

# **BUSINESS STRATEGIES:**

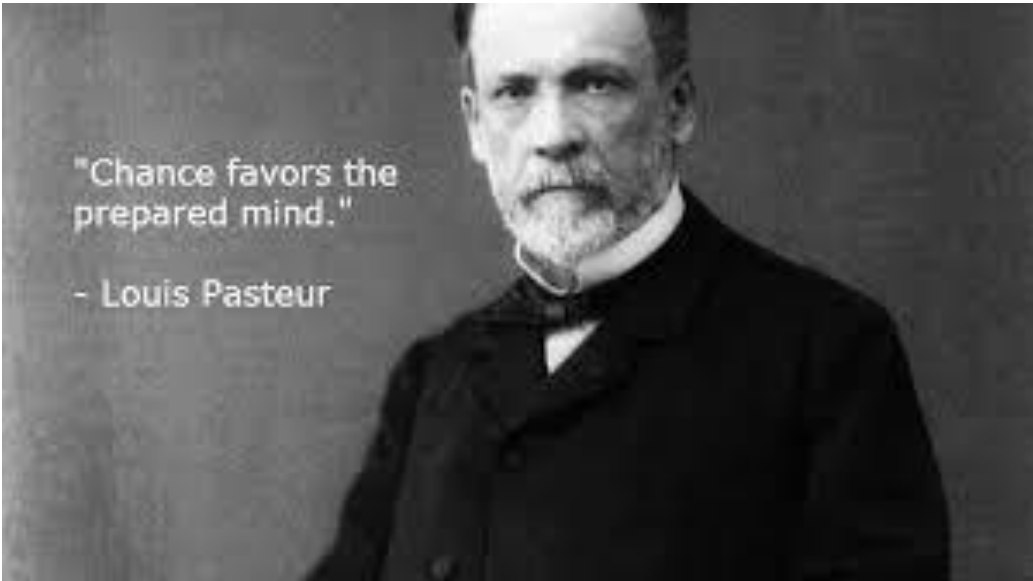
Viewing the Changed Landscape with a New Lens

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# PREMISE AND TOPICS



- COVID was the first time since WW2 that the economy was not the primary driver. The recession of 2020 was the first induced recession of our lifetime. How did various entities react and plan?
- Strategy vs Response
- Planning vs Reacting
- Building vs Trading
- Conclusion

# STRATEGY VERSUS RESPONSE 1

- **Companies that thrived had strategies in place that were sound. They adapted, modified or accelerated them during COVID to protect and enhance their position.**
- **Microsoft after stagnating under Ballmer, became a dynamic company again under the leadership of Satya Nadella, who led the company cloud computing initiative before becoming CEO.**

“The COVID-19 pandemic has accelerated the digitization process by at least a decade, and it has now become an essential part of how we function” said Satya Nadella, CEO of Microsoft.



# STRATEGY VERSUS RESPONSE

- Microsoft introduced new and enhanced products like Azure and Teams to its cloud related SaaS (software as a service) offerings.
- It also moved like many of its software products from a license to subscription model. That also made many other software and SaaS providers move to a subscription model. You no longer purchase a perpetual Office license. Now you buy a subscription. This allows all users to constantly upgrade to the latest suite of options and services. Microsoft updates its software at least monthly.



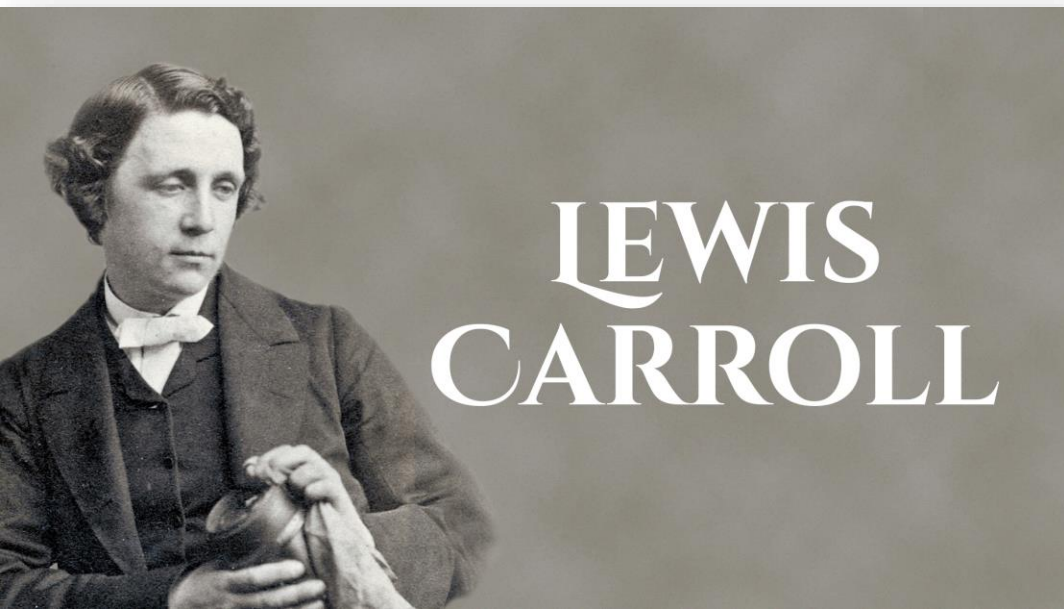
# STRATEGY VERSUS RESPONSE 2



- **Innovator vs Fast Follower –the two best strategies for product or service quality. Amazon Web Services was seen as the initial mover to cloud services. Microsoft became a fast follower. Now both are leaders. Microsoft is leader for enterprise customers, AWS for smaller and individual users. Both compete fiercely with each other for both sectors. Google is third.**
- **Every major country and market now has its own cloud for security and to comply with data protection and privacy laws. Both moved fast to comply and present in each jurisdiction that required in country management of data.**
- **Enterprise customers are largely moving to a hybrid model of on premises and cloud computing and data management.**



# STRATEGY VERSUS RESPONSE 2



- The lessons which can be applied to other situations include –have the right strategy to begin with.
- In this case it moving to cloud computing. Be an innovator or fast follower and don't let up or rest on your lead. Adapt and move quickly to changing circumstances and thrive under the change and uncertainty.
- Niche vs Scale is another strategy. Be either, not neither.
- Continuous improvement is a necessity and given. As Lewis Carroll wrote...

# Planning vs Reacting

- Government response to COVID-19
- The Obama administration compiled a virus and pandemic response book updated with lessons learned from the exemplary handling of the Ebola virus and handed it to the Trump administration.
- They ignored it and the abysmal and haphazard response was the result. The initial chaos in the vaccine roll out in December 2020 was also a result of poor planning.

If you don't know  
where **you are going**,  
you might wind up  
**someplace else.**

– Yogi Berra

AZ QUOTES



# Planning vs Reacting

- The Biden Administration went back to the response book and updated it. While not perfect and facing the ridiculous politization of a health issue, the vaccination program was a great success and logistical triumph.
- In Asia, the best planning had to be Singapore and Thailand. They studied and came up with their own strategies that fit their needs –Singapore was the first in Asia to mass vaccinate with mRNA vaccines and move to treat COVID as endemic. Thailand the first to safely open up to tourism with initially its Phuket Sandbox.
- We had face shields and motorcycle barriers and largely followed what others did besides that.

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# Building Versus Trading



- One does not solve problems or build businesses overnight.
- Is there a strategy and execution based on building and growing something or a trading mentality?
- Why are most of the largest BPOs in the Philippines foreign owned and most of those in India locally owned?
- Entrepreneur treatment with finance, venture and private equity and strategic ownership?
- What is the consequence in the different ownership?

# Building Versus Trading



- Does it make sense vs it has to make sense
- Manufacturing and industrialization need a build and grow mentality that does not have a deadline as it never ends.
- India, Taiwan and Thailand were manufacturing vaccines under license while we did not even have finishing (i.e. bottling) plants
- Baltic Dry Index

# CONCLUSION

- Great successes don't just need great strategy and execution, they need to be planned, nurtured, adapted and if necessary, changed and abandoned to achieve the goals sought. Continuous improvement must be an assumption.
- A bit over a half century ago when Henry Kissinger was organizing Richard Nixon's visit to China, he asked Zhou En-Lai what he thought of the French Revolution. Zhou replied that "It is too soon to tell."

*"There is no such thing as overnight success or easy money. If you fail, do not be discouraged; try again. When you do well, do not change your ways. Success is not just good luck: it is a combination of hard work, good credit standing, opportunity, readiness and timing. Success will not last if you do not take care of it." ~ Henry Sy*



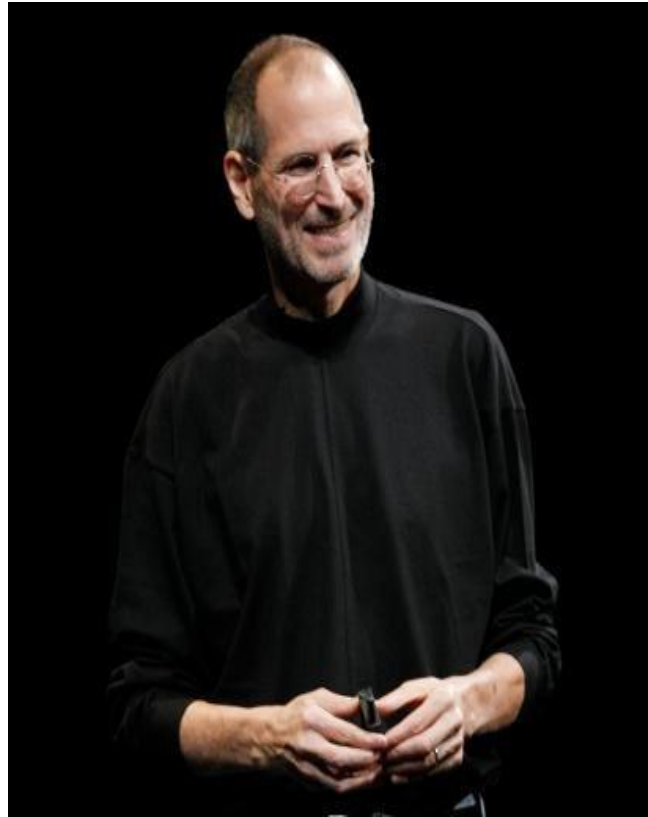
# CONCLUSION



"Most people were startled to find out there were books that preceded Game Of Thrones. I'm a case of working forty years to be an overnight success."

~ George R. R. Martin

Overnight success stories take a long time." ~ Steve Jobs



"When drinking from the well, toast those who built it." –Deng Xiao Ping