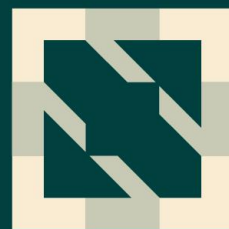


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# Cloud Native Technology and Cultural Context: Maximizing Business Value Across Borders

## 云原生技术和文化背景：跨国商业价值的最大化



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# Why are we talking about this?

为什么讨论这个问题很重要？

Because business reinvention will be a **full-contact sport** for CEOs and their top teams during the years ahead.<sup>1</sup>

因为在未来几年，商业再造将是首席执行官及其顶级团队的近身博弈。

## 40%

of CEOs don't think their companies will be economically viable **a decade from now** if they continue on their current path

有40%的首席执行官认为，若继续目前的道路，他们的公司十年后持续经济上的成功

## Cloud Native Technology is a path of transformation.

云原生技术是一条转型之路。

## 71%

of **Chinese CEOs** see climate change as impacting their supply chains

有71%的中国首席执行官认为气候变化会影响他们的供应链

## 70%

of **American CEOs** do not plan to implement carbon pricing

有70%的美国首席执行官不打算实施碳定价

## Despite similar problems, executives prioritize different solutions.

尽管存在类似的问题，但高管们优先考虑不同的解决方案。

# Agenda & Objectives

## 主题

- **Setting Context:** Who are the “West”?  
设定背景：谁是“西方”？
- **Benefits** of Cloud Native Technology, as seen by Western Executives  
云原生技术在西方高管眼中的优势
- **Measuring Cultural Context:** Attitudes Toward Risk and Innovation  
衡量文化背景：对风险和创新的态度
- **Best Practices** for Communicating Across Borders  
跨境交流的最佳实践



# Leadership Across the Globe

全球领导力

West

西方

North America & Europe

北美与欧洲

LATAM & Slavic States

拉丁美洲和斯拉夫国家

Near East, Greater Middle East, Far East

近东、大中东、远东

East

东方

**Low context cultures** with explicit communication, clear messaging, and no room for interpretation

低情境文化，体现为沟通明确、信息传递清晰，解读语境本身缺乏空间

“Business is just business” mentality that separates personal relationships and work. Money is money

“生意只是生意”的心态，将个人关系和工作分开。金钱只是金钱。

Due to overall feelings of openness, questions, opinions, and concerns are encouraged by senior executives

由于整体出于开放性感，鼓励提出问题、意见和表达关切，并与高级管理层分享

**Documented best practices** for linear, cause and effect problem solving

载录解决线性因果问题的最佳实践

**Short time horizons** prioritize immediate results, adaptability, flexibility, and responsiveness are prized

从短期出发，优先考虑即时结果，灵活性、适应性和响应能力

**Individually** demonstrate value with innovative quick wins, willing to experiment and take risks for bigger rewards

个人通过创新的快捷致胜来展示价值，愿意尝试并冒险以获取更大的回报

Communication

沟通

Business

商业

Hierarchy

层级制度

Problem Solving

解决问题

Time

时间

Leadership

领导力

**High context cultures** with implicit communication, reliance on nonverbal cues, and “the unsaid”

高情境文化中，体现为沟通含蓄，多为非言语形式的暗示和“未言明”

Relationships carry an implicit business value. Dealings require trust and result in long-term benefits

关系自带潜在的商业价值。交往需要取得信任，并会带来长期的利益

Formal, collective decision making reinforces group orientation within more rigid hierarchical structures

集体形式的决策在较为严格的等级结构中强化群体导向

Spiral thinking patterns to determine **root-causes of problems**, solved via situational awareness

通过情境意识解决问题的螺旋思维模式以确定问题的根本原因

**Long time horizons** prioritize stability and endurance, comprehensive strategizing proactively addresses risks

从长期出发，优先考虑稳定性和持久力，和全面的策略规划，以主动应对风险

**Consensus-building** is key for long-term success, bigger and more expensive problems require more effort

建立共识是获得长期成功的关键，解决更大更费财的问题需要更多的努力

# CEOs From Across the Globe

来自全球各地的首席执行官

West

西方

North America & Europe

北美与欧洲

LATAM & Slavic States

拉丁美洲和斯拉夫国家

Near East, Greater Middle East, Far East

近东、大中东、远东

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东方



**Ginger Graham**

Interim CEO, Walgreens  
30 days



**Richard Kruger**

CEO, Suncor Energy  
1 year



**Catherine MacGregor**

CEO, Engie  
2 years



**Vladimir Kiriyyenko**

CEO, VK  
2 years



**Eduardo Bartolomeo**

CEO, Vale  
4 years



**Tareq Al Sadhan**

CEO, Riyadh Bank  
5 years



**Daniel Zhang**

CEO, Alibaba Group  
16 years



**Kenichiro Yoshida**

CEO, Sony  
36 years

◀ Tenure with the company | 任职时间 ▶

“When we asked CEOs about the ideal tenure for the role, many mentioned the widely touted **seven-year average**. When we surveyed directors, they said that CEOs generally should leave the job **after 9.5 years**.

Why these expectations? No one has a compelling or evidence-based answer. They are simply conventional wisdom.”

Harvard Business Review, 2019

“当我们询问首席执行官对于这个角色的理想任期时，许多人提到了广为流传的平均七年。而当我们询问董事会成员时，他们则表示首席执行官通常应任职9.5年后离开。

为什么会有这些期望？没有人提供了令人信服或基于证据的答案。这仅为传统观念。”

哈佛商业评论，2019年

# Benefits of Cloud Native Technology

云原生技术的优势



## What is Cloud Native Technology?

Cloud native technology is an approach to software development and IT operations that leverages **cloud computing principles**, emphasizing **microservices**, **containerization**, **automation**, and **scalability** for building and deploying applications.

### 什么是云原生技术？

云原生技术是一种软件开发和IT运营的方法，利用云计算原理，强调微服务、容器化、自动化和可扩展性，用于构建和部署应用程序。

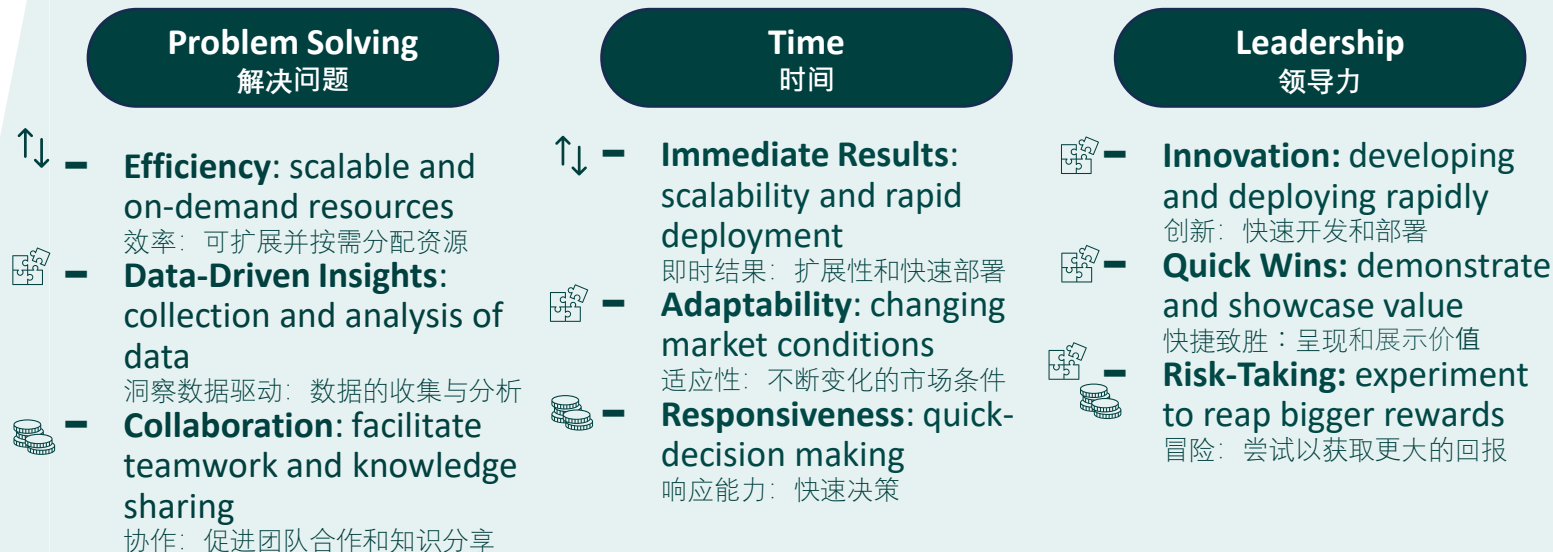
## Benefits of Cloud Native Technology

云原生技术的优势



## Priorities for Western Executives

西方高管的首要任务



“You use the tech and the capabilities of the cloud in **real time on demand** for what you need to do. And if you’re smart about it, you can really **drive down costs**.”

您可以按需实时使用云来完成您需要做的事情。如果您明智地使用它，您定可降低成本。

Brian Kirkland, CIO (Choice Hotels)<sup>1</sup>

“We immediately saw a 60% savings from using Oracle’s cloud for our internal development and testing environments, and we’re able to communicate back and forth without interruption.”

我们立即发现了，在我们的内部开发和测试环境中使用甲骨文的云计算，节省了60%的成本，并且我们能够不间断地进行沟通。

Katie Horvath, CEO (Naveego)<sup>2</sup>

“The biggest thing that I’ve seen in the past year and a half is that most often CEOs and CIOs want to speak with me on topics around transformation not around technology.”

在过去的一年半中，我最大的感受是，大多数时候首席执行官和首席信息官更希望与我探讨有关转型的话题，而不是技术。

Adam Selipsky, CEO (AWS)<sup>3</sup>



# Measuring Risk and Innovation

衡量风险和创新



We will build the plane while flying it.

我们将在飞行中制造飞机。



"We do have some fairly interesting and **quite aggressive plans** to **accelerate our initiatives** in the space of the cloud that will unfold over coming months."

我们确实有一些相当有趣且非常积极的计划，旨在加速我们在云领域的倡议，这些计划将在未来几个月内逐渐展开。

Jim Ryan, CEO (Sony Interactive Entertainment)<sup>1</sup>

1994

Joined Sony  
加入索尼

2019

Became CEO  
成为首席执行官



**Individualism:** look after yourself  
个人主义



**Uncertainty Avoidance:** fluid processes  
避免不确定性方面来看，重视灵活的流程



**Long-Term Orientation:** no preference  
长期导向来看，并无偏好



We will build the plane first, then fly it.

我们将先制造飞机，然后再飞行。



"I think cloud itself is an amazing business model, but when it comes to games, the **technical difficulties are high**. So there will be challenges to cloud gaming."

我认为云本身是一个令人惊叹的商业模式，但当涉及到游戏时，技术难题较高。因此，云游戏将面临挑战。

Kenichiro Yoshida, CEO (Sony Group Corporation)<sup>2</sup>



**Individualism:** look after the group  
集体主义



**Uncertainty Avoidance:** predictability is key  
避免不确定性方面来看，重视可预测性



**Long-Term Orientation:** generational impact  
长期导向来看，倾向于代际影响

1987

Joined Sony  
加入索尼

2018

Became CEO  
成为首席执行官



# Best Practices to Remember

最佳实践的交流

86%

of companies report an increase in the volume and/or scope of their **cloud initiatives** since 2020.<sup>1</sup>

自2020年以来，有86%的公司，报告其云倡议的规模和/或范围均有所增加。

41%

of companies cite **security and compliance risks**, and **complexity of business change** as their top risks.<sup>1</sup>

有41%的公司将安全和合规风险以及业务变革的复杂性列为其首要风险。

80%

of business executives look to cloud as a means of **mitigating business uncertainty** and **lowering risk**.<sup>2</sup>

有80%的企业高管将云视为减轻业务不确定性和降低风险的手段。

**“Cloud should be thought of as a means to an end. The end must be specified first.”**

云应被视为实现目标的方式，而首先须明确这个目标。

Gartner/高德纳, 2019<sup>3</sup>

But usually, an end will not be specified, so remember the | 但通常情况下，目标可能并不会被明确，所以请记住

## Priorities for Western Executives

西方高管的首要任务

### Problem Solving 解决问题

- Show a **clear, linear, step by step path** for how cloud native will solve the problems the company and the industry are facing

呈现一个明确的、线性的、分步骤的路径，说明云原生技术将如何解决公司和行业所面临的问题

- Be **data-driven** in your presentations and conversations, highlighting **quotes, statistics, and insights**

在呈现和对话中注重数据驱动，突出体现引用、数据统计和见解

- Highlight **case studies** where similar companies were successful

突出类似企业取得的成功案例研究

“What has worked before and how can I best replicate it?”



有哪些方法已取得效果，而我该如何最优的复制它？

### Time 时间

- Highlight the **short-term** (1 quarter to 1 year) and provide subsequent detail on longer term (1-3 year) strategy and functionality

强调短期（1季度到1年）的重点，并提供此后较长期（1-3年）的战略和功能的详细信息

- **Emphasize the quick wins** that are possible, clearly outlining deliverables and **measurable benefits**

强调快捷致胜，清晰概述可交付成果和可衡量的好处

- Position **flexibility** as a key benefit, if not in the technology, then in the go-to-market

将灵活性定位为一个关键优势，在技术领域也可在市场营销方面

“How can I show I am making a difference right now?”



我如何能够展示我现在正在做出转变？

### Leadership 领导力

- Make it easy for the executive to **be a hero** with their teams by **proactively providing resources, materials, and other engagement tools** (e.g. a complete Risk Matrix)

通过主动提供资源、材料和其他参与工具（例如完整的风险矩阵），使高管能够轻松成为他们团队的决策者

- Create opportunities to highlight **thought leadership**, positioning yourself as an authority and inviting your customers to share their **wealth of knowledge**

创造机会突出思想领导力，将自己定位为权威，并邀请客户分享他们丰富的知识

“How can I leave a lasting legacy in the future?”



我如何能为未来留下可传承的遗产？



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# Thank you

谢谢!