

A large, intricate mandala graphic in white and gold lines on a dark blue background. It features a central flower-like motif with multiple layers of petals and surrounding geometric patterns. A thick gold diagonal line cuts across the image from the bottom left towards the top right.

HC Transformation Strategy in Shaping Competitive Organization *to Respond the Industrial Revolution 4.0*

Rudy Afandi
Chief Human Capital Officer
PT XL Axiata Tbk.

XL Axiata Presence



23 years of history in telco industry, listed in JSE since 2005, 1,700 employees



- Reach **118k BTS**
~29k 4G BTS in
400+ cities



- **54.9 mn subscribers**
- 43.9 mn smartphone subscribers
- Simple and seamless digital experience for customers



- XL Axiata's total traffic reach **2,200.7 PB** mainly due to the increase of data traffic



- **80+ XL Center** representative across the country



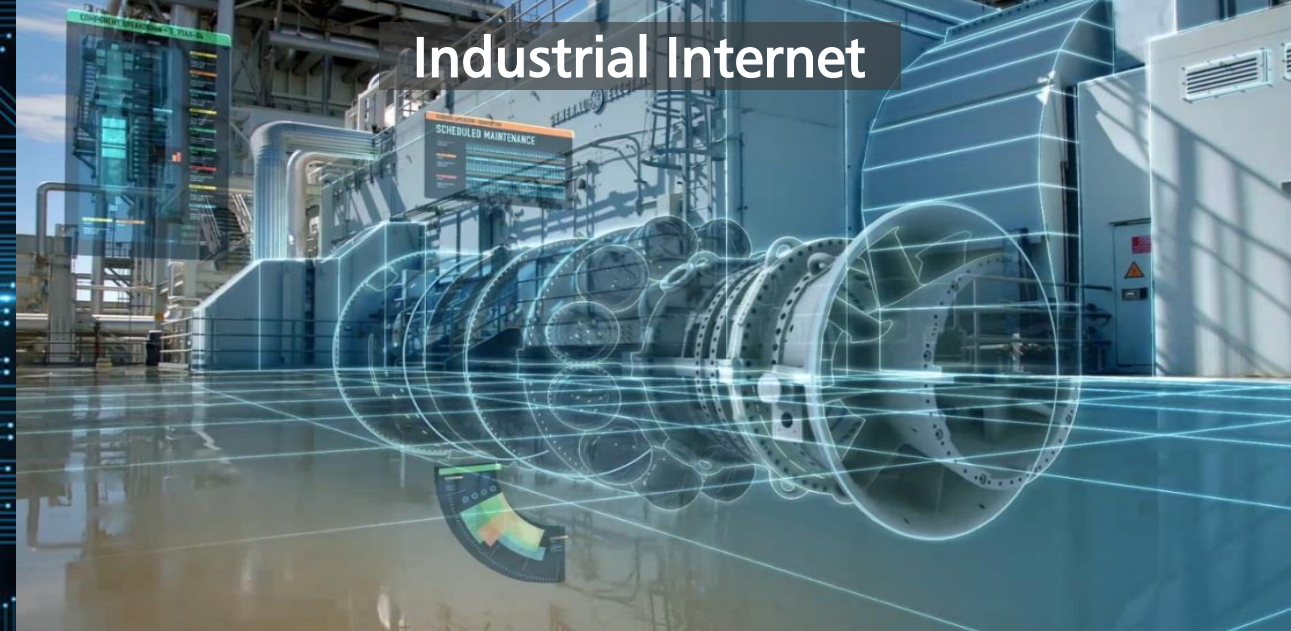
- Explore new business opportunity in **Home & Enterprise segment**



Artificial Intelligence



Industrial Internet




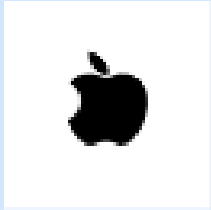

WE ARE LIVING IN ACCELERATING DISRUPTION

Crowd Sourcing



Talent War and Fluid Talent



	\$20B	Owns no real estate
	\$18B	Creates a few apps One of largest software companies Own apps are free Make \$ from other apps
	\$50B	Owns no vehicles

Invent.

To learn more please visit



HACKER
DOJO

Make:
makezine.com
































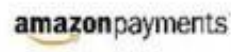





The Tech
Museum



Noisebridge

TechShop
BUILD. PLAY. DISCOVER. REPEAT.

What made us think that they wouldn't enter to our business?

	g	Apple	f	a
 TELECOM & IT	 Fiber	 Apple Sim	 WhatsApp	 Cloud Drive
 HEALTH	 Calico	 HealthKit	 Move	 Marketplace
 RETAIL	 Shopping express	 iBeacon	 Facebook "Buy" Button	 Grocery Delivery
 ENERGY & UTILITIES	 Smart home	 Solar Power	 Internet.org project	 Fulfillment by Amazon
 MEDIA & ENTERTAINMENT	 Play	 iTunes Radio	 Oculus	 Gamers Video platform
 FINANCIALS	 Wallet	 Apple Pay	 Friend-To-Friend Payment ¹	 Payments API
 MOBILITY, TRAVEL & LEISURE	 Car	 CarPlay	 Messenger + Uber integration ¹	 Media app for connected cars



75 million
jobs displaced

Top Declining Jobs

- Data entry
- Accounting, book keeping, payroll clerks
- Administrative and executive secretaries
- Assembly and factory works
- Business and administrative managers



133 million
jobs created

Top Emerging Job

- Data analysts and scientists
- AI and machine learning specialists
- Software and application development managers
- Big data specialists
- Digital transformation specialists



Not just Demographic but Psychographic Shift

- *Qualifications*
- *Formative experiences*
- *Body accessory*
- *Preferred morning drink*
- *Preferred reading*
- *Favorite book*
- *Hobby*
- *Attire preference*

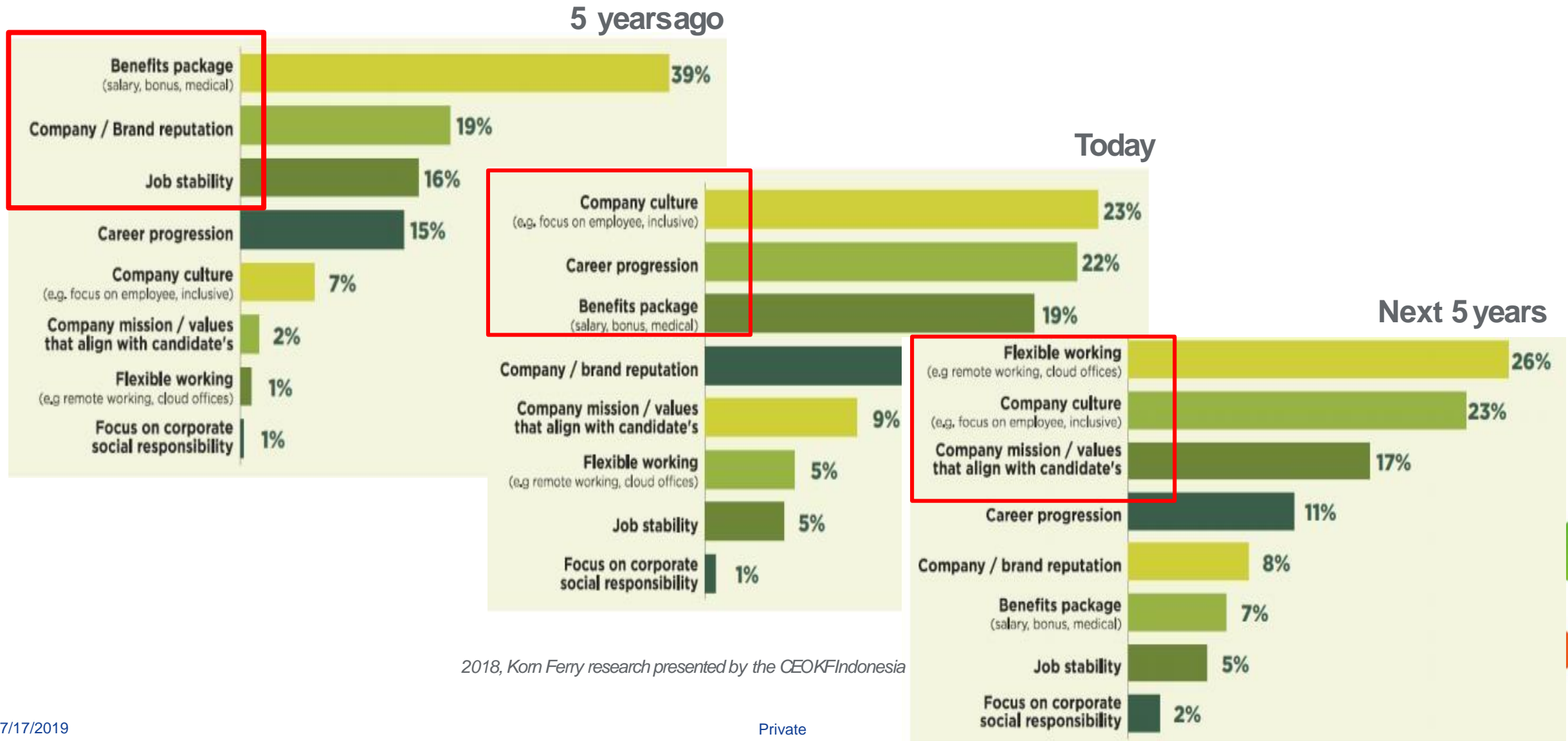
A 60 year old

- MBA
- Army
- A Rolex watch
- Decaffeinated coffee
- NY Times, Straits times, FT, JKT Post
- Good to Great
- Golf
- Dress for success

A 30 year old

- MFA (Master of Fine Art)
- Trekking around Nepal
- A tattoo
- A skinny, dry, grande Frappuccino, no whipped cream, extra-caramel
- Tweets from Huffington Post, FB, online media, LinkedIn, YouTube
- A long walk to freedom
- Writing apps, computer games
- Dress for comfort

Shifting Employees Priorities



Shifting in Organization Paradigm...

Shifting in Organization and Leadership Paradigm

Parameters	1990s	2000s	2016...
Leadership	Boss... Top down	Lead by Example	Inspire & Serve
Age	Trust Seniority	Trust Experience	Trust Capability – Regardless of Age
Organization Structured for ...	Control & Operation Excellence	Growth	Speed & Simplification
Mode	Vertical	Matrix	Horizontal
Success	Position	Money	Meaning & Contribution
Behavior Expected	Conform	Align	Intensity
Focus	Process	Innovation	Outcome
Risk	Risk Prevention	Risk Management	Risk Taking

Command & Control

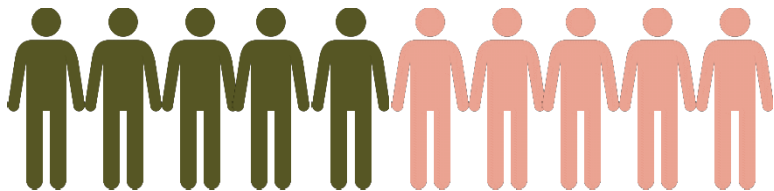
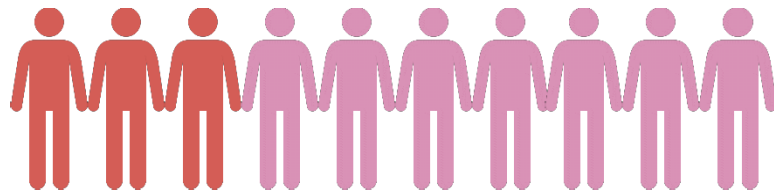
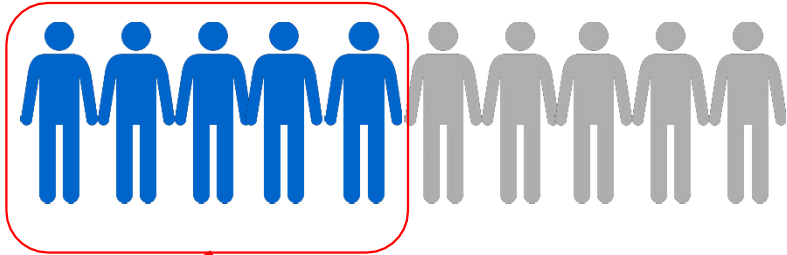


Inspire & Connect



Flexible Working Trend and Preferences

Worker Type	Today	Within 3 Years
Regular	85 %	<50 %
Part-time / Flextime	5 %	10-20 %
Sometime	1 %	5 %
Contractor	5-10%	15-20 %
Consultant	5 %	10 %



50%

Have fixed job

...that 30%

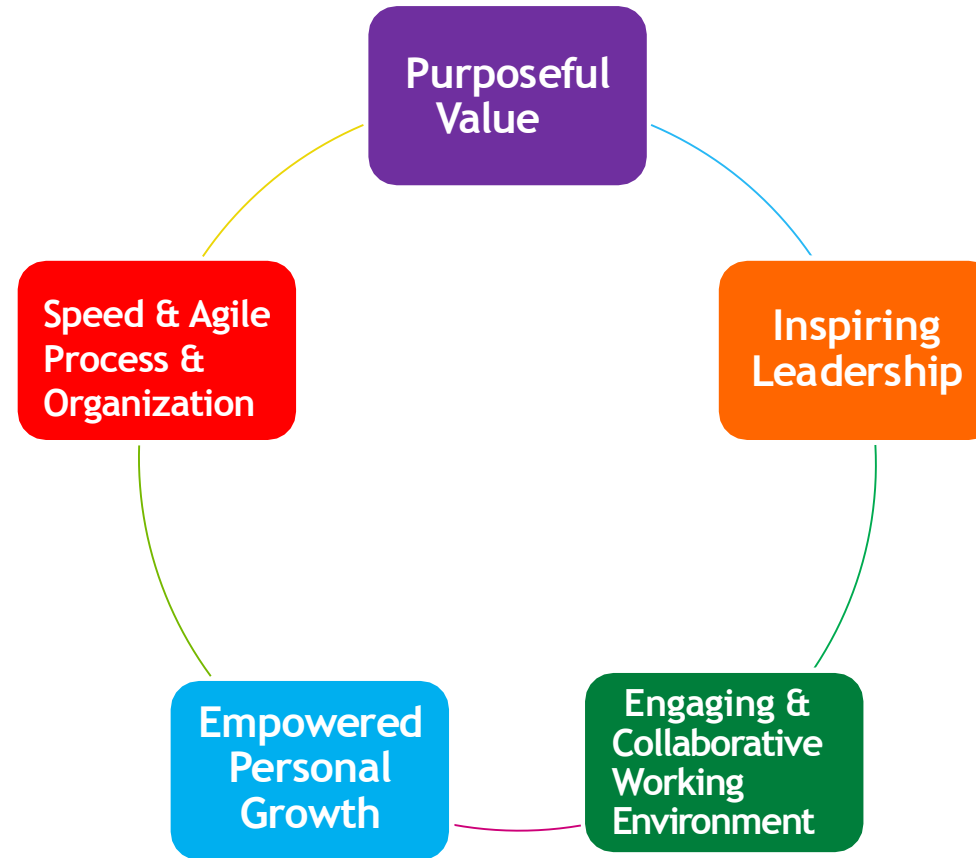
of them only have 1-2
years of experience

50%

Have additional
income of Rp 1-5
mill per month

Source: Sribulencer Survey, 2018, <https://blog.sribu.com/infografis-pekerja-muda-indonesia-makin-minati-pekerjaan-freelance>

HC Transformation to build Highly Perform and Agile Organization in Disruptive Business Environment



Purposeful Value and Culture

- More than just growth and margin Value
- Integrity
- Inclusive
- Open
- Respect



Inspiring Leadership

- Clarity and Transparent in Goals Setting
- Authentic and Vulnerable
- Empowering
- Growing and Developing Talent and the Team



Basketball Time with Mr. Allan!



Join the game!

We invite you to participate in Corporate Identity Dialogue event, while play basketball with Mr. Allan Bonke,

- Wednesday, 10 July 2019
- 15:00 WIB
- Basketball Court, Denpasar Apartment, Kuningan City Mall

Get a chance to have an informal discussion with our Commercial Director and win personal gift from him.

Limited for 20 employees who ready to slam dunk & commit to come on time!



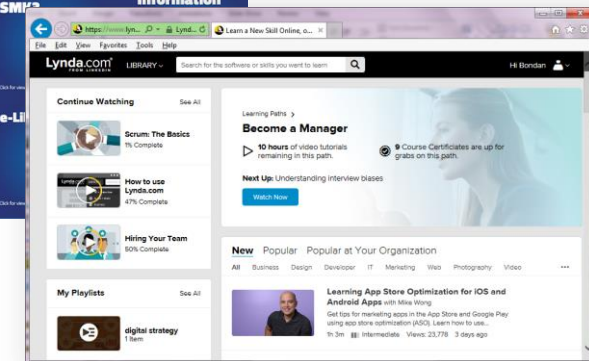
Engaging & Collaborative Working Environment

- Humanistic connected
- Flexible and Agile
- Collaborative



Empowered Personal Growth

- Learning & Growing is Individual Responsibility
- 80% happened on the job, 20% on learning modules
- Space to continuously Learn, Unlearn and Relearn



A photograph of Tiger Woods in mid-swing, wearing a red shirt and black cap, set against a blurred background of a golf course and spectators. The image is partially covered by a green overlay on the right side.

Experience – 80% of the Development

Stretching assignment

Space for Taking Risk

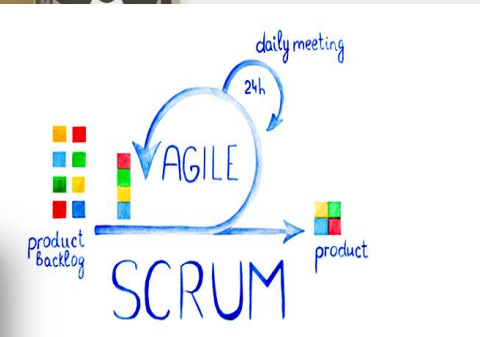
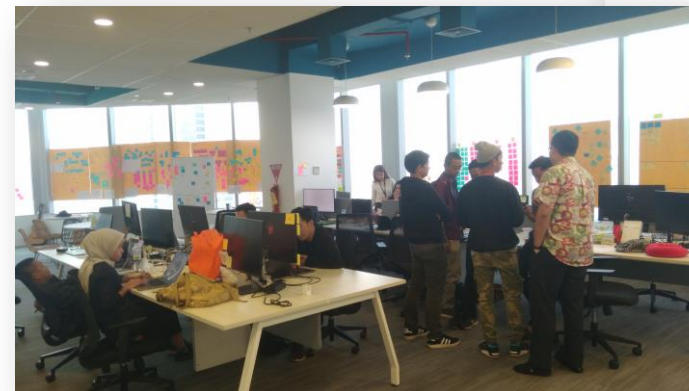
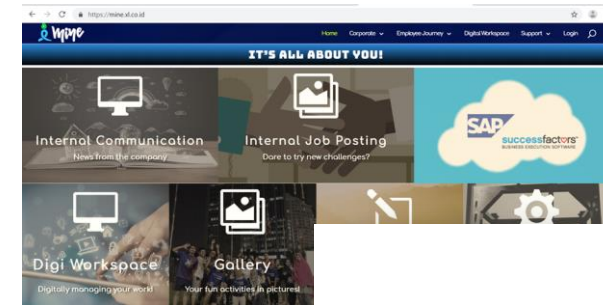
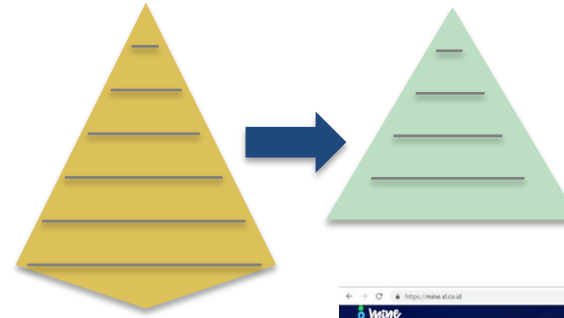
Collaborating with diverse group

Speed in decision making

Visibility to the higher leader

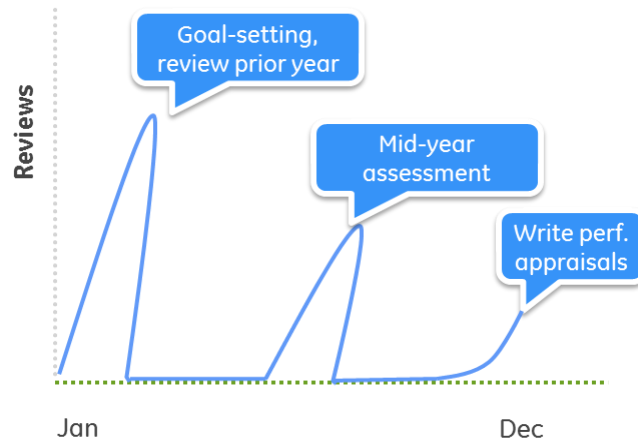
Speed and Agile Organization

- Lean Organization
- Digitization
- Value for Speed over Perfection
- Meritocracy
- On time communication



Shifting Performance Management Focus

From Performance Evaluation



Annual:

- Three conversations
- Batched feedback
- Once a year career coaching
- Discuss Rating – End Year

To Performance Development



Ongoing:

- Priority setting & review
- Conversations throughout the year
- Colleague insights
- Coaching and career dialogues as often as needed
- Focus on performance discussion

- **Recruitment** : how much sales lost per day when no candidate selected?
- **Industrial Relation** : how much less productivity per cost when a worker is having problem and protest to work?
- **Talent Management** : how much sales difference when we put a better successor of a moving Sales Mgr?
- **C&B**: What is the impact to company innovation and business sustainability when we apply incorrect compensation for a creative job..?



Business Partnering Competencies

Business Acumen	Change Catalyst
<ul style="list-style-type: none">• Understanding Business; market, processes, the dynamic• Ability to link people matters impacting the business results	<ul style="list-style-type: none">• Understanding Decision Making Process, formal and informal• Ideas Generation• Comfortable in managing conflict, influencing and collaboration
Data Driven and Analytics	People Orientation
<ul style="list-style-type: none">• Understanding the big picture and how the details are interconnected• Speak with Data• Leverage analysis for solving problem	<ul style="list-style-type: none">• Understanding what motivate an individual or team to perform• Listening and Engaging



Thank You

