millennials Want – How to Attract and Retain Them

## **MILLENNIALS SEEK A WORK-LIFE BALANCE**

Millennial lebih mencari keseimbangan diantara pekerjaan dan kehidupan (work-life balance), untuk itu mereka biasanya meminta waktu kerja yang fleksibel dan hanya sedikit (20%) yang ingin di promosikan apabila promosi tersebut berpengaruh negatif terhadap kehidupan pribadi atau keluarganya.

- Harrington, Brad, Van Deusen, Fred, Sabatini Fraone, Jenifer, Morelock, Jeremiah. (2015). How Millennials Navigate Their Careers

## **MILLENNIALS DESIRE PROFESSIONAL DEVELOPMENT**

Millennial lebih memilih benefit perusahaan dalam bidang pelatihan, baik pelatihan secara formal, mentoring, atau kolaborasi.

<https://www.pwc.com/gx/en/managing-tomorrowspeople/future-of-work/assets/reshaping-the-workplace.pdf>

## **MILLENNIALS CARE ABOUT THEIR SALARY**

Tingkat gaji dan kemungkinan untuk peningkatan gaji, merupakan hal penting bagi Millennial. Salah satu penelitian menemukan bahwa 95% dari responden mengatakan bahwa tingkat gaji merupakan salah satu yang sangat penting.

<https://www.pwc.com/gx/en/hr-management-services/publications/assets/pwcengaging-and-empowering-millennials.pdf>

## **MILLENNIALS DESIRE OPPORTUNITIES FOR PROMOTION**

Menurut Ng dan Schweitzer, kesempatan promosi merupakan salah satu aspek yang sangat penting bagi sebuah perusahaan. Mereka menjelaskan bahwa rata-rata Millennial berharap bisa dipromosikan dalam waktu 15,1 bulan dan hampir 70% Millennial berharap bisa mendapatkan promosi dalam jangka waktu 18 bulan semenjak bekerja.

<http://link.springer.com/article/10.1007/s10869-010-9159-4>



## RECRUITMENT AND RETENTION:

Provide a flexible and balanced work environment;  
Strengthen and promote training and skills development;  
Implement a Mentoring Program;  
Ensure your organization embraces collaboration;  
Ensure salary rates are competitive; and,  
Ensure Millennials have an opportunity to grow within your organization

## Tugas:

Buatlah analisa mengenai transformasi digital yang terdapat pada jurnal berikut:

Motorized Vehicle Security System With Master And Slave Key Models (Muhammad Nandi Susila, Andriansah. dkk, 2020)

<https://iopscience.iop.org/article/10.1088/1742-6596/1641/1/012092/pdf>