เอกสารประกอบการบรรยาย

นำไปสู่ชัยชนะ (Leading to Win)

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Leading to Win in Digital World

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VUCA World
VUCA World

- **V** – Volatile  ความผันผวนสูง
- **U** – Uncertain  ความไม่แน่นอนสูง
- **C** – Complex  ความซับซ้อน
- **A** – Ambiguous  ความคลุมเครือ
VUCA World : Effect

- Business Model Failure
- Missing Dateline
- Over budget/ Funding
- Lack of Key Resource
- Hit with unexpected risk
- No customer traction
- Etc.
Leader Roles in VUCA World

Volatile
Uncertain
Complex
Ambiguous

Vision
Understanding
Clarify
Agility
Leader Roles in VUCA World

Vision: Communicate
Belief
Focus
Understanding
Clarify
Agility
“Vision is the art of seeing what is invisible to others.”

Jonathan Swift
BUSINESS OPPORTUNITIES

- Market gap
- Market size and forecast
- Driving factor in the market
- Market growth opportunity
- Competitive Landscape
- Segmentation analysis
Gap in the Market?
Segmentation Targeting Positioning (STP)

Point of parity and point of difference.

- **Market segmentation**: dividing market into distinct groups which will require separate marketing mixes
- **Target marketing**: choosing which group(s) to appeal to
- **Market positioning**: creating a clear, distinctive position in the consumer’s mind relative to competition

**Market segmentation**
1. Identify bases for segmenting the market
2. Develop segment profiles

**Target marketing**
3. Develop measure of segment attractiveness
4. Select target segments

**Market positioning**
5. Develop positioning for target segments
6. Develop a marketing mix for each segment
Branding
“The Best Way to Predict the Future is to Create It.”

- Abraham Lincoln
Fail fast, learn fast, fix fast.

-Tom Peters
Leader Roles in VUCA World

Vision
Understanding: Curiosity
Empathy
Open mind
Clarify
Agility
Business Performance Driven Model

- Engagement
- Synergy
- Core Values
- Shared Vision
- Leadership
- Human Capital
- Recruitment
- Innovation
- Strategy
- Performance Management
- Culture
- Development

Business Performance

Synergy

Innovation

Strategy

Leadership

Core Values

Shared Vision

Human Capital

Recruitment

Engagement

Business Performance

Performance Management

Culture

Development
Top 10 Skills for Future

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligent
7. Judgement and decision making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility
Leader Intelligence

1. IQ (Intelligence Quotient)
2. EQ (Emotional Quotient)
3. CQ (Creativity Quotient)
4. MQ (Moral Quotient)
5. OQ (Ownership Quotient)
6. AQ (Adversity Quotient)
7. SQ (Social Quotient)
Paradigm
เห็น-กระทำ-ได้รับ / See-Do-Get

Paradigm
กรอบความคิด

หลักการ
Principle

See
เห็น

Do
กระทำ

Get
ได้รับ

Behavior
พฤติกรรม

Results
ผลลัพธ์
The greatest enemy to human potential is your comfort zone.
Change Strategy

Motivation vs. Discipline

High vs. Low
Empathy
รู้จัก
รู้ใจ
รู้จัก
รู้ใจ
รู้จัก
รู้ใจ
รู้ _Value
Vision
Understanding
Clarify : Simplify
Awareness
Systems Thinking
Agility
Stanford d.school Design Thinking Process

**Empathize**
- Interviews
- Shadowing
- Seek to understand
- Non-judgmental

**Define**
- Personas
- Role objectives
- Decisions
- Challenges
- Pain Points

**Ideate**
- Share ideas
- All ideas worthy
- Diverge/Converge
- “Yes and” thinking
- Prioritize

**Protoype**
- Mockups
- Storyboards
- Keep it simple
- Fail fast
- Iterate quickly

**Test**
- Understand impediments
- What works?
- Role play
- Iterate quickly

https://dschool.stanford.edu
Leader Roles in VUCA World

- Vision
- Understanding
- Clarify
- Agility: Decisiveness
- Innovation
- Empowerment
4 C to building an agile business

- Culture
- Clarity
- Closeness to customers
- Collaboration
Six main factors of an agile culture

• Leadership commitment
• A shared sense of purpose and clarity of direction
• Authentic Leadership
• Developed decision making
• Collaboration across teams
• A focus on and encouragement of experimentation and constant feedback
ผู้นำที่ปรับปรุงการเปรียบเทียบ
Agile Leader
The agile leadership paradox

**Enabler**
- Learning agility
- Clarity of Direction
- Empathy and trust
- Empowering
- Working together

**Disruptor**
- Thoughtfully decisive
- Digital literate
- Questioning the status quo
- Creative new ways of thinking
- Close to customer trends
"IF YOU WANT TO BE TRUSTED. BE TRUSTWORTHY."

Stephen Covey
Relationship Bank Account

Deposit

Trust

Withdraw
Close to customer trends
Big Data Business Model Maturity Index

Measures degree to which organizations have integrated data and analytics into their business models

Key Business Processes

Prescriptive Recommendations

BIG DATA ANALYTICS

Empower users of all levels with new actionable insights

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Customer Journey Map

“strategic marketing management tool”

1. Identify touch points
2. Customer Surveys and set top 10 priority
3. Analysis and Design strategic touch points
4. Design service in each strategic touch points
“GOOD” IS THE ENEMY OF “GREAT”