

Bakrie Human Capital Conference

Bandung: July 17-19, 2019



Strategy for the Acceleration of CORPORATE TRANSFORMATION

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- Era ekonomi disruptif berbasis percepatan perkembangan *scientechnology* menandai berlalunya *information-based economy*:
→ *The coming of Industrial Revolution 4.0*
- Korporasi harus siap mengantisipasi persaingan tanpa batas dengan menyiapkan diri dalam pengembangan *scientechnology* sebagai upaya penguatan daya saing.
- Optimalisasi skala usaha & pembangunan *intangible assets* termasuk *human capital development* menjadi krusial menghadapi persaingan masa depan.
- Grup Bakrie memerlukan program transformasi organisasi agar mampu bertahan & bertumbuh dalam kemakmuran

DINAMIKA PERUBAHAN



DUNIA SEDANG BERGEJOLAK HEBAT...

Terlihat tenang & melenakan di permukaan, namun arus kuat siap menyedot dari bawah.

Demi masa. Sungguh, manusia berada dalam kerugian. Kecuali orang-orang yang beriman dan mengerjakan kebajikan serta saling menasihati untuk kebenaran dan saling menasihati untuk kesabaran.
QS. Al-'Asr: Ayat 1-3

Semua **BERUBAH**
seiring dengan bergeraknya waktu

Manusia harus mampu ADAPTIF terhadap **PERUBAHAN**



LONG JOURNEY OF TRANSFORMATION



- Program transformasi budaya bergantung pada komitmen jangka panjang pimpinan puncak + upaya sungguh-sungguh seluruh insan Bakrie → mendukung & melakukan program transformasi secara berkesinambungan.
- Transformasi tidak hanya terkait perubahan struktural (aspek-aspek manusia, proses, & teknologi), namun juga terkait perubahan kultural (aspek-aspek visi, misi, tata nilai, perilaku, ritual, & narasi serta simbol-simbol).
- Pelaksanaan program transformasi harus didasarkan pada ketersediaan *action plan* yang komprehensif-terinci sebagai petunjuk arah → determinasi yang kuat bagi jajaran eksekutif Bakrie dalam mengeksekusi transformasi.

WE ARE TO ANSWER THE CALL



BAKRIE GROUP COMES TO THE NEXT JOURNEY

Are WE all Ready to Take the Challenges?

Analogi Program Transformasi Korporasi:

Lari marathon + Halang Rintang → Penonton Ekspektasinya Tinggi
Memerlukan *Endurance* (Stamina Ekstra & Kesabaran Prima)

Be ready....

We will have a long journey to go

The secret
of change
is to focus all
your energy not on
fighting the old,
but on building
the new.

Socrates

MENGAPA HARUS BERUBAH?



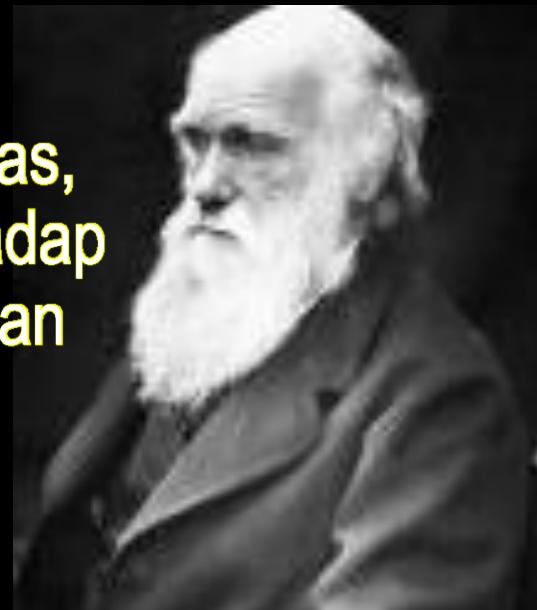
jika anda tidak
berubah,
anda akan
punah*

APA YG HARUS BERUBAH?

Paradigma, *Mindset*
Understanding & Awareness
Perilaku & kebiasaan (bersumber dari
Tata nilai)

Bukan yang paling besar & paling kuat akan mampu bertahan, bukan pula yang paling cerdas, tetapi yang paling mampu ber**ADAPTASI** terhadap perubahan yang akan memenangkan persaingan

Survival of the Fittest, Charles Darwin (1809)



SIAPA YANG LEBIH MAMPU BERTAHAN?



Dinosaurus

Hewan purbakala yang hidup sekitar 230 juta tahun lalu
→ vertebrata dominan selama 135 juta tahun yang musnah akibat peristiwa kepunahan Kapur Paleogen sebelum Era Mesozoikum

Kecoa diperkirakan juga hidup pada periode waktu yang sama dengan Dinosaurus
→ Tetap bertahan hidup hingga sekarang

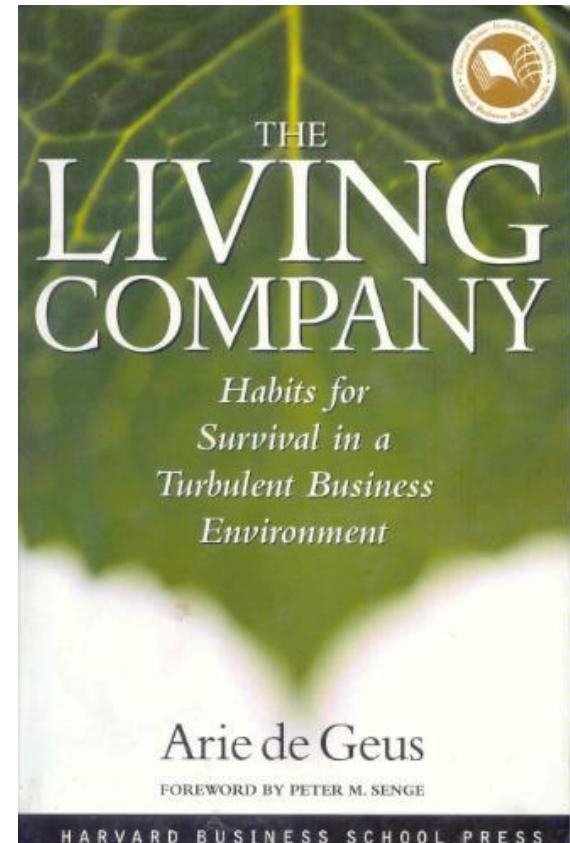




Sebagian besar perusahaan tidak selamat dari dinamika perubahan & persaingan jangka panjang.

Ada beberapa perusahaan luar biasa yang mampu bertahan dalam gejolak selama beberapa abad.

Rahasia tersembunyi apa yang dapat dipelajari dari perusahaan-perusahaan hebat tersebut?



It is indeed about the ability to Learn Faster.....

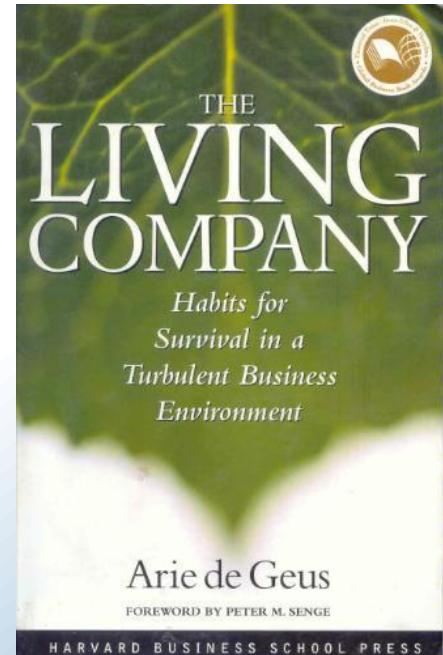
THE LIVING COMPANY

Perusahaan sebagai “*a living being*”
bukan sekedar **MODEL BISNIS**
~ *money-making machine*.

Tidak harus hidup kekal,
karena bagaimanapun juga semua
makhluk hidup **pasti** akan **mati**.

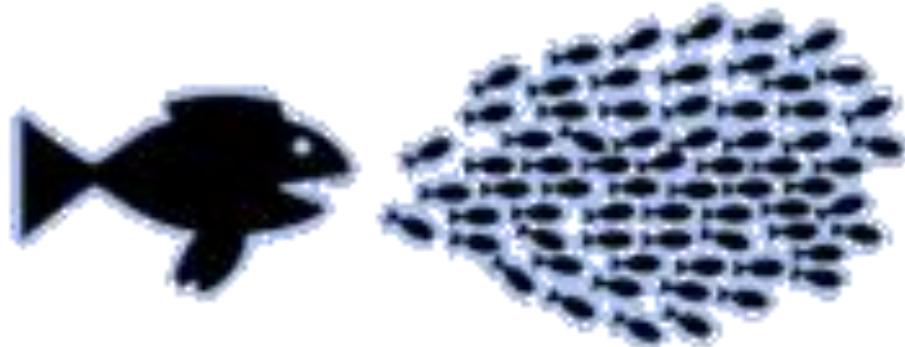
Rata-rata harapan hidup perusahaan multinasional ~
40-50 tahun, lebih rendah dibanding rata-rata harapan
hidup manusia moderen ~75 tahun.

Berusia panjang adalah pilihan,
namun berusia panjang dengan kondisi sehat bugar
adalah **keBERKAHan**.



THE ESSENCE OF DISRUPTION

Disruptive Economy Era.



Old vs New Economy



Pesatnya pertumbuhan globalisasi, teknologi informasi, & konteks lingkungan yang telah berubah → dunia baru yang makin rentan, tidak pasti, kompleks, & tidak jelas.

Dunia baru ini saling terkait, saling bergantung, tidak linier, & tidak stabil.

THE LIVING COMPANY

Hanya sedikit perusahaan yang sehat bugar & berusia panjang:

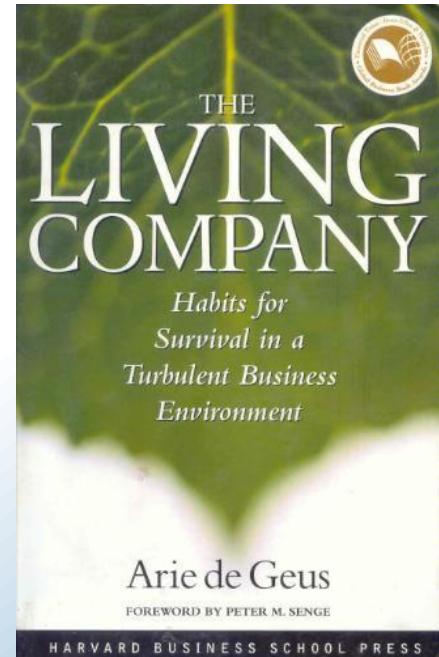
- **Stora** di Swedia (1347: 700 tahun)
- **Sumitomo** di Jepang (1590: 428 tahun).

Dari puluhan ribu perusahaan abad 19 hanya beberapa tersisa:

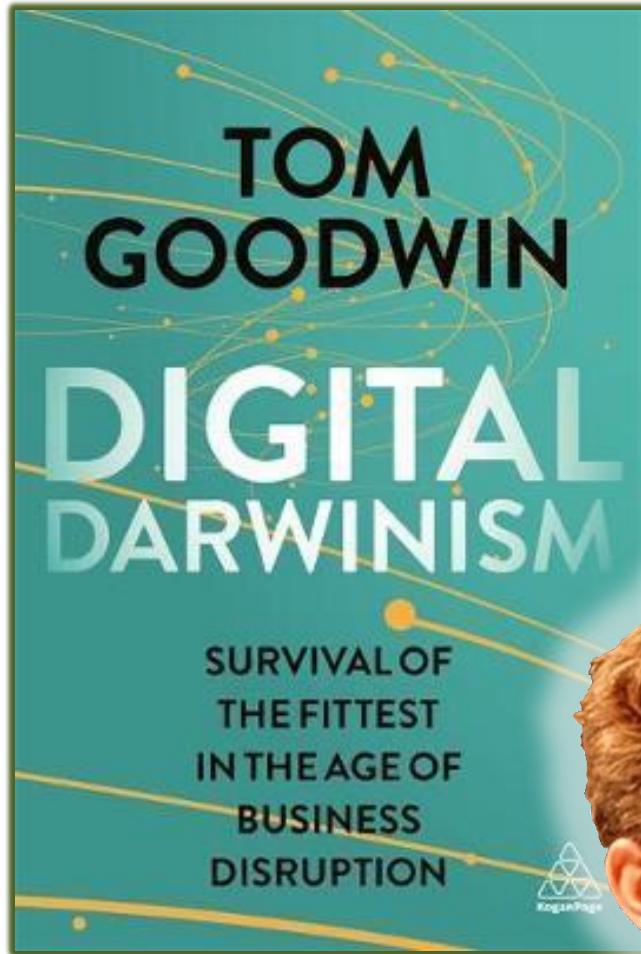
➔ Stora, Sumitomo: Du Pont, the Hudson Bay Co., W.R. Grace, **Kodak**, Mitsui, Daimaru, & Royal Dutch/Shell.

Banyak perusahaan mati muda di usia sekitar 10 tahun pertama. Bahkan ada perusahaan yang mati mendadak walaupun sebelumnya terkesan sehat walafiat.

➔ Gillette, McDonnell Douglass, Rockwell International, **Kodak**



THE DARWIN THEORY IS NO LONGER VALID?



March 2018

Digital Darwinism

Fenomena ketika teknologi & masyarakat berevolusi lebih cepat daripada kemampuan organisasi/perusahaan beradaptasi.

Panggung baru Kepemimpinan,
Generasi baru model bisnis,
mengisi celah-celah sempit
di balik mantra sakti

**“Beradaptasi
atau Mati.”**

SHITING FROM DARWIN TO GOODWIN

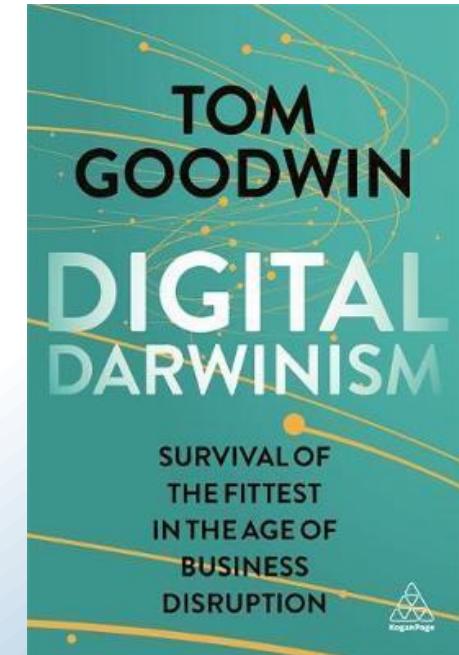
Teori evolusi klasik Darwin: Kemampuan beradaptasi lebih penting daripada kekuatan atau kecerdasan (*Survival of the Fittest*)

→ Tidak cukup. Harus diimbangi kemampuan belajar cepat (*Learning Faster*)

Change (transformasi/*business process re-engineering*) seharusnya adalah beradaptasi pada lingkungan/perilaku konsumen baru, bukan sekedar mengganti apa yang disebut sebagai *business as usual*.



Fenomena perubahan perilaku konsumen paling nyata adalah ***digitalisasi*** → menggambarkan betapa teknologi sangat mempengaruhi perilaku (gaya beli) konsumen. Akhirnya mempengaruhi bisnis & proses bisnis



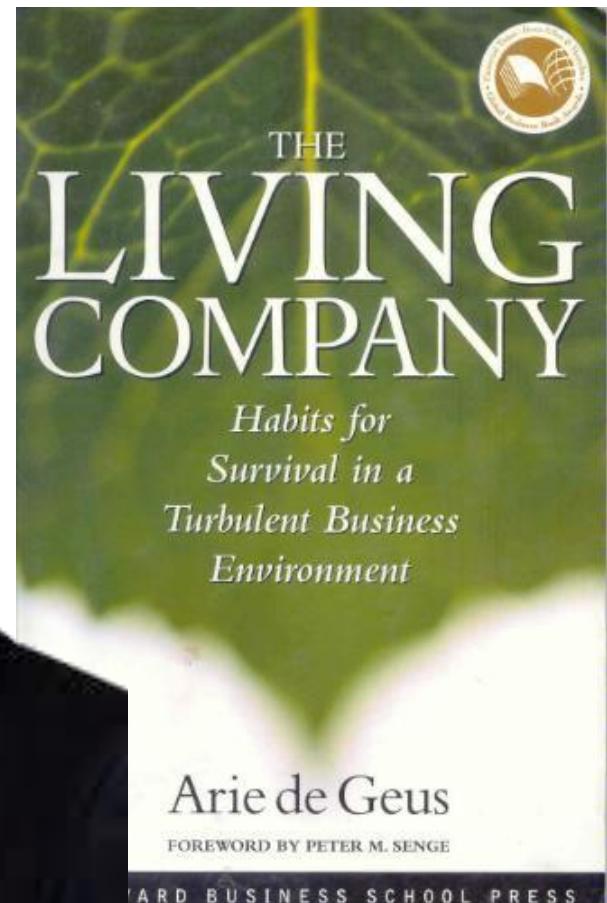
“Kemampuan **BELAJAR LEBIH CEPAT** dibandingkan dengan para pesaing adalah sumber keunggulan daya saing perusahaan ”

“The Living Company (1997)

Arie de Geus

(lahir 1930)

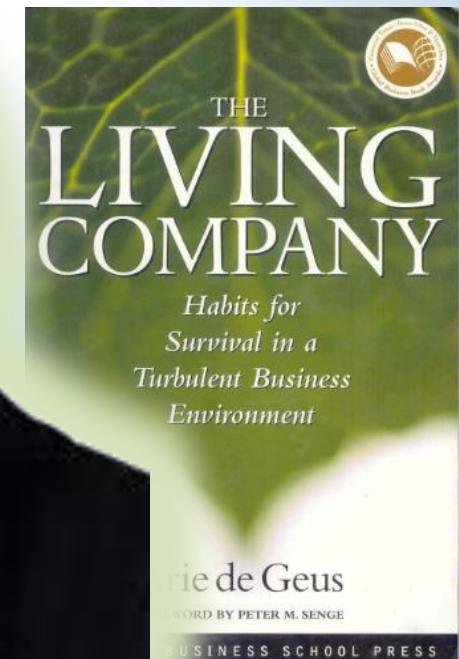
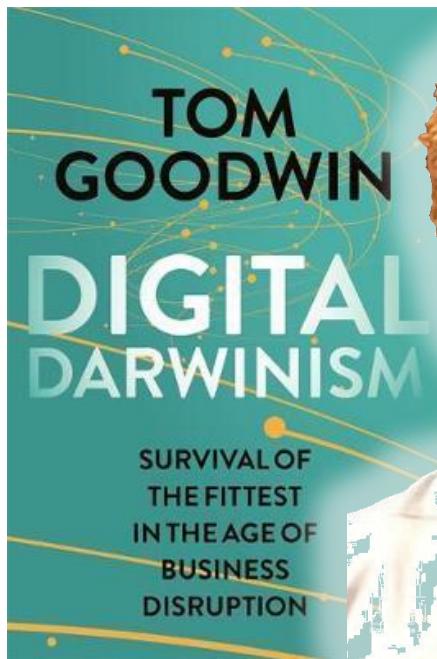
- Eksekutif bisnis Belanda
- Ahli teori bisnis
- Group Head of Strategic Planning - Perusahaan Minyak Shell.
- Pembicara publik.



BE ALERT...



Kemampuan beradaptasi saja tidak cukup



*"The ability to **Learn Faster** than your competitors may be the only sustainable competitive advantage"*



MATURISTS

Sebelum 1945

Masa PD ke-2
Gone With The Wind
Mickey Mouse.
Romantisme keluarga
Profesi pekerjaan seumur hidup.
Norma-norma sosial.

5%

Home Ownership

Face-to-face



BABY BOOMERS

1946 - 1960

Setia pada keluarga & rela bekerja keras membahagikan anak. Ingin keturunannya berpendidikan.
Berdaya tahan tinggi & optimis

15%

Job Security

Face-to-face + Phone



GEN. X

1961 - 1980

Mandiri & toleran. Analitikal & inovatif. **Belajar cepat**, bekerja cerdas & efisien. **Adaptif** utk membangun karir. **Berdaya juang tinggi.**

20%

Work-Life Balance

Text Messaging + Email



GEN. Y

1981 - 1995

Generasi Milenial. Gaya hidup seimbang. Cakap menggunakan teknologi. & memiliki *passion*. Suka berpetualang. Tak bergantung pada karir. **Kreatifitas tinggi**

28%

Freedom & Flexibility

Text Messaging (online & mobile)



GEN. Z

1996 - 2010

Sangat bergantung pd teknologi, gadget, & medsos. Memprioritaskan popularitas, suka hasil instan, Keras kepala & terburuburu. Suka tantangan baru

32%

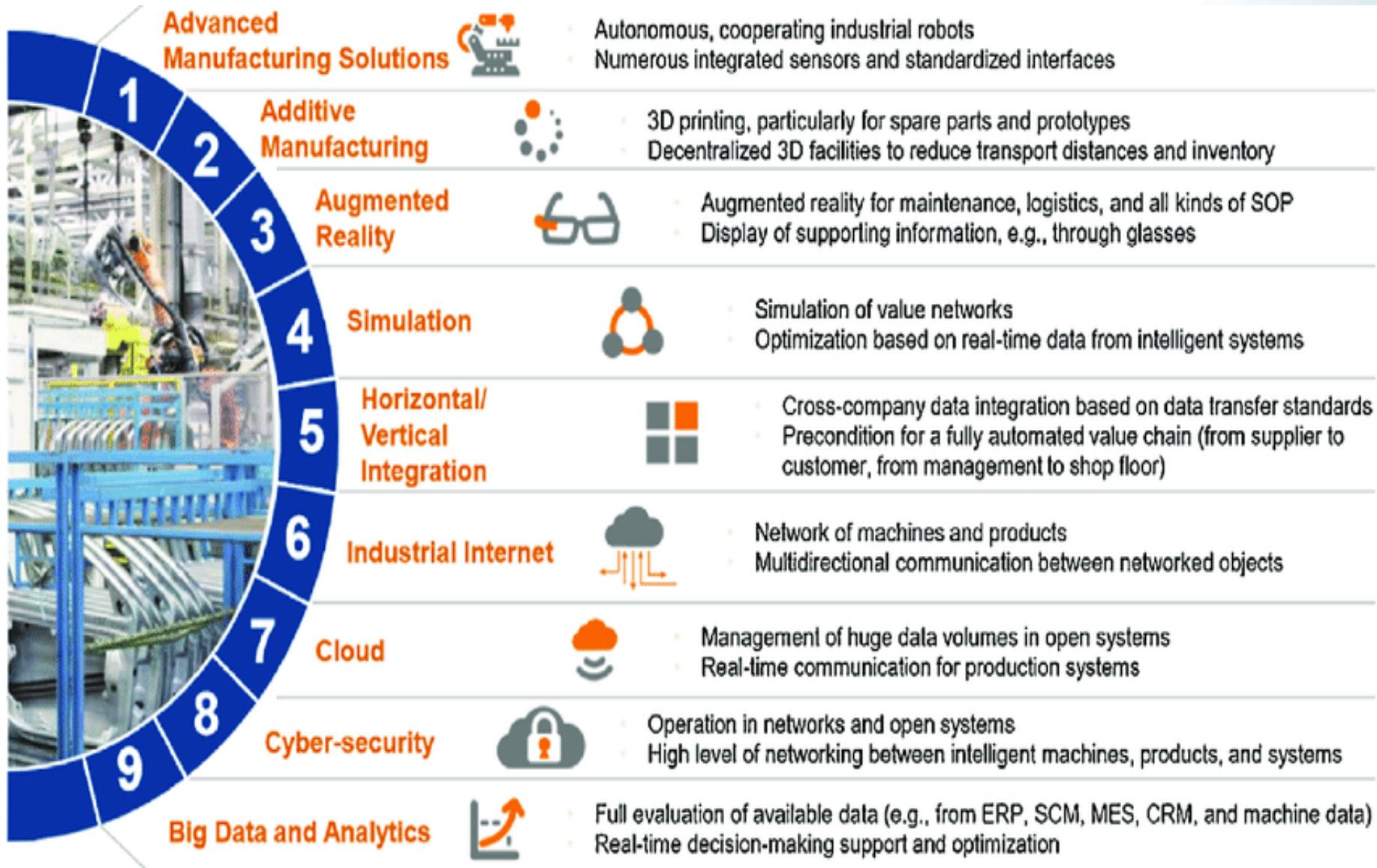
Security & Stability

Face Time (online & mobile)

INDUSTRY 4.0 ENABLING TECHNOLOGY



Must be implemented with BNBR New Culture

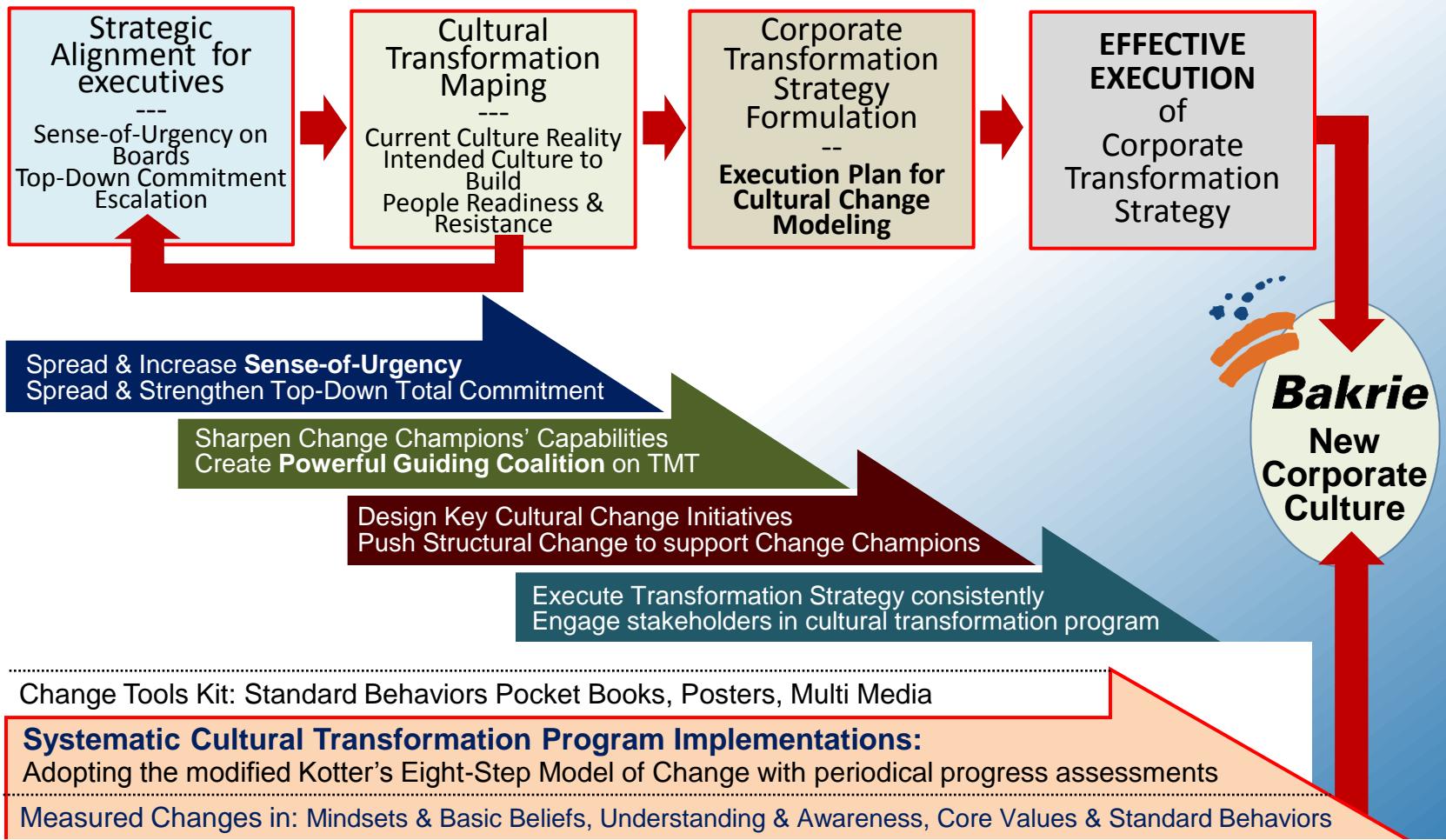


- 1. REINVENTION: GloCalization thru Contextual Adaptation**
- 2. LOCUS4GLOBOPTION: LOCal sUcceSS for GLOBAL AdOPTION**
- 3. DISRUPTIONS: e.g., SUBSCRIPTION & SHARED ECONOMY**
- 4. ALGORITHM & BIG-DATA ANALYTICS: e.g., PSYCHO-GRAPHICS**
- 5. A.I. & A.R. ala SOPHIA (on 26 Oct.'17 awarded Citizenship of Saudi Arabia)**
- 6. SOCIETY 5.0: From DIGITALIZATION to PERSONALIZATION**
- 7. CATOLOGY: Persuasive Technology – DOPAMINE-based Industry?**
- 8. PENTA-HELIX Educ.: Trans-Disciplinary & Transformative Learning**
- 9. G5 New Paradigm: e.g., Digital NOMADS & Digital LITERACY GAP**
- 10. POST TRUTH (Oxford Dictionary's WORD of the YEAR 2016):
e.g., HOAX, Fake/Hate, Half-truth, Alternative-truth, info/news, etc.**

<https://www.youtube.com/watch?v=78-1Mlkxyql>

<https://www.youtube.com/watch?v=fLvL7uqrMVC>

CULTURAL TRANSFORMATION GRAND DESIGN





DIGITAL TRANSFORMATION

IMAGINE AN ECONOMY WHERE...



70%

The Success Rate of New Product Introductions
Is Improved From Today By 70%

75% Of All Same Day
Consumer Deliveries Are
Fulfilled By Demand-based,
Socially-linked Delivery
Networks



Autonomous
Vehicles Displaced 2nd Car
Ownership, Decreasing
Congestion By 10% In Served
Cities



25% of CPG Retail Shopping
Is Conducted In Omni-channel
Commerce Marketplaces



WHAT IS DIGITAL TRANSFORMATION?

Organizations Adapt To Changes In Their Ecosystem By Leveraging Digital Technologies To Create Digitally Enhanced, Customer Centric Business Models



THOSE WHO THRIVE IN THE
DIGITAL ECONOMY WILL NEED TO



IN RETURN, THEY WILL

Develop And Execute A Vision For Digital Transformation



Take An Ecosystem-first Approach To Delivering Products And Services



Manage Information Effectively



Create Flexible And Reliable Human Resource Model



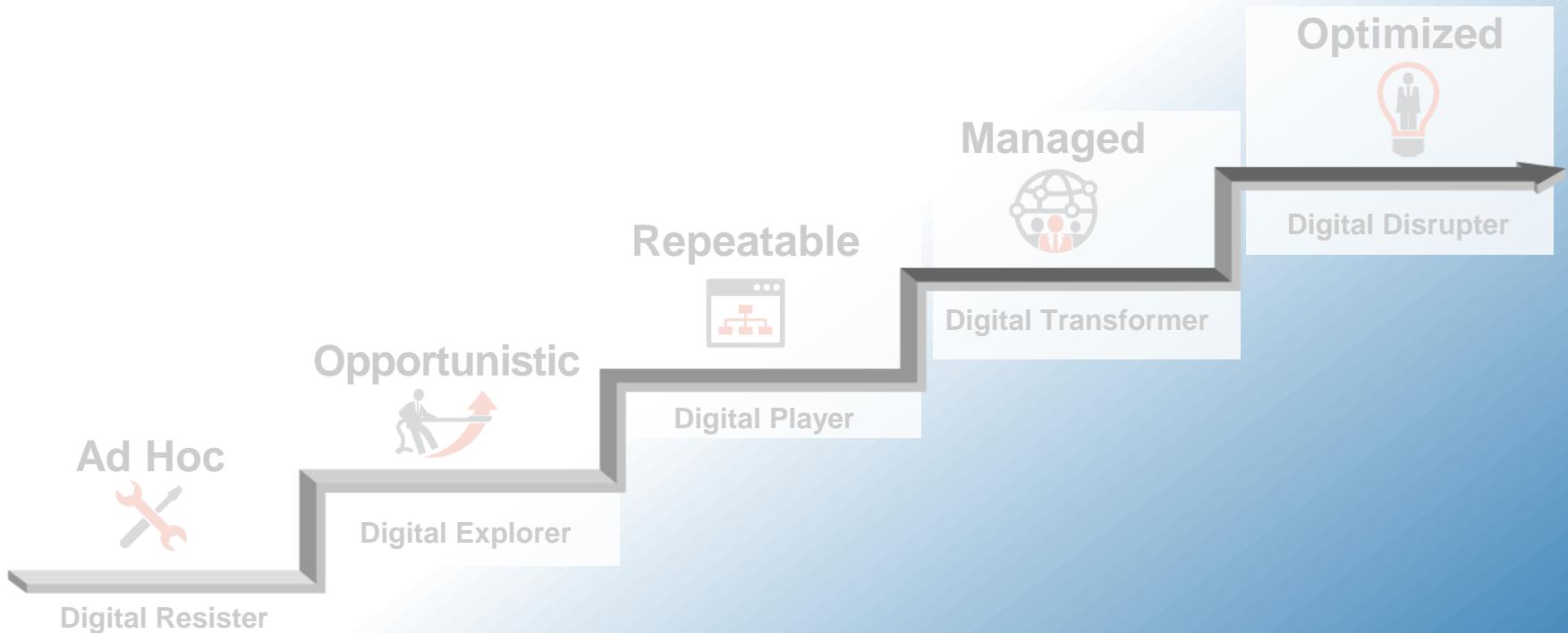
Optimize Business Processes For Speed, Efficiency, Quality, And Agility



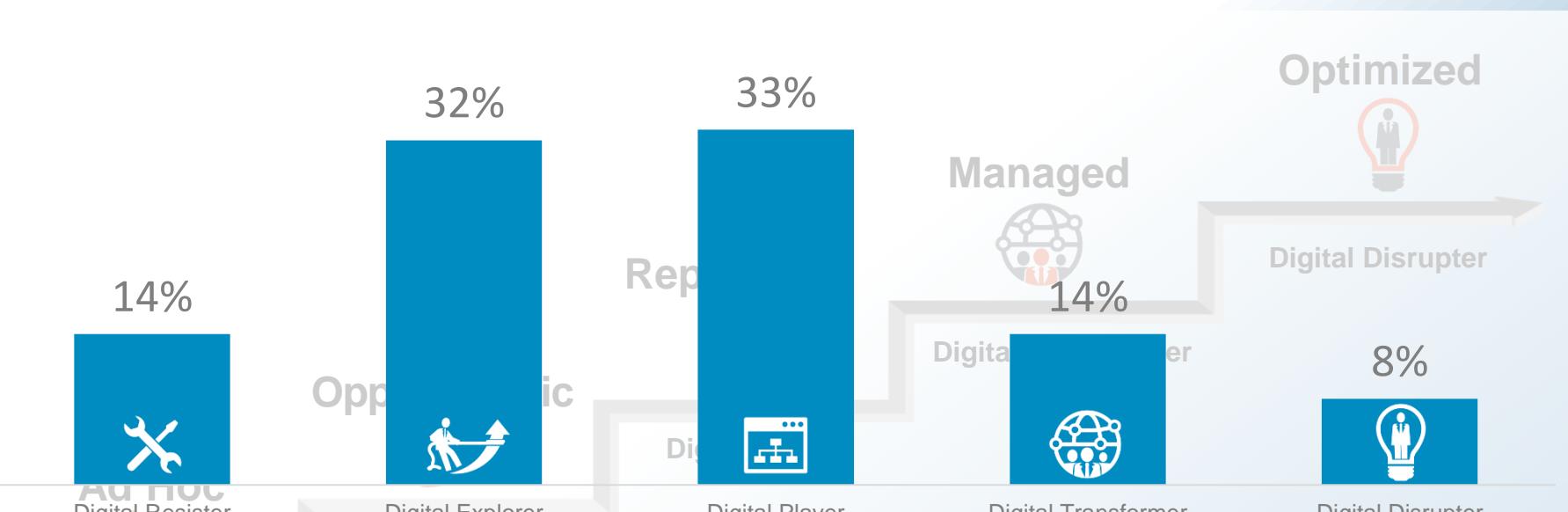
DIGITAL TRANSFORMATION MATURITYSCAPE



DIGITAL TRANSFORMATION IS THE APPROACH BY WHICH ENTERPRISES DRIVE CHANGES IN THEIR BUSINESS MODELS AND ECOSYSTEMS BY LEVERAGING DIGITAL COMPETENCIES

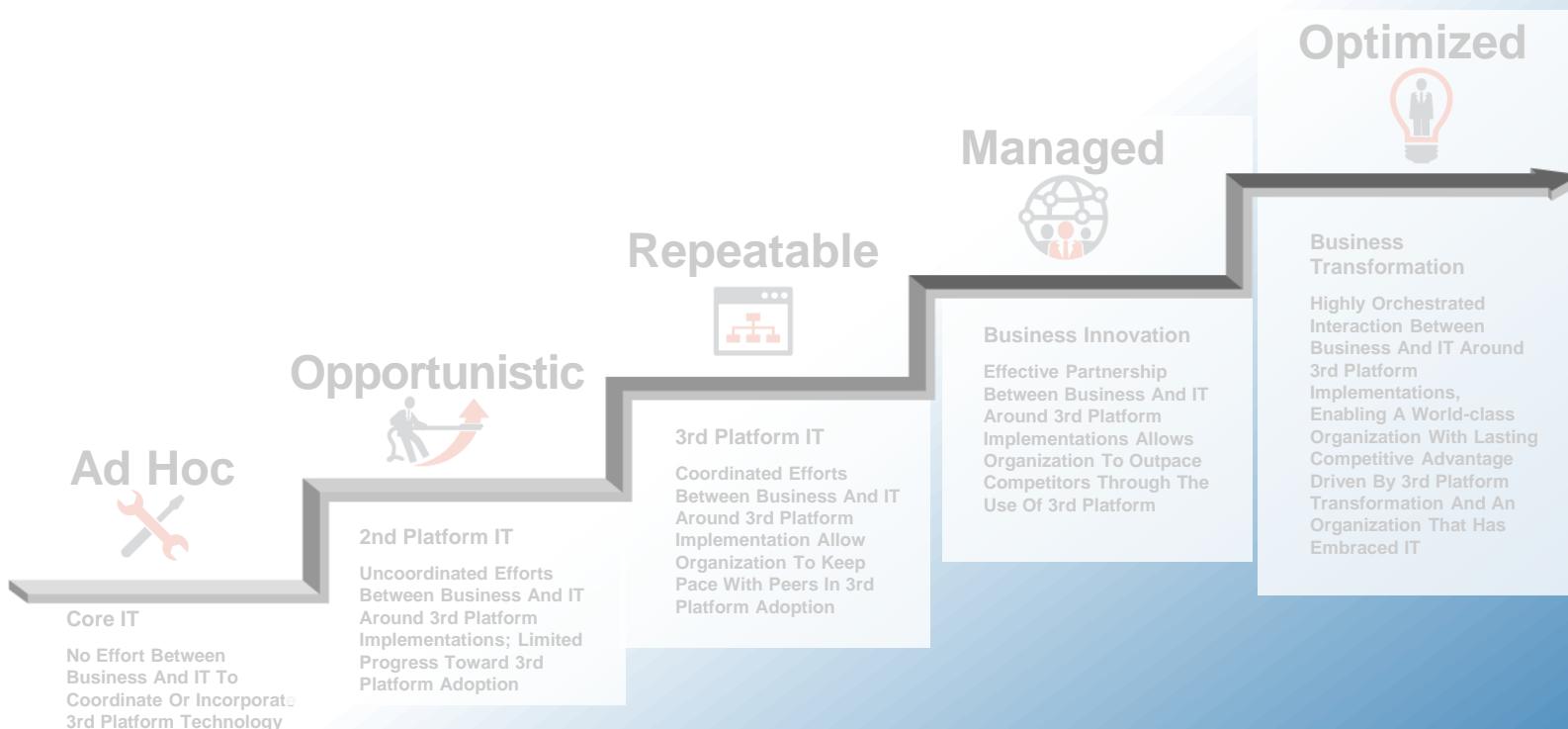


MOST ORGANIZATIONS ARE JUST BEGINNING THEIR DIGITAL TRANSFORMATION JOURNEY



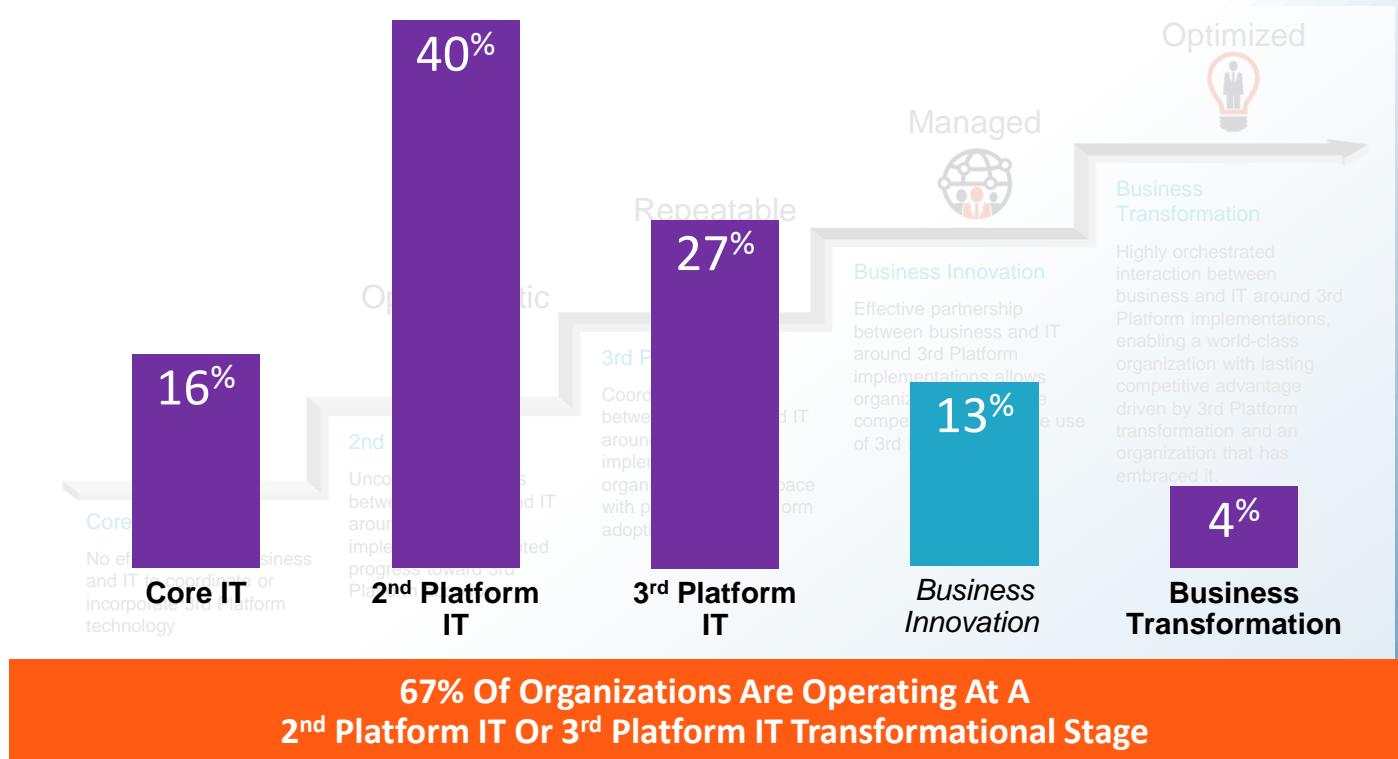
65% Of Organizations Are “Digital Explorers” Or “Digital Players”

TRANSFORMING TO A BUSINESS INNOVATION IT ORG

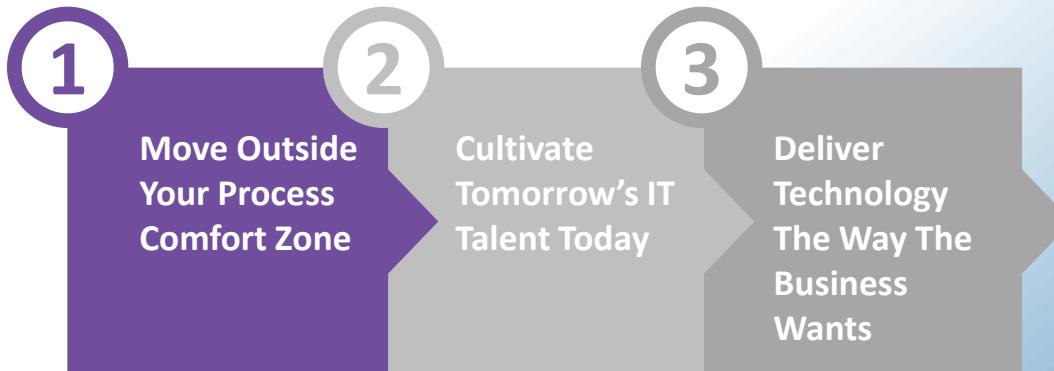


ARE YOU TRANSFORMING YOUR IT ORG FAST ENOUGH?

ENTERPRISE IT TRANSFORMATION MATURITY MODEL BENCHMARK



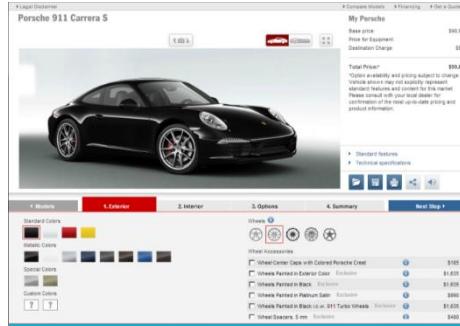
ACCELERATING TRANSFORMATION REQUIRES YOU TO...



IT-ENABLED PRODUCTS IS THE END GAME



IT-enabled
Business Processes
**Automating Business
Processes**



IT-enabled
Services
**Transforming Business
Processes**



IT-enabled
Products
**Creating IT-enabled
Products**

MOVING OUTSIDE YOUR COMFORT ZONE



10%

IT-enabled
Business Processes
**Automating Business
Processes**



54%

IT-enabled
Services
**Transforming Business
Processes**



36%

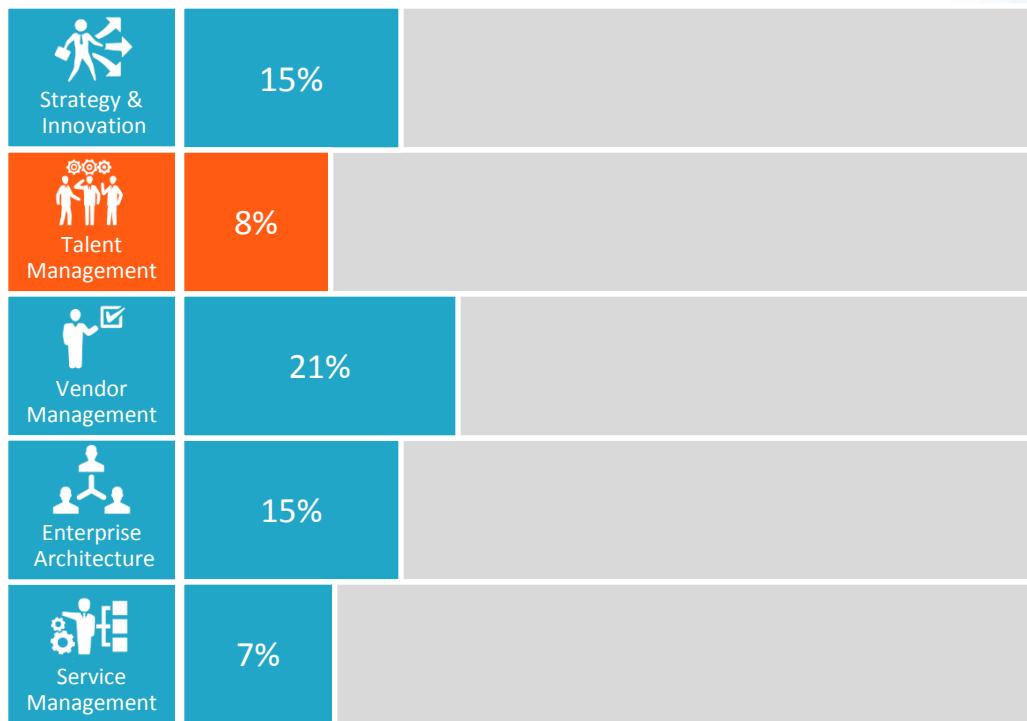
IT-enabled
Products
**Creating IT-enabled
Products**

TALENT MANAGEMENT

ONE OF LEAST MATURE DIMENSIONS



Percent Of Organizations at Business Innovation IT Stage

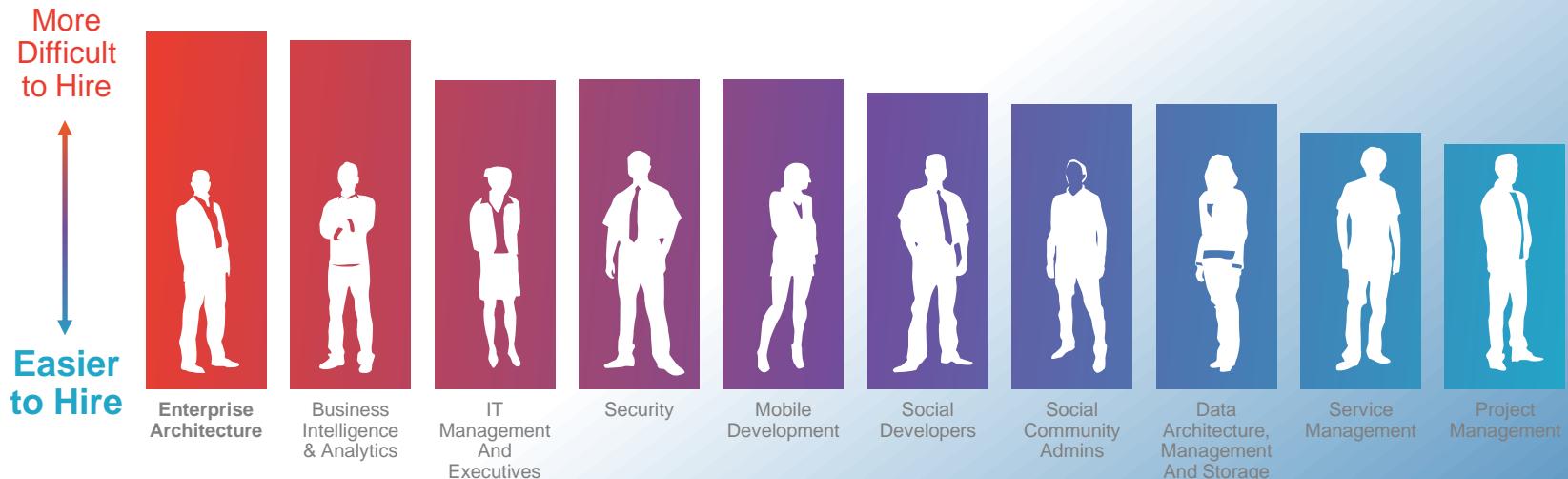


THE 3RD PLATFORM WILL CREATE A SKILLS GAP

THE 10 MOST DIFFICULT IT POSITIONS TO STAFF



For Each Role, Indicate How Difficult It Is To Hire Suitable Candidates



TECHNOLOGIES ARE ALREADY FUELING THIS TRANSFORMATION



By 2020...



A World Of Industry Clouds Handle $\frac{3}{4}$ Of All Economic Activity In A Fully Automated Way — **Eliminating Over \$100B** Of Coordination Waste

Companies **Double The Productivity** Of Their Knowledge Workers Through The Use Of Big Data/Analytics



60% Of Device Interactions Are Passive As **Users Accept Information** Surfaced From Intelligent Systems And Machine Learning



Mobile And Connected Devices **Redefine CX**, Tying Loyalty, Service, Sales And Content To Context In Real Time





The world is changing

Big Data



90%

of the data created in the last two years alone.

Mobile



1 billion (plus)

(plus) smart devices shipped in 2013 alone.

Social



81%

of customers depend on social sites for purchasing advice.

Cloud



62%

of total workloads will be in the cloud by 2016.

Internet of Things



50 billion

devices connected to the internet by 2020.

API Economy

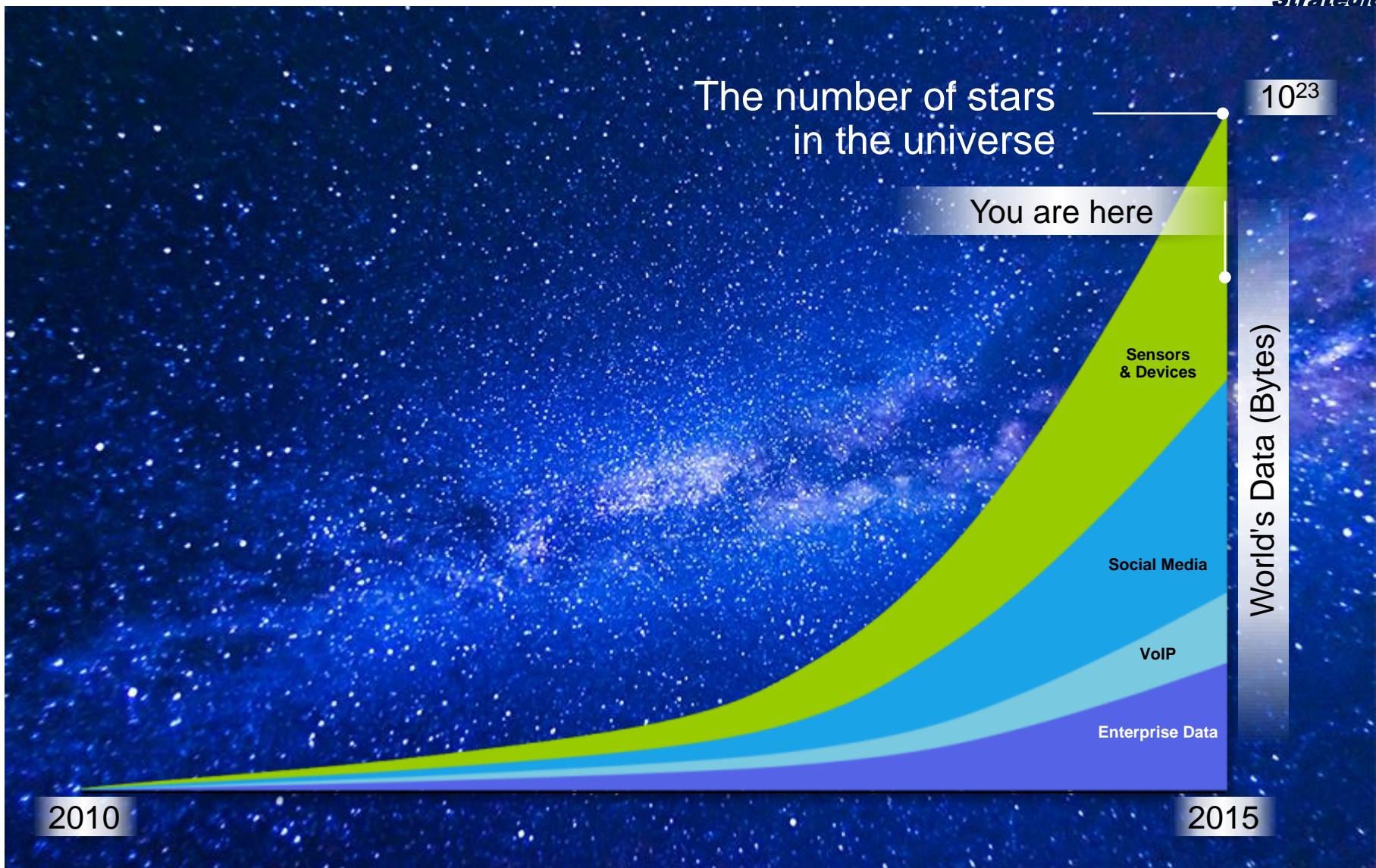


Global m-commerce sales were

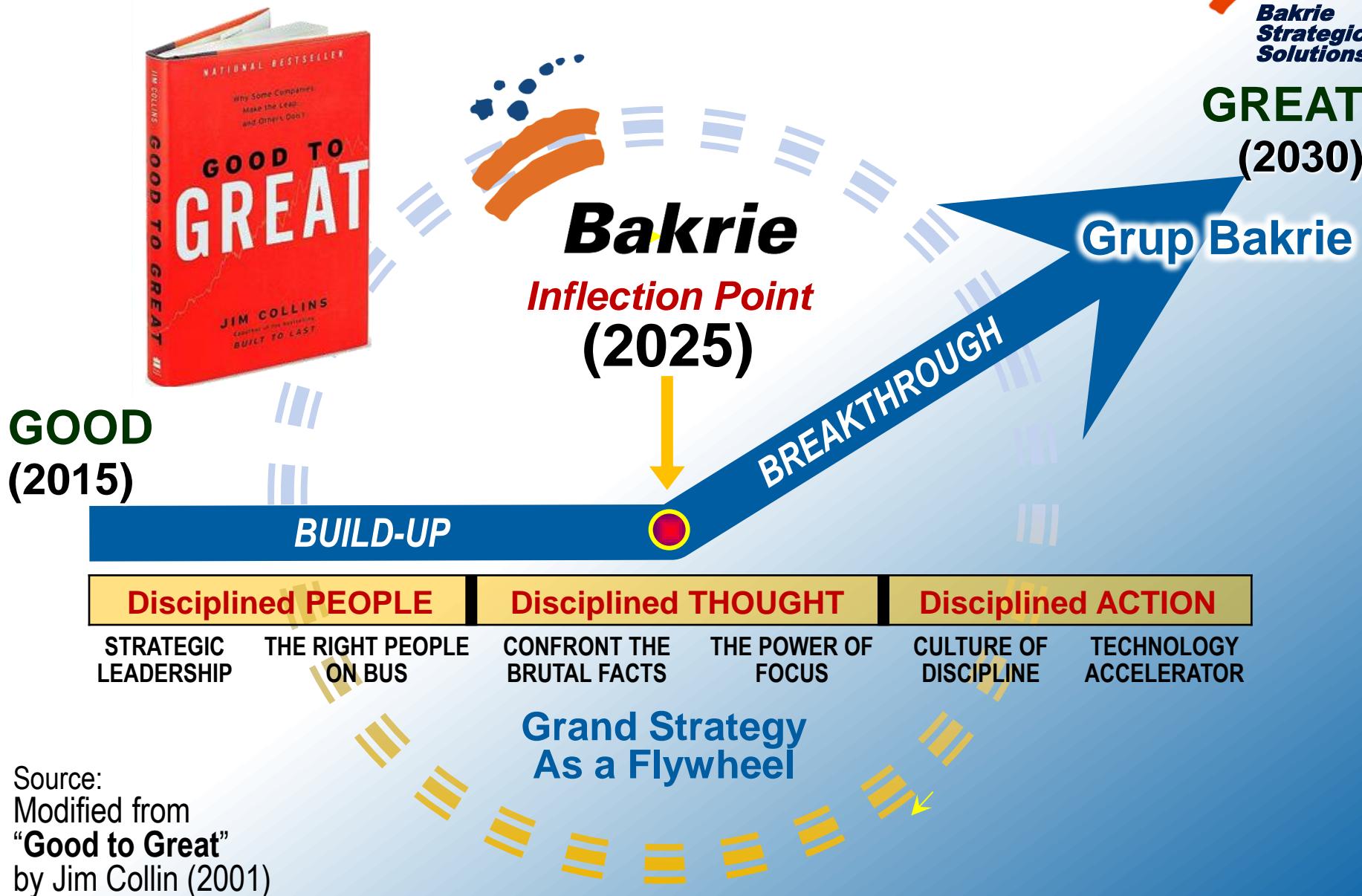
85 billion

in 2013 and forecast to rise to \$120 billion by 2015 and an estimated \$1 trillion by 2017

Big Data, this is just the Beginning



STRATEGIC ROLES OF CULTURE



REINVENTING TRI MATRA BAKRIE



Digging Out from Roots of the Roots

Defining Core Values, Preserving Its Basic Beliefs

Ke
INDONESIA
an

Saling menghargai
Musyawarah u/ mufakat

Nasionalis
Percaya diri.

Patriotic

Religius

Keteladanan

Bersungguh-sungguh
Bijaksana

Exemplary

Solidarity

Ke
MANFAAT
an

Produktif

Kewirausahaan

Menghasilkan nilai tambah

Entrepreneurship

Integritas

Bertanggung jawab

Peduli
Memberdayakan

Responsible

Patriotic

Responsible

Ke
BERSAMA
an

Saling percaya

Terbuka

Mutual

Trust

Entrepreneurship

Mutual Trust

Kekeluargaan

Gotong royong

Solidarity

Adaptif

Komunikatif

Understandable

Note:
This Simulation is just a proposed preliminary draft

WISDOM TO KEEP...



Transforming the **OLD culture** of BNBR into the **NEW one**
**Requires a Real Movement, Not just a Top-Down
Mandate.**

It lives in the collective hearts & habits of people as well as their shared perception of “how things are done around here.”

Introducing BNBR New Culture:

***Learning Faster with Adaptive Capability
to strengthen the spirit of Entrepreneurship***

→ **Implementing SUPREME Core Values**

The Targets

General: All Bakrie Workforce
Specific: Millennials in Start-up Businesses