

After the Crisis: What now?

The New Economic Environment

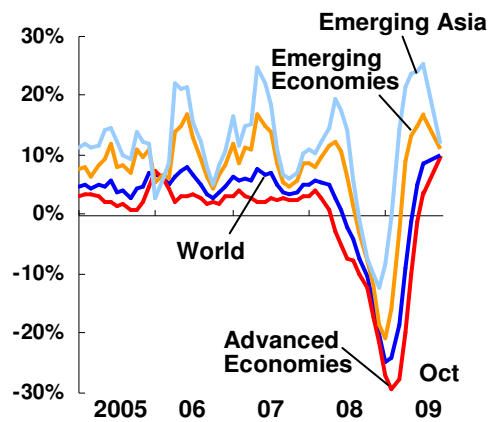
Agenda for 2010



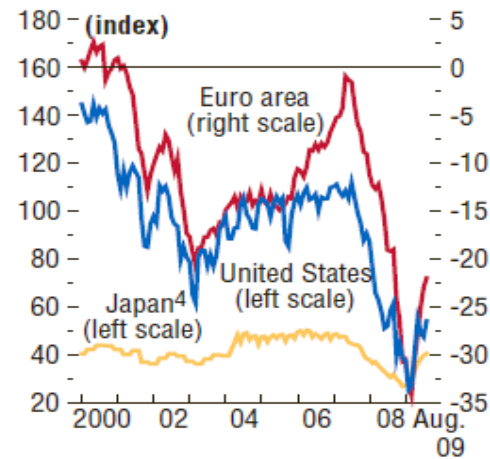
Signs suggest that the economic environment is turning the corner 經濟環境已出現反轉訊號

經濟指標

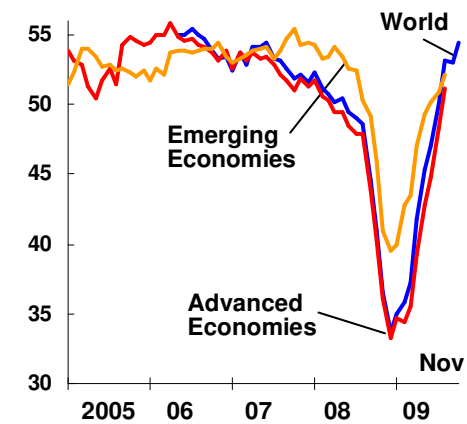
工業生產改變



消費者信心指數

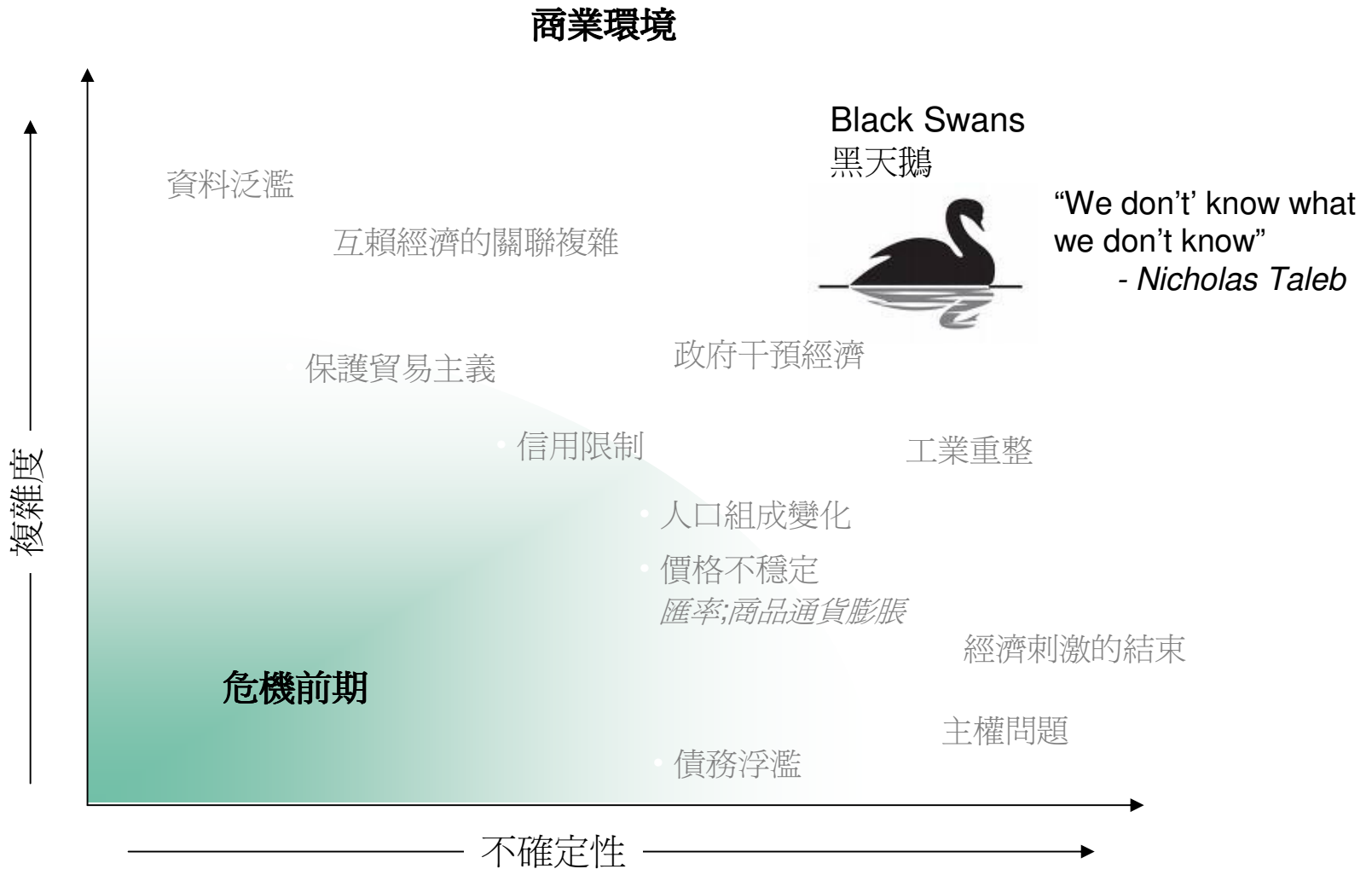


製造業採購經理人指數



- 經濟活動在2009年的第二、三、四季出現反彈
- 全球的財務系統正在回穩, 且公司開始償還緊急基金(e.g. TARP)
- 特別是亞洲的新興市場, 處於領導經濟發展的地位
- 工業生產較消費者信心 表現出更強的進展

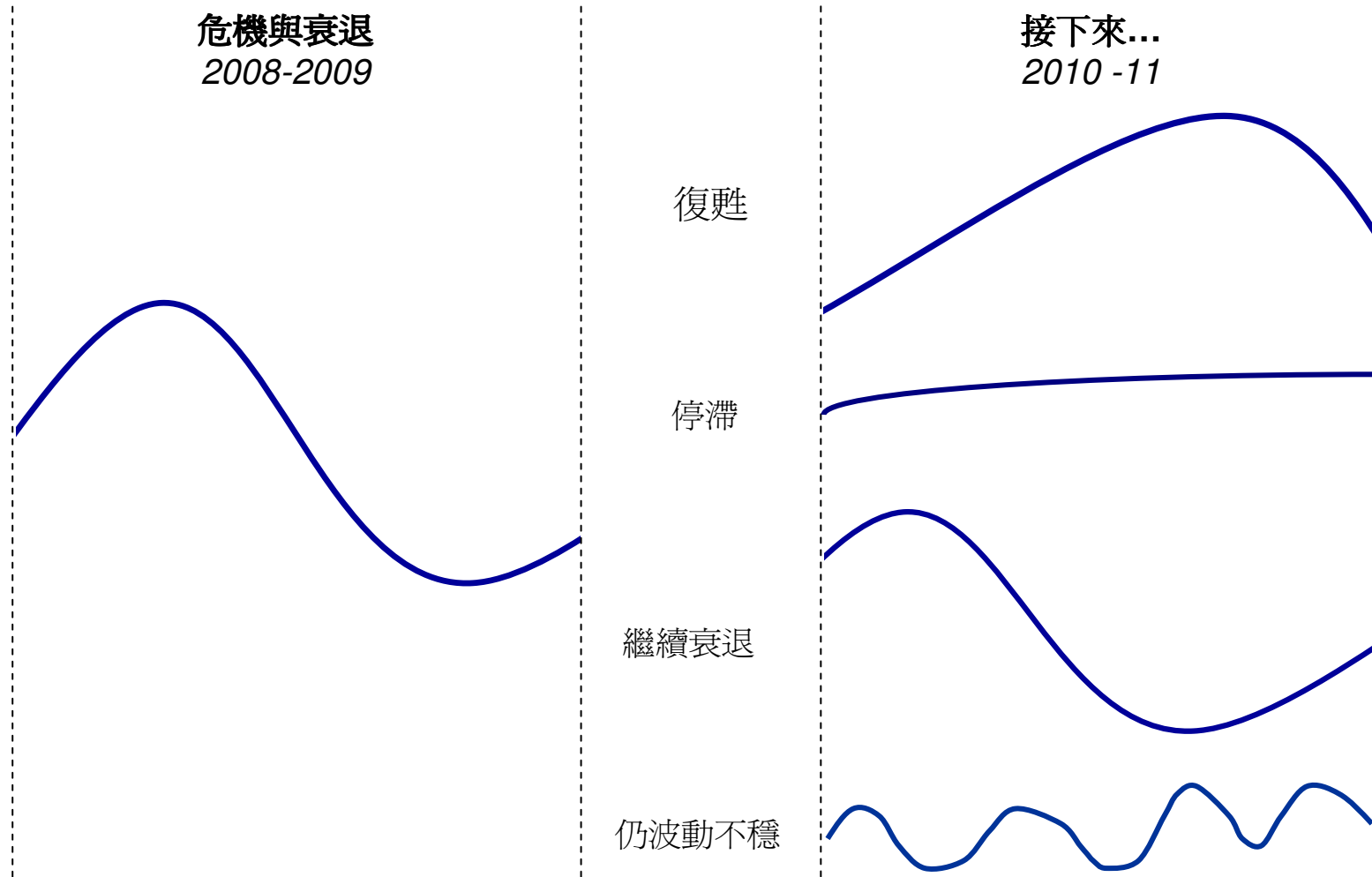
但不確定性與複雜性正逐漸增加---而非減少



Sources: IBM Analysis, *The Black Swan*, Nassim Nicholas Taleb, Random House 2007



任何事情都是有可能的，因此組織都必需作好萬全的準備



2010?

三項可連結不確定性與必需被落實的當前要務：

1 Get ahead of scarcity –before values fully recover 率先擺脫不足

- 資源和資產的價格已經開始恢復
- 「不足」的趨勢將重現包含了人才短缺
- 公司應該立即行動以贏得長期利益

2 Drive cost efficiency through productivity and agility 注重生產力和敏捷性

- 繼續以少博多
- 建造能上下靈活調節的效能與可調節的流程
- 管理系統能有效的感知並迅速的行動與執行

3 Find targeted approaches to grow revenue 尋找收入提高方法

- 從基本面改變顧客的優先購買與買購模式
- 掌握發展中經濟體的需求增加
- 需要創新且有目標的方法推動成長

Key Moves

1. 率先擺脫不足

- 確保關鍵資源的獲取
- 留住最優秀的全球人才
- 對M&A作出快速的行動
- 透過綠化實現財務利益

2. 注重生產力和敏捷性

- 強化協同合作
- 透過預測分析能力，開發訊息的力量
- 建立一個能協助快速決策和執行的管理系統
- 實現全球或集團的全面整合

3. 尋找提高收入的方法

- 推廣具客戶價值的產品
- 提高營銷，銷售和服務效率
- 透過數位化的通路獲取新客戶
- 建立與政府的夥伴關係



After the Crisis , 你準備好了嗎?

1 Get ahead of scarcity

率先擺脫不足

- What resources are critical to your business?
- What impact would a return to higher costs for supply have on your business?
- How can you preemptively secure preferential access?
- Are there acquisition or investment opportunities you should move on quickly before prices rise and ahead of your competition?
- Do you know how much energy you use and where?

2 Focus on productivity and agility

注重生產力和敏捷性

- Are you able to flexibly scale your production to quickly meet variable and uncertain demand?
- Are you getting the most from your existing assets, investments and talent?
- Do you have global assets and employees operating without generating advantages such as scale and knowledge sharing?

3 Find targeted approaches to grow revenue

尋找收入提高方法

- How do you accurately forecast demand and customer requirements and develop new revenue opportunities?
- Can you hear what the market is saying through the huge volumes of data at your fingertips?
- How can you utilize digital channels reo reach new customers and engage them in new and different ways
- How will volume and margin changes impact your business?
- How will you offset revenue challenges in mature markets?