

WINNING STRATEGIES IN EXCELLENCE

JOJO AJERO
CEO – XSITE SOLUTIONS





SIMILARITIES



The Similarities



Goals were higher,
more audacious...



The Similarities



Lack of information...

The Similarities

Too much information...





The Similarities



The competition
changed their
battleplan after
the 1st
encounter



The Similarities

The Fog of War was always in
the way...



The Similarities



Can't
accurately
predict the
outcome of
the plan
anymore



HOW DID
WE FEEL?



How did we feel?

- Too many unknown unknowns
- More Uncomfortable than ever before
- Why even plan at all?

A chalkboard in a cafe setting. The chalkboard is framed in wood and stands on a wooden floor. To the left of the chalkboard are two black and tan coffee cups and a grey paper bag. In the background, there are hanging Edison-style light bulbs and a dark brick wall.

What
are your
organization's
**Big
Hairy
Audacious
Goals?**



Increase demand for...

MEMBERSHIPS

Increase demand for...

CONFERENCES



Increase demand for...

SPONSORS





Increase demand for...

CERTIFICATIONS



Increase
demand for...

PRODUCTS & CATALOGS

Engage MEMBERS



Build

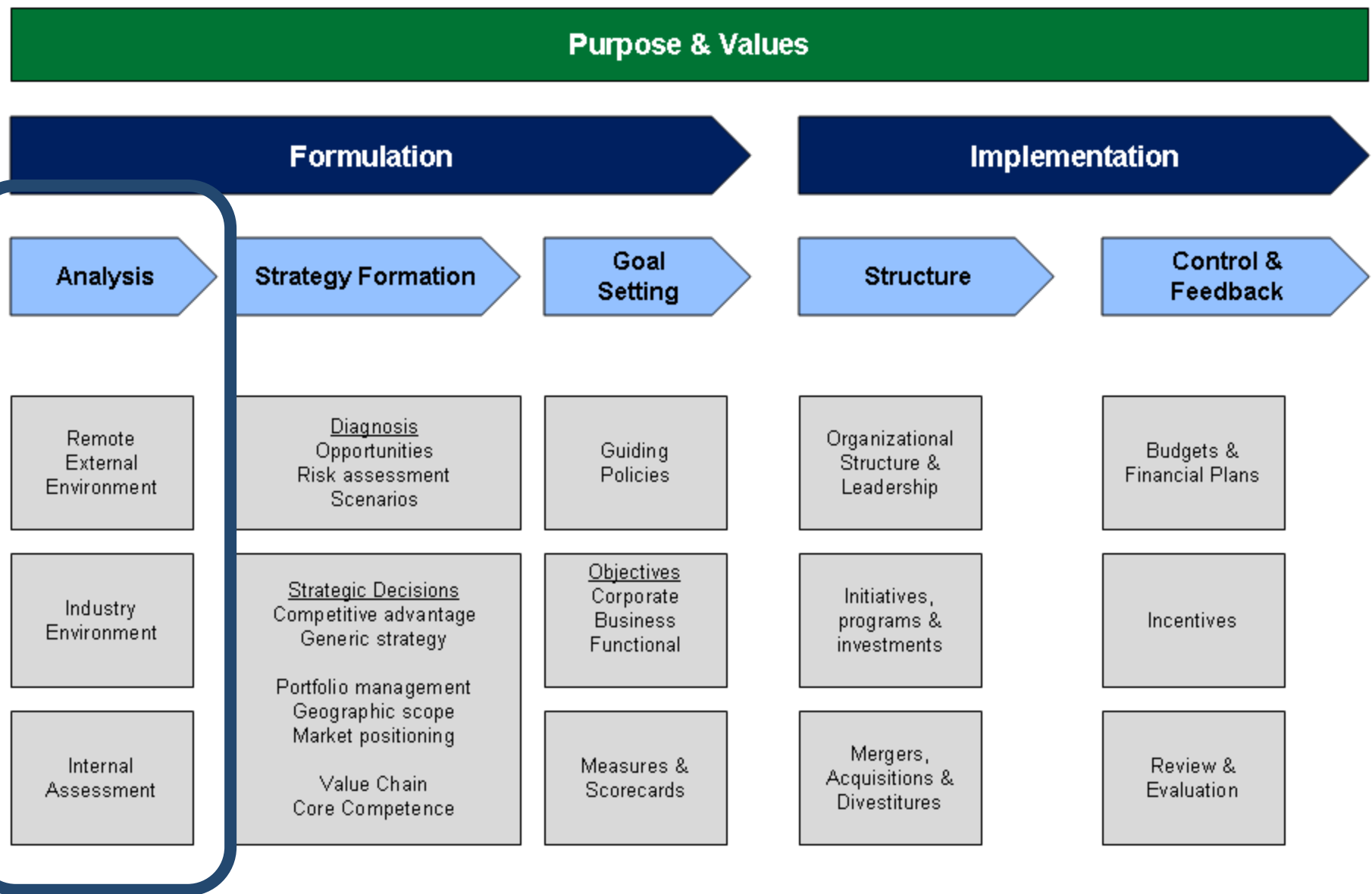
REPUTATION



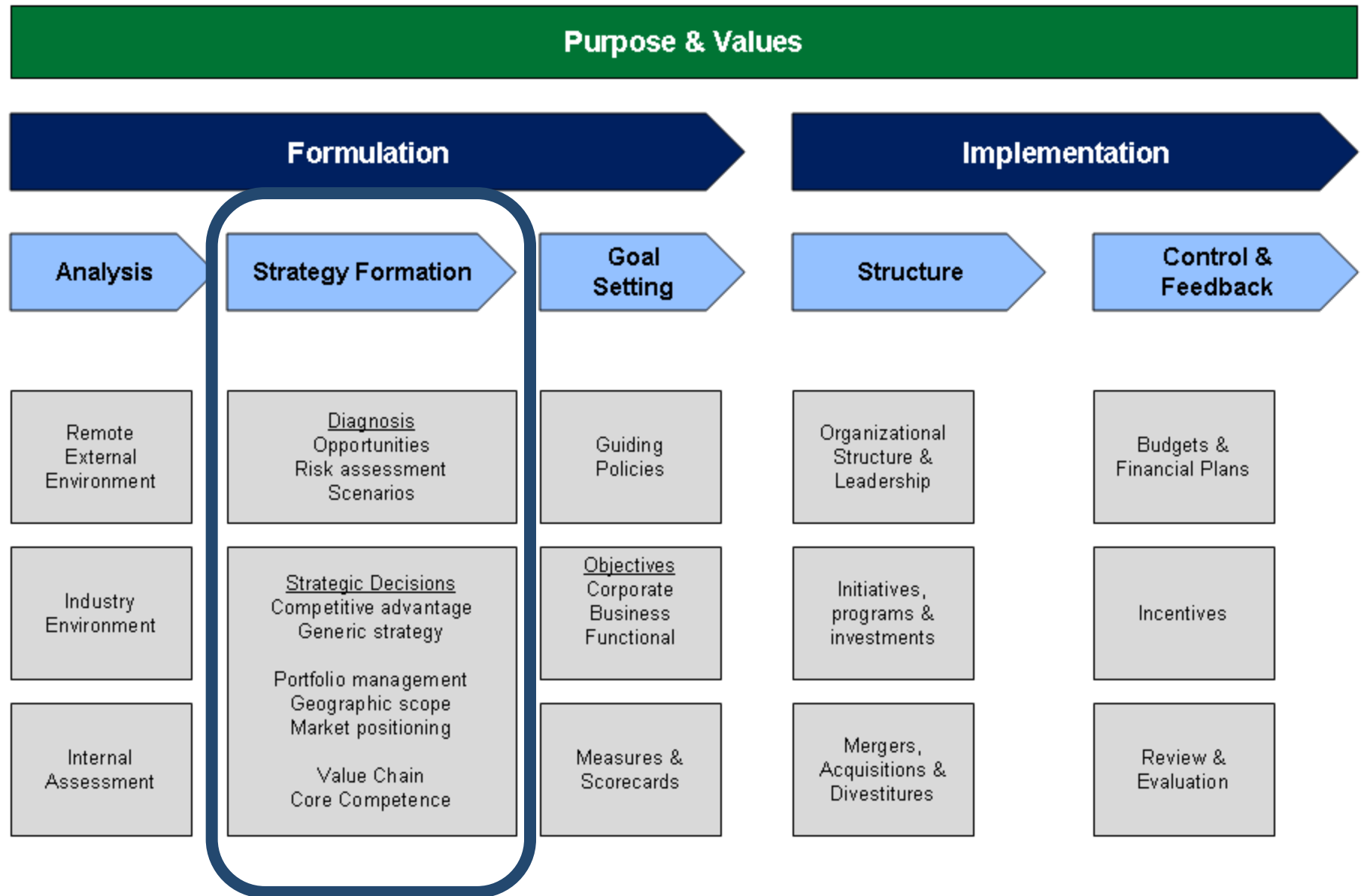
So you start developing
your plans...



Strategic Management Framework



Strategic Management Framework



REGULATORY TRENDS

SOCIETAL & CULTURAL TRENDS

TECHNOLOGY TRENDS

SOCIAL-ECONOMIC TRENDS

**KEY
TRENDS**

SUPPLIERS & OTHER VALUE
CHAIN ACTORS

STAKEHOLDERS

COMPETITORS
(INCUMBENTS)

NEW ENTRANTS
(INSURGENTS)

SUBSTITUTE PRODUCTS
& SERVICES

**INDUSTRY
FORCES**

KP	KA	VP	CR	CS
	KR		CH	
C\$	R\$			

MARKET SEGMENTS

NEEDS & DEMAND

MARKET ISSUES

SWITCHING COSTS

REVENUE ATTRACTIVENESS

**MARKET
FORCES**

GLOBAL MARKET CONDITIONS

ECONOMIC INFRASTRUCTURE

CAPITAL MARKETS

COMMODITIES & OTHER RESOURCES


**MACRO
ECONOMIC
FORCES**

But it's
not that
easy
anymore...





Why?

A woman with dark hair is shown from the chest up, screaming with her mouth wide open and eyes closed. A camel's head is positioned over her shoulder, with its mouth open as if biting her neck. The background is a clear blue sky with some green foliage visible on the left. A yellow speech bubble with a black outline is overlaid on the left side of the image, containing the text "Because we now live in a VUCA world!".

Because we now
live in a VUCA
world!



What is VUCA?

VOLATILE

UNCERTAIN

COMPLEX

AMBIGUOUS



What is VUCA?

VOLATILE

Description:

- Know a lot about the situation and can predict what will happen BUT you don't know when, how long and how severely it will disrupt operations



What is VUCA?

VOLATILE

Example:

- Your database crashes and your financial records are all gone. Your association doesn't know who has paid membership dues from those who did not.



What is VUCA?

U

NCERTAIN

Description:

- Lack of knowledge and information



What is VUCA?

U

NCERTAIN

Example:

- Other organizations will launch new events and conferences on the same dates you will be having yours. What will the main topics be? Who are the key speakers?



What is VUCA?

COMPLEX

Description:

- The sheer volume and interconnectedness makes the situation hard to understand.



What is VUCA?

COMPLEX

Example:

- As an association goes for more advanced topics/ certifications and also aims to get more senior member executives with higher needs.



What is VUCA?

A MBIGUOUS

Description:

- Least is known about the situation, effects and outcome.



What is VUCA?

A MBIGUOUS

Example:

- How would event participants react to a 2-in-1 Conference & Concert?



HOW DO YOU
PLAN IN A
VUCA WORLD?



How do you plan in a VUCA world?



How do you
eat an
elephant?

One piece
at a time...



How do you plan in a VUCA world?

VOLATILE

Solution:

- Devote resources to developing agility in the organization
- Be agile by building in slack



How do you plan in a VUCA world?

UNCERTAIN

Solution:

- Build an intelligence operation
- Requires serious boundary-spanning collaboration



How do you plan in a VUCA world?

COMPLEX

Solution:

- Organizations should evolve as complexity grows
- Hire experts to lead the transition



How do you plan in a VUCA world?

AMBIGUOUS

Solution:

- Disciplined Experimentation
- Organizational shift towards risk



How do you plan in a VUCA world?

- Use Technology & Big Data
- Organize efficiently
- Culture & Attitude
- Be comfortable being uncomfortable



How do you plan in a VUCA world?

LEADERS:

1. Should bring clarity
 - They should see beyond the fog
 - Define the vision
 - Define the end-state



How do you plan in a VUCA world?

LEADERS:

2. Don't tell your talented crew how to get to the end-state but empower them instead:

- To use every bit of their ingenuity & talent
- To design the tactical approach



How do you plan in a VUCA world?

COMMITTEE HEADS:

1. Know the commander's intent
2. Every leader should be capable of doing 1 level up
3. Be on the ground so you can make snap judgements to take advantage of fleeting opportunities.



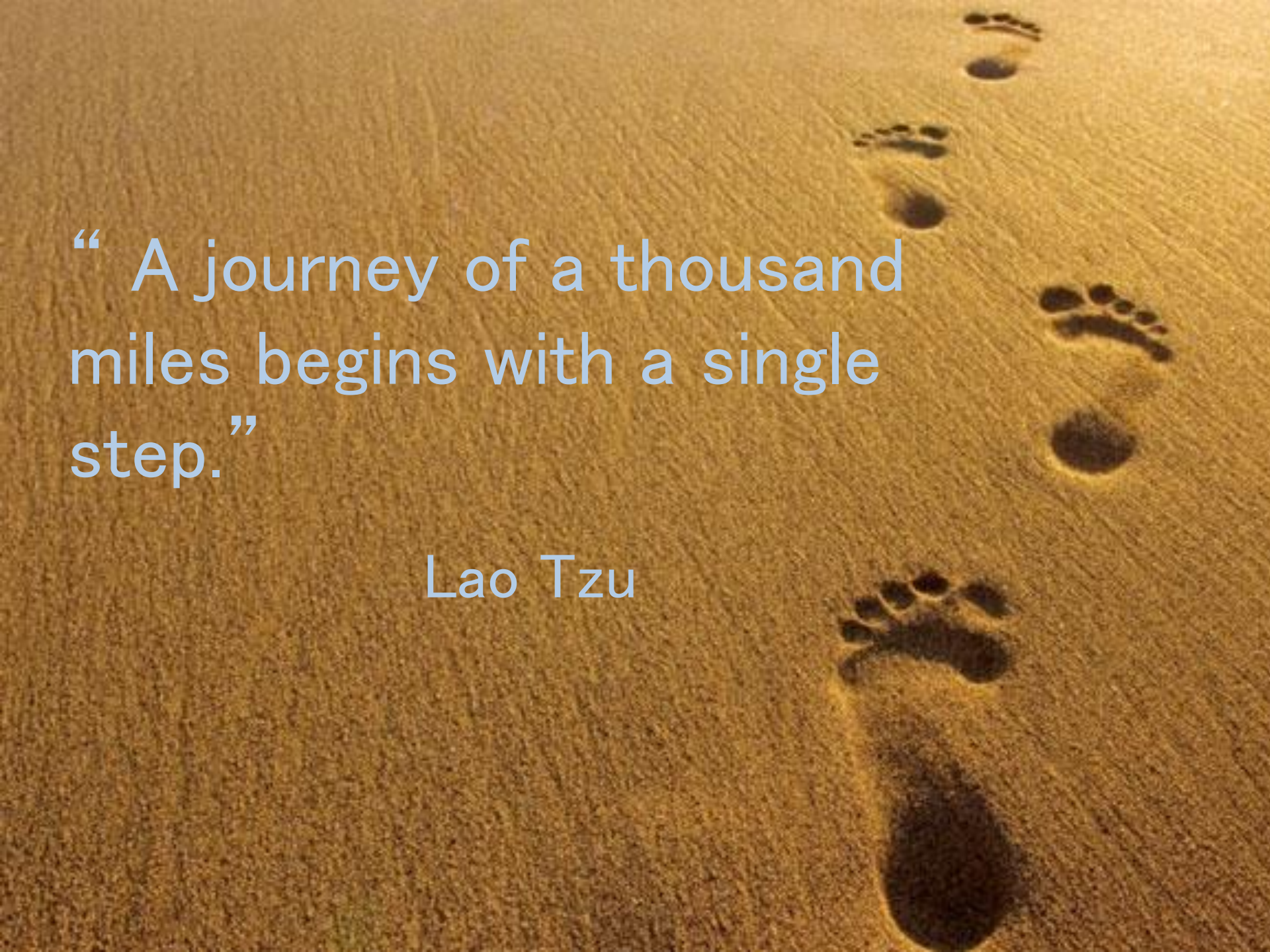
Go for the Strategic Intent

How Emergent Strategy Works

Emergent strategy accepts that a realized strategy emerges over time as the initial intentions collide with, and accommodate to, a changing reality.



Source: Henry Mintzberg, Sumantra Ghoshal, and James B. Quinn, *The Strategy Process*, Prentice Hall, 1998

A close-up photograph of a sandy surface with several footprints. The footprints are arranged in a diagonal line from the top right towards the bottom left. The sand is a warm, golden-brown color. The footprints are dark, suggesting they were made by a shoe or a heavy foot. The lighting is soft, creating gentle shadows around the edges of the prints.

“ A journey of a thousand
miles begins with a single
step.”

Lao Tzu