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“How to Compete in the Smart World ! *An ICT perspective*”

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Outline

- The New World
- A first look at competing smartly
- Partnership
- Change to compete
- Smartness
- Ten commandments to compete smartly
- Sustainability
- Conclusions



The New World!

(of ICT business)



- ❑ A smart world is Business world where things are done in a **smart** way!
- ❑ Competing smartly is working **better** and not (necessarily) **harder**!
- ❑ New technologies. New **ways** of using technology
- ❑ **Vision** for new technologies

A First Look at “competing smartly!”



- ✓ To produce a **positive impact** on the bottom line of industry
- ✓ An increased number of strategic **realignments** focused on tapping into the skills inherent in partnering companies.
- ✓ An **ever-constant** motto behind being smart in industry in order to compete
- ✓ Hold down costs and **remain competitive**

A First Look at “competing smartly!”



Competing in a Smart world

An increased number of strategic realignments focused on tapping into the skills inherent in partnering companies.

To produce a positive impact on the bottom line of industry

Hold down costs and remain competitive

The ever-constant motto behind being smart in industry in order to compete (PR)

Competing in a not-so-Smart world

Capitalize on opportunities for growth & sustainability



Some suggestions on how to do that:

- ✓ differentiating in new/emerging markets,
- ✓ understanding the global marketplace,
- ✓ gaining from work efficiencies,
- ✓ exploring government contracting,
- ✓ developing a leadership style that supports a creative, committed team,

Partnership



- ❑ Approximately 40% of partnerships and alliances fail.
- ❑ Develop **common goals** to lower **total costs** that allowed partners to realize a financial benefit
- ❑ It takes a lot of effort to keep an alliance **healthy**,
- ❑ A level of **trust** must exist that allows partners to continue to open up and find opportunities where both parties can benefit

- ❑ To compete in a global economy, successful companies must **focus on those tasks they do best** and partner with others if they hope to succeed.

- ❑ Entering into a partnership is a lot like buying real estate; *both are a lot easier to get into than they are to get out of.*

The last 15 years!



- ✓ Industry is moving from large and main supplier of products to *global information solutions providers*
- ✓ Transition was particularly difficult because of need to develop *new business models while simultaneously* creating new products and services
- ✓ Large industries reached the conclusion that they cannot work alone. They need *smaller companies*
- ✓ Focus is on assisting customers in *applying information technologies* to provide start-to-finish business solutions.

Change.. To compete



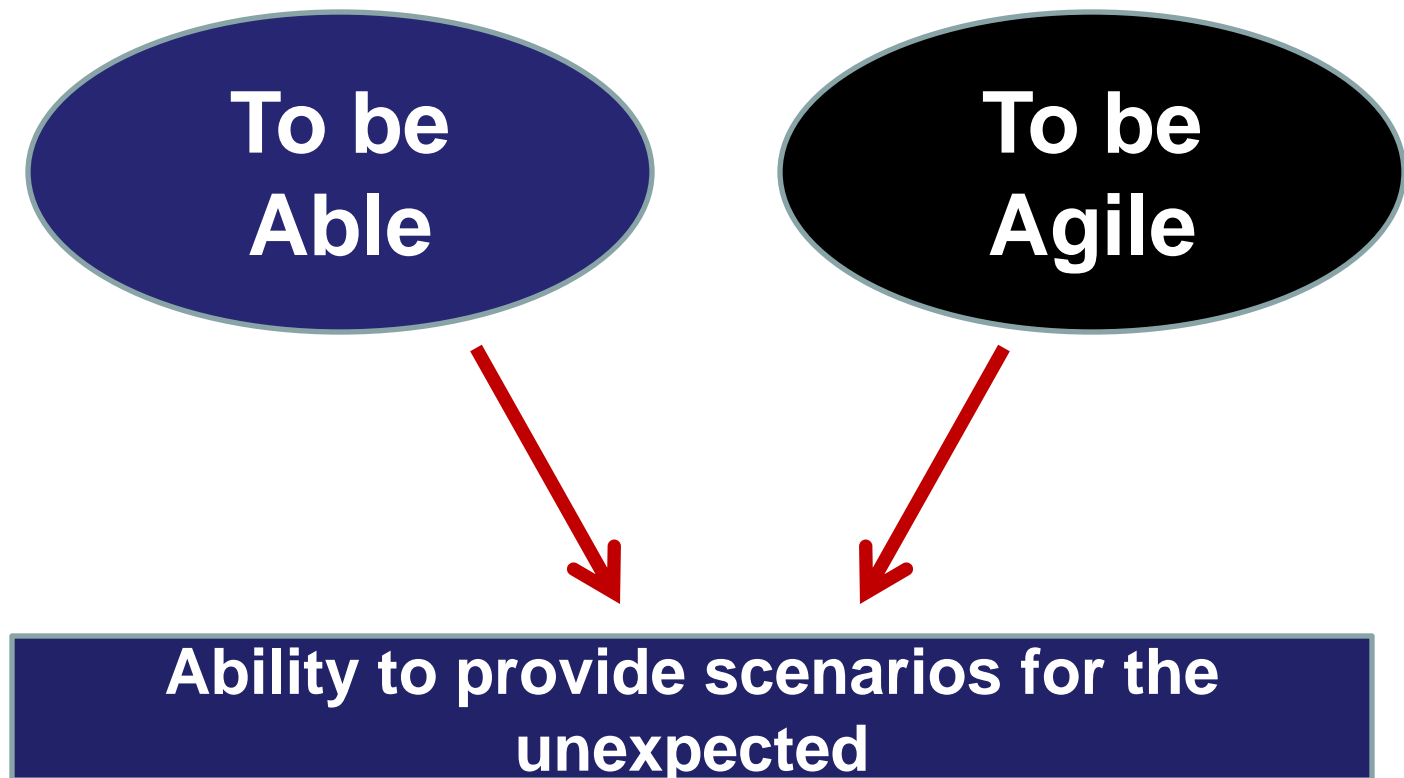
- ❑ Change of the **concept of partnerships** from “long-term agreements” to “specific short term”.
- ❑ The competition changes from **Strategic to tactical**
- ❑ Things **change faster**, especially in technology
- ❑ Competing against one another for market share – hence they are **re-evaluating** the role of partnerships in their business strategies.

A hidden requirement !



Basic requirement to be able to compete is to try to **forecast the future — and, in many ways, avoiding big consequences for being wrong**

From Ability to Agility



conclusions quickly; intellectual acuity

- ✓ Another concern is how to react if things unexpectedly **go right** and to identify this opportunity
- ✓ Should be ready to **accept** pleasant surprises and **profit most** from them

**Priority is Not to create Big Successes, but rather
..... Better manage small successes**

Need to be wise in a technical competition



- ✓ Publicity surrounding the benefits of new technologies often exceeded the reality
- ✓ In many cases technology was not mature enough,
- ✓ Technical infrastructures required for success were not in place
- ✓ New technology was simply too complex to be easily deployed or used

The next decade will have technology catch up with the publicity of the last decade



Examples:

- Broadband and wireless networks will become ubiquitous. Increasingly advanced, yet cheaper,
- Computing power will greatly improve the collection, analysis, and sharing of data and information.
- The Internet will become a platform that provides small businesses with a wide range of new tools, services, and capabilities.
- Technology will become cheaper, easier to deploy and use, and pervasive.

Smartness ?



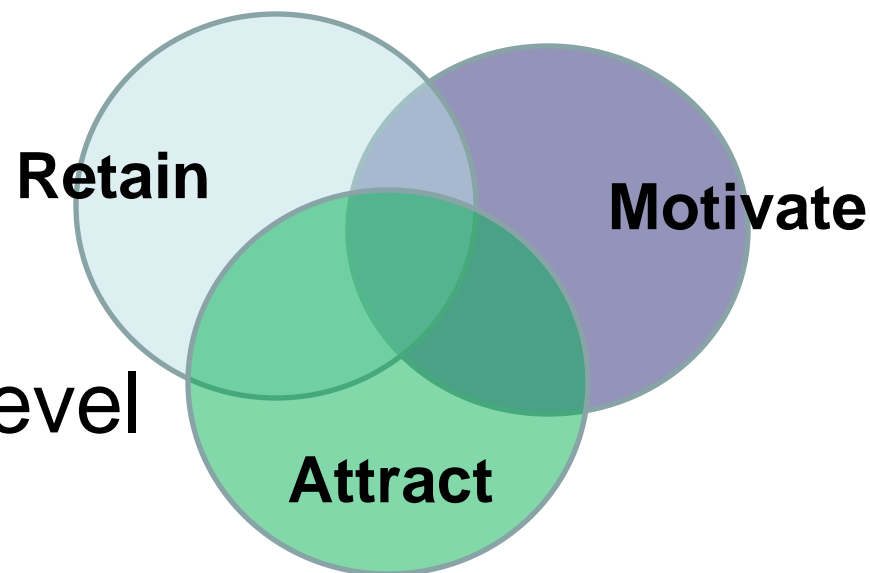
As the digital infrastructure matures and becomes widespread:

- ✓ **Need to aggressively use new technologies to create, build, and market their products and services.**
- ✓ **Small businesses that fail to embrace technology will be under increasing competitive pressure from more technologically savvy firms.**

✓ Necessary to compete in the Smart world – best policy:

- Attract,
- Retain
- Motivate

✓ On macro & micro level





The Ten commandments of competing Smartly



1. **Shape the company's culture and work ethics**
2. Maintain a fresh perspective: perhaps see business in the world as something ephemeral and transitory rather than assured and permanent
3. **Cultivate knowledge and distribute leadership**
4. Develop 'mind share' to complement product innovation with brand marketing initiatives
5. **Avoid formal structures and prefer teamwork, especially to allocate resources, prioritize tasks, and determine how to launch products, etc.**



6. Place the customer, not the technology, at Number One and tailor products to meet real customer needs
7. Find the right partners, mergers and acquisitions such as being an integral part of a web of relationships
8. Embrace the unknown....
9. Be prepared to face a horde of aspiring competitors and to react accordingly
10. Have the vision to cope with speed of market change, technological advances, and emerging business opportunities

The Dichotomy of competing smartly

To be creative, or to be smart, or what?

- **Divergence:** Stimulating new thinking by diversifying and exploring;
- **Convergence:** Refining and choosing the best possibilities.



Sustainability



- Future business success means a sharp strategy with clear vision based on deep understanding of future trends in your industry.
- Agile **leadership** teams able to change course rapidly, smart **innovation**, crowdsourcing, well defined management objectives and key performance indicators. Customer focus.
- All real **innovation and competing** is about **divergence** not **convergence**.

Wise & fast
decision
making

An agile
organizational
infrastructure

Ambition
for the
new

Good
Financial
management

Competing
Smartly

Cost-
efficiency

Innovation

Main IT Competition today



- ❑ Infrastructure domination
 - eg. IBM, Cisco, HP, EMC
- ❑ Corporate service domination
 - Eg. IBM, HP, Tata
- ❑ Consumer domination
 - Eg. Apple, Microsoft, Cisco
- ❑ Information / knowledge domination
 - Eg. EMC, Oracle, Cisco, IBM, Microsoft.



Conclusion #1

1. You will be paid to think rather than do
2. You will be paid in line with your output rather than the hours you work
3. You will be engaged based on your unique skills, which are not available anywhere else on the planet
4. You will spend much of your day collaborating with creative, *but not particularly corporate*, people based in countries and continents beyond your own.
5. There will be no work & life balance. The two will have blurred into one.

Conclusion #2

1. **(IT MANAGEMENT)** Aim to get the IT service aligned with the expectations of the users.
2. **(PEOPLE MANAGEMENT)** Identify / work with innovative staff.
3. **(LEADERSHIP)** Create a culture of innovation with your colleagues at work so you could enhance the sense of competing collectively.
4. **(BRAND)** Promote these successes vigorously.
5. **(STRATEGY)** Choose the most critical business KPI and apply your talents to accelerate towards meeting the associated objective.
6. **(PERSISTENCE)** Competing smartly needs to live steps 2 to 5 always.



Conclusion #3

- ✓ **Make associations** - Be able to see links between things that are not naturally linked together.
- ✓ **Observe** - Note how users, customers and the market are evolving, thus creating insight.
- ✓ **Experiment** – Exhaust all possible failures as early as possible .
- ✓ **Network** - Connect with people to widen perspectives and creates access to more resources.
- ✓ **Ask tough questions** – Investigate, be critical thinker.
- ✓ **Be creative** – Look for new solutions and ways to do things better.



..... It is your choice !

A Smart World 2010



Vision

CHANGE

Agility



Dedication

A Smart World 1990

1

- **Economic opportunity**

2

- **National Facilitation**

3

- **International outreach**



Thank You

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Thank You