

THE CORPORATE START UP

CHALLENGE, FRAMEWORK &
EXECUTION

Paulus Bambang WS, CEO Shift Ship Movement





CURRICULUM VITAE

Paulus Bambang

CEO Shift Ship Movement

PROFESSIONAL ACTIVITIES

CEO & Co-Founder SHIFT SHIP TRANSFORMING LIVES

Independent Commissioner PT United Tractors Tbk. & PT Astra Otoparts Tbk.

Member of Remunerations and HR Committee Indonesian Investment Authority

Advisor GK Plug and Play Indonesia, Mentor to Founders Institute Indonesia

Advisors to Sayurbox, Yuna&Co., Arsitag, Wahyoo (StartUps)

FORMER PROFESSIONAL EXPERIENCE

Board of Directors PT Astra International Tbk.

In charge of infrastructure & logistic business, Astra Digital, Astra Property, Corporate System & Information Technology, Astra World

CEO PT Menara Astra (Astra Property Group)

Chairman of Supervisory Boards to PT Toyota Astra Motor, PT Astra Graphia Tbk, PT Serasi Auto Raya

Deputy CEO of PT United Tractors Tbk and Member of Supervisory Boards of PT Komatsu Astra Finance, PT Bina Pertiwi, PT Traktor Nusantara, Director of UT Heavy Industry Ltd. (2003 - 2011)

Managing Director of PT Astra Graphia Tbk



CHALLENGES

EXECUTION

FRAMEWORK

EXAMPLE

TODAY'S DISCUSSION



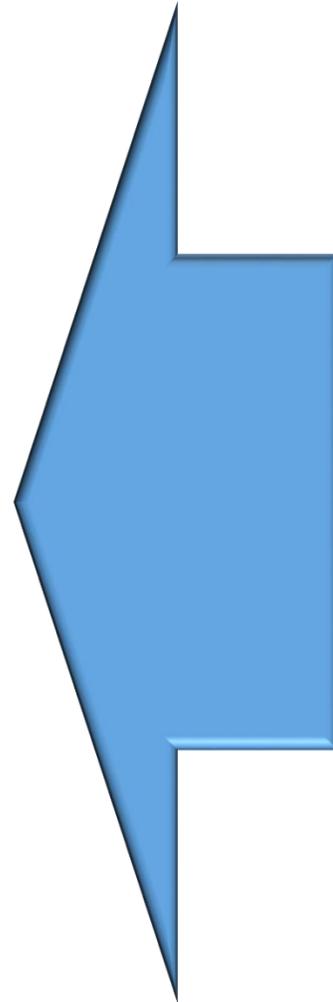
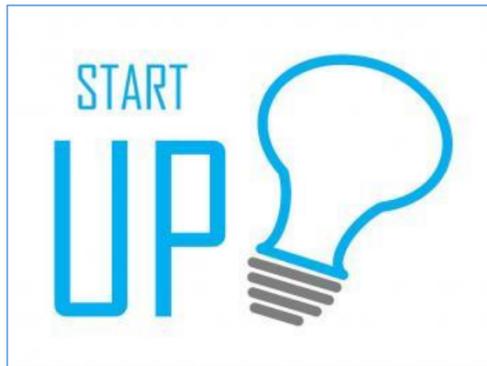
CHALLENGES

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TODAY'S DISCUSSION



**ALMOST ALL GIANTS CAME FROM STARTUPS
MANY GROW FAST, SOME GROW SLOW
SOME DOMINATE THE MARKET, SOME JUST EXIST
SOME BECOME BEHEMOTH SOME STILL AGILE
FEW CAN SUSTAIN THEIR ACHIEVEMENT
RARE TO EXIST STRONG AFTER 100 YEARS**



STARTUPS SPIRIT

INDEPENDENT STARTUPS

1. MANAGED BY FOUNDERS
2. AGILE IN CHANGING THE BUSINESS CASE, MODEL AND PROCESS
3. COST FOCUS DUE TO LIMITED EARLY FUNDING
4. TRIAL MODE : SCALE OR KILL ATTITUDE
5. BIWEEKLY RIGOROUS PROCESS
6. FOCUS DEPEND ON FINANCIER (ANGEL, VC)
7. UNPLANNED, NO CLEAR PDCA

CORPORATE LED STARTUPS

1. MANAGED BY CHAMPION TO BECOME 'FOUNDERS'
2. AGILITY STILL EXIST
3. BETTER VIEW ON RESULT NOT COST
4. TRIAL MODE : SCALE ATTITUDE, KILL LATER
5. ONE CYCLE REVIEW (3-6 MONTHS)
6. SHAREHOLDER AS PRIVATE EQUITY (LONGER TERM VIEW ON EXIT OR KILL)
7. CLEAR PDCA, MENTOR, COACH

CORP BUS DEV LIKE STARTUPS

- BUSINESS INITIATIVES COMES FROM HEAD QUARTER, MANAGED BY EXISTING FUNCTION
- NOT TOO AGILE, FOLLOW CORPORATE RULE
- NO VIEW ON COST, FOCUS ON REVENUE AND OPPORTUNITY
- TRIAL MODE PART OF EXISTING STRATEGY
- LONG CYCLE (1-2 YEARS)
- FINANCE BU BUDGET, REVIEW ON NORMAL BUDGET PROCESS
- VERY RIGID PROCESS, SILOS

Foreword by **KEN WILCOX**
Chairman of Silicon Valley Bank

SECRETS OF SILICON VALLEY

GREAT FROM THE START

HOW CONSCIOUS CORPORATIONS
ATTRACT SUCCESS

JOHN B. MONTGOMERY

About the Author

John Montgomery brings three decades of experience as one of America's preeminent **corporate lawyers** to offer the **business secrets** of Silicon Valley as an essential blueprint for any entrepreneur wishing to start a successful company.

As counsel and trusted advisor to almost **1,000 startups and dozens of venture capital firms**, he developed this blueprint from working with some of Silicon Valley's most successful companies, entrepreneurs and venture capitalists, and stress tested it with dozens of startups and his successful law firm, Montgomery & Hansen, LLP. From raising venture capital to building a balanced team, from **designing your culture** to **managing a board of directors**, this book will help you experience the joy of building a successful company.



CHALLENGES

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TODAY'S DISCUSSION

FROM STARTUP TO GIANTS AND GIANTS TO STARTUP

• **STARTUP**

- **S**IMPLE, SPEED AND SCALE
- **T**RUSTING TEAMS AND GUTS
- **A**CT FAST, FAIL FAST ATTITUDE
- **R**EWRITE THE UNTHINKABLE
- **T**RENDS SETTLER
- **U**NRIVALLED WORKING ETHICS
- **P**ASSION AND PATIENCE TO EXIST

• **GIANTS**

- **G**ROUNDED ON CORE STRONGLY
- **I**MMERSE ON CUSTOMERS' JOURNEY
- **A**DAPT TO SYSTEMATIC CHANGE
- **N**NATURAL OWNER QUEST
- **T**TRANSFIGURE THRU SYSTEM/VALUES
- **S**YNERGY AMONG VALUE/ECHO CHAIN

FROM GIANTS TO STARTUP

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TODAY'S DISCUSSION

GROUNDING ON CORE ELEMENTS STRONGLY

**STRENGTHEN
YOUR CORE**

COE OPERATION STRATEGY

- Lean and Mean
- Productivity

CUSTOMER STRATEGY

- Customer's Journey
- Customer's Experience

CASH STRATEGY

- Collection System
- Financing Strategy

COST STRATEGY

- Operating Expenses Roadmap
- Capital Expenditure Roadmap

CAPITAL STRATEGY

- Share Holder's Loan
- Capital Injection

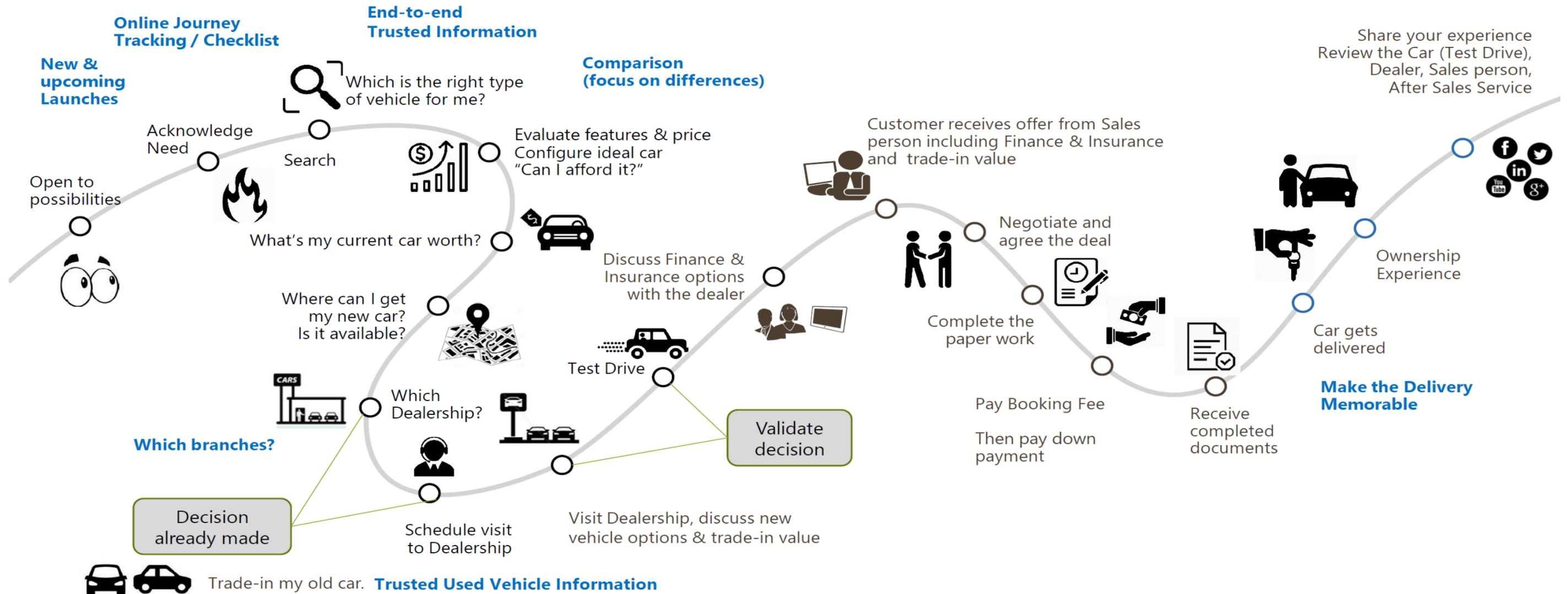
COMPETENCE STRATEGY

- Talents Hiring
- Talents Retention

REGULAR CHECK UP ON YOUR CORE

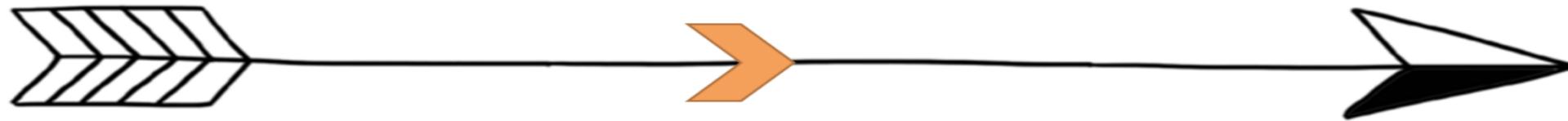
	LOW	MED	HIGH
COE OF OPERATION	Red	White	White
CUSTOMER STRATEGY	White	Yellow	White
CASH STRATEGY	Red	White	White
COST STRATEGY	White	Yellow	White
CAPITAL STRATEGY	Red	White	White
COMPETENCE STRATEGY	White	Yellow	White

IMMERSE ON CUSTOMERS' JOURNEY



ADAPT TO SYSTEMATIC CHANGE

IMPROVEMENT INNOVATION DISRUPTION



DOING THE SAME THINGS A BIT BETTER

- Grow revenue by 10%
- 5% cost reduction

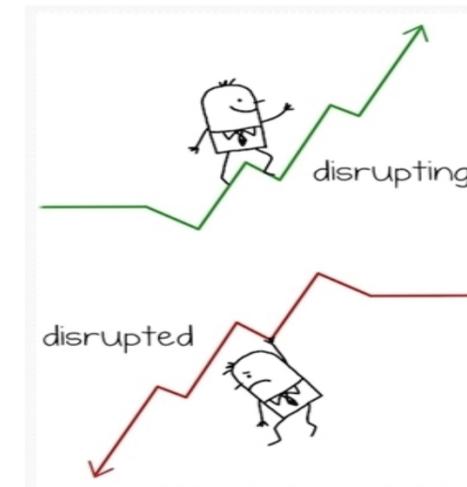
Existing Product/Value, improved

DOING NEW THINGS

- Double revenue, cost reduced
- % new product contribution

New Product/Value

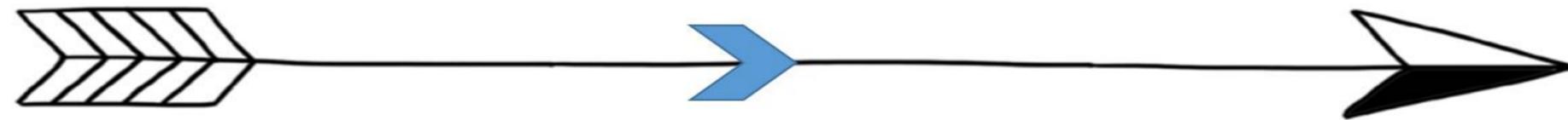
MAKING THINGS THAT MAKE THE OLD THINGS OBSOLETE



**New Platform/
Ecosystem/
Operating
System**

ADAPT TO SYSTEMATIC CHANGE

IMPROVEMENT INNOVATION DISRUPTION



DOING THE SAME THINGS A BIT BETTER

DOING NEW THINGS

MAKING THINGS THAT MAKE THE OLD THINGS OBSOLETE



Automotive – Car Product Launches
During the first nine months of 2017, Astra has launched 9 new models and 10 revamped models.

 Lexus RX 200t F Sport (NEW) January 2017	 Toyota Innova Venturer January 2017	 Astra Daihatsu Ayla April 2017
 Toyota Vios (NEW) August 2017	 BMW 330i (NEW) August 2017	 Isuzu NLR (NEW) August 2017



NEW MODEL

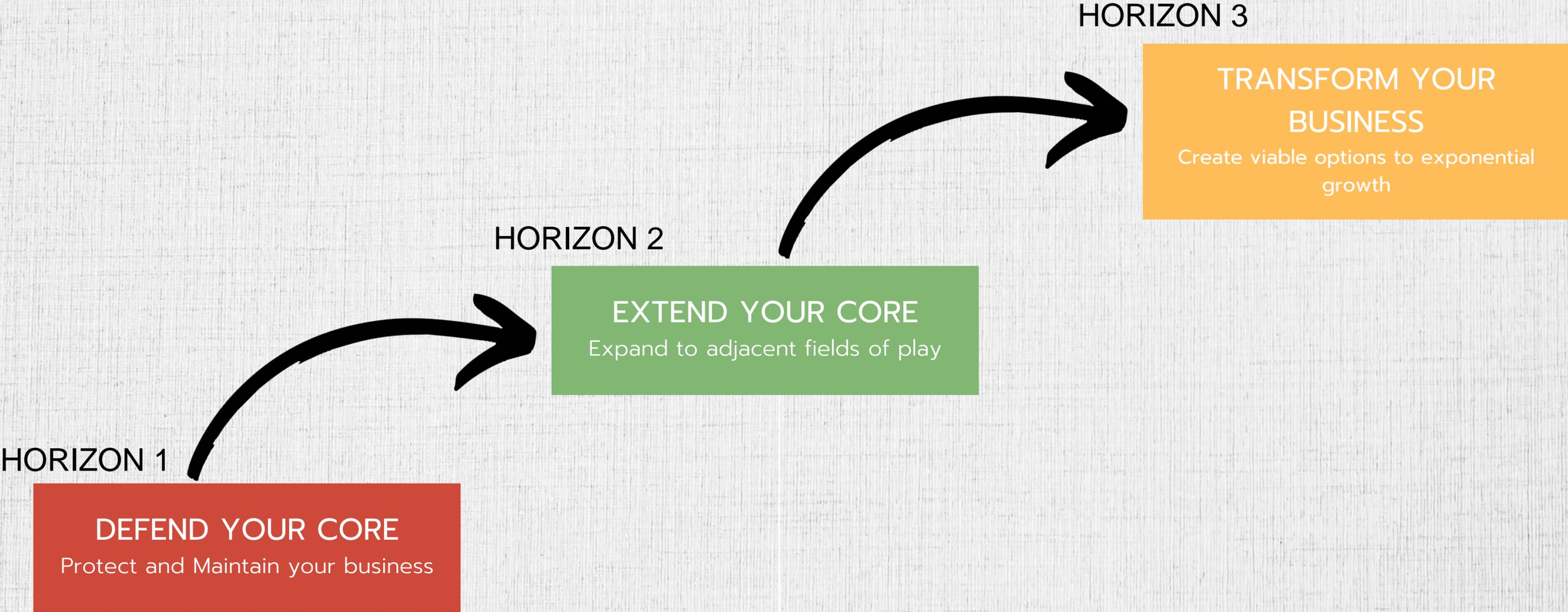


ELECTRIC VEHICLE

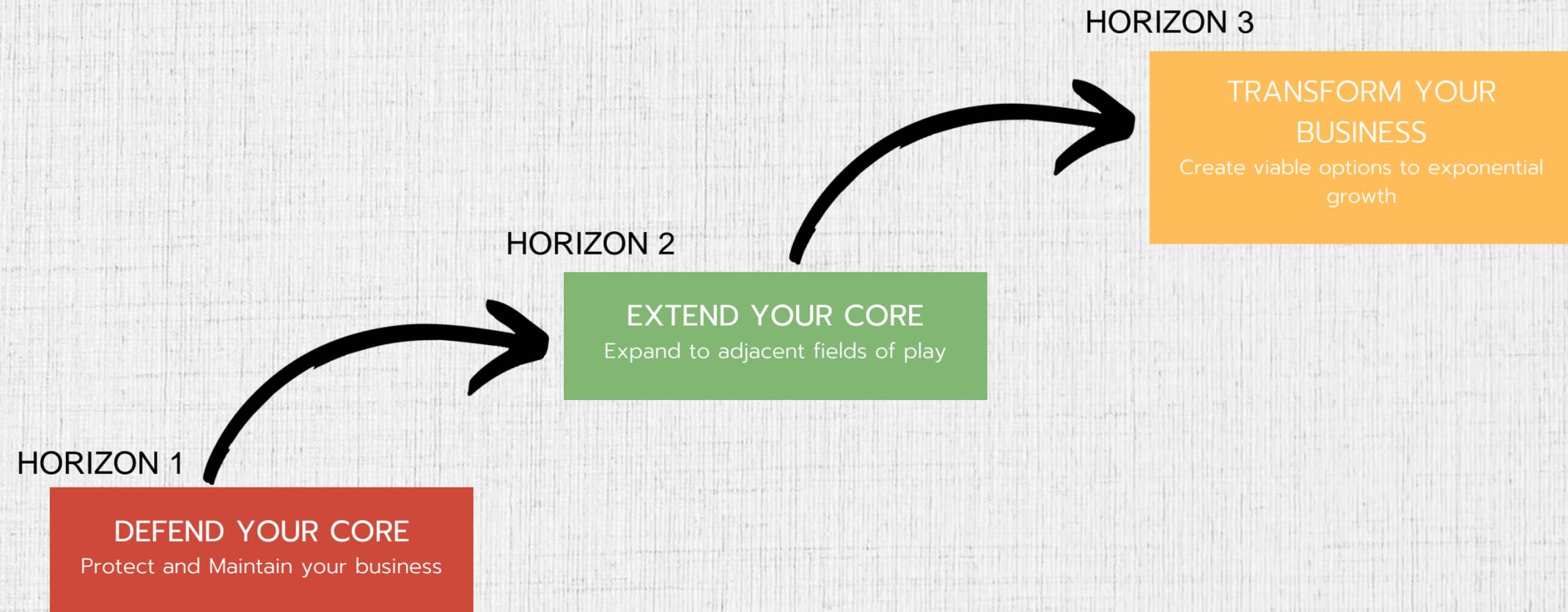


AUTONOMOUS CARS

3 HORIZON OF INNOVATION STRATEGY



3 HORIZON OF INNOVATION STRATEGY



Type of Business

Core Competitive products / services underpinning current profitability

Core Competitive products / services to new customers and New products / services to Existing and new customers fueling revenue growth

Options to build future Products / services that will differentiate significantly with available current option (Purple Ocean)

Primary Focus

Strong Top Line Performance and Bottom-line profitability (Cash Cow)

Top-line growth and Bottom-line profitability

Future potential and robustness across multiple scenarios

Defend

Products :

Existing / Minor Change Features
Revenue Generator Products
Profit Generator Products
Category Market Leader

Services :

Existing / Minor Change Services
Delivery Services
Other Services

Market/Customer Segmentation :

Individual Based Customers
Community Based Customers
CTC (Close to Customers)

Extend

Market/Customer Segmentation :

New Segment/New geography
Upper or lower Segment
Geographical Expansion
Existing Market with New Products

Products/Services :

Existing /Minor Change Features
Capitalize existing products/
Services to new markets
New Products/Services
Introduction of New Products/
Services in New Market

Transform

Platforms:

Create New Platforms that
differentiate us from others
Intangible Capital to serve all
players including competitor
Tangible Assets and Systems
offered to all markets

Products/Services :

Create New Products to create
new emerging field of play (
Shifting Market)
Create New Services (Payment,
Omni Channel) to shift from
existing offering

NATURAL OWNER QUEST

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**CORE
COMPETENCIES**
(Prepare To Stay In The
Course)



**ANCILLARY
KNOWLEDGE**
(To Be The Last Man
Standing)



**NEW EDGE
CAPABILITIES**
(The First Man Running)



DISTINCTIVE

YOU ARE WHAT YOU WANT TO BE ? YOUR SPECIAL / DISTINCTIVE ABILITY WILL DEFINE YOUR FUTURE CAREER AND GUARANTEE FOR YOUR EMPLOYABILITY IN THE INTERNAL AND EXTERNAL OPPORTUNITIES THAT LAY AHEAD



ORGANIC

TO STAY AT THE COURSE, SO YOU CAN RUN AND PARTICIPATE IN THE GAME THAT IS SET FOR YOU. KEEPING YOU IN THE TRACK AND KEEP YOUR EMPLOYMENT IN THE COMPANY YOU ARE SERVING NOW

NATURAL OWNER QUEST

✓ Healthy
x Unhealthy

FAILING TO SECURE THE FUTURE



- Overly focused on core competencies with no new ancillary and new edge competencies in the pipeline

LOSING RIGHT TO GROW



- Excessive focus on growth at the expense of the core competencies
- Not enough performance from core competencies

FAILING TO SEED TO FUTURE



- Building the next generation of competencies but not developing new edge to secure the long-term future

LOSING GROUND TO STAY



- Excessive focus on ancillary but losing Core
- Not enough performance from core competencies

FAILING TO BUILD THE GAP



- Strong in Core and understand the New Edge but failing to bridge the gap

LOSING RIGHT TO LIVE



- Excessive focus on New Idea without proper Core
- Startups spirit without gaining execution expertise

THE FIRST MAN RUNNING



- Great balanced between 3 Horizon
- Ready for all season

THE FIRST MAN LEAVING

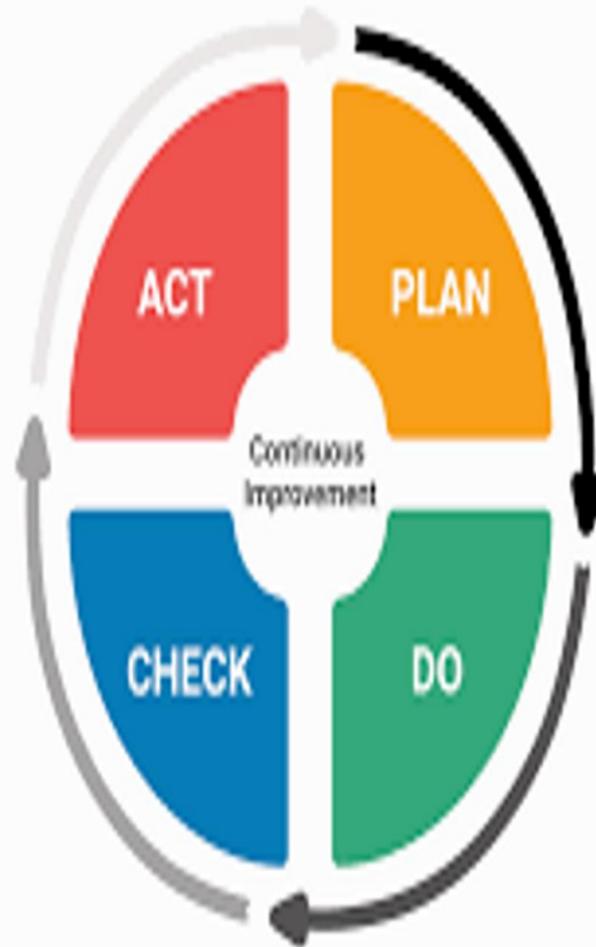


- Core competencies under serious threat / decline
- No emerging new competencies or long term prospects

TRANSFIGURE THRU SYSTEM/VALUES

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3 R IMMEDIATE ACTION :
REVISE
RESCHEDULE
REIMAGINE



GTMAX :
GOAL
TARGET
MEASUREMENT
ACTIVITY PLAN
X STOP SIGN

TRAFFIC LIGHT SIGNAGE :
RED
YELLOW
GREEN

FAST ATTITUDE :
FOCUS
ADJUST
SIMPLIFY
TAG



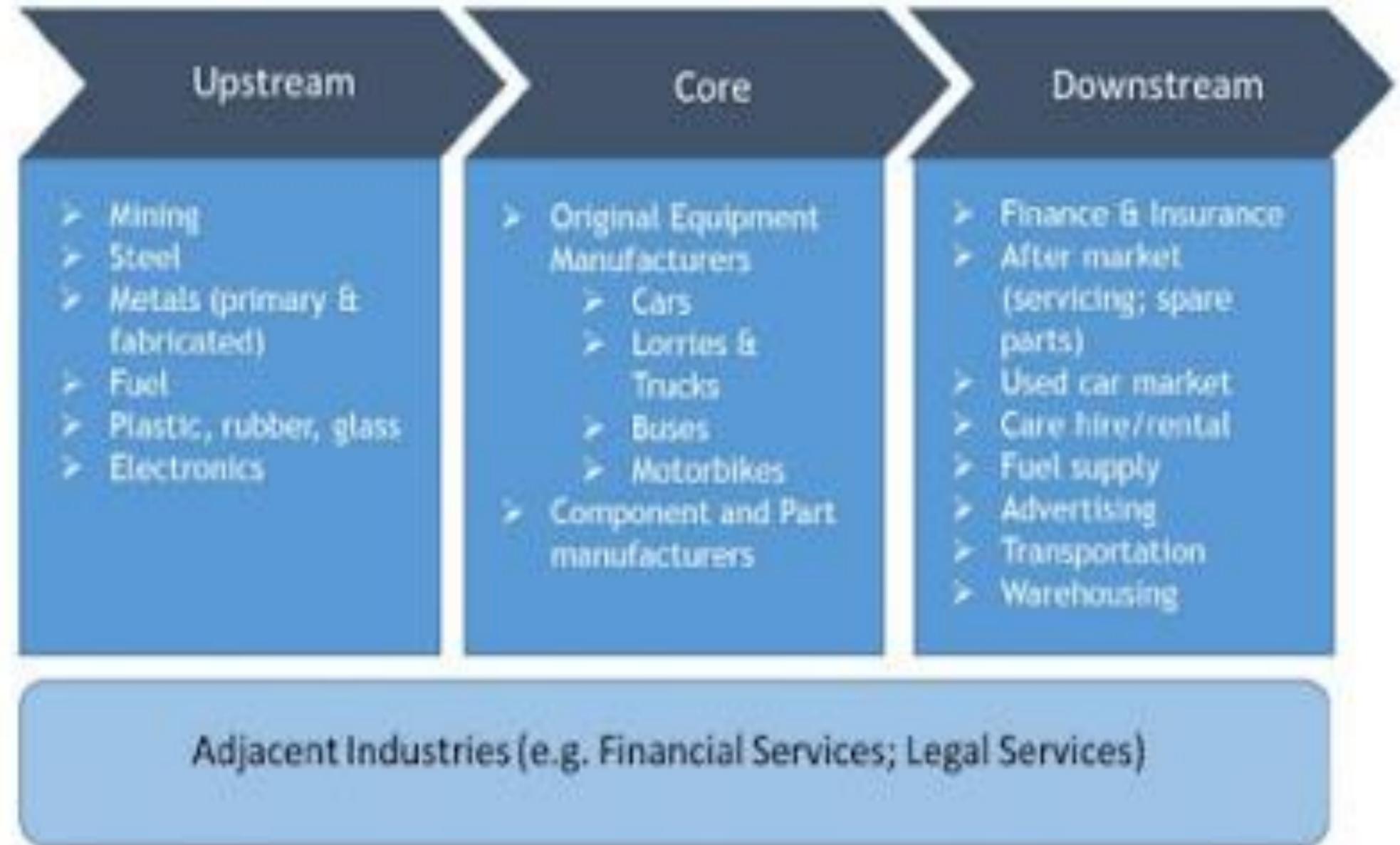
"Astra tidak ingin hidup sejahtera sendirian di tengah tetangganya yang tidak sejahtera."



Astra Values: Catur Dharma



SYNERGY AMONG VALUE/ECHO CHAIN





CHALLENGES

EXECUTION

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EXAMPLE

TODAY'S DISCUSSION

case study 1 : defend

New Product Development

- CHALLENGES
 - STAGNATION OF GROWTH IN B2C USED CAR
 - LIMITATION OF CAPITAL EXPENDITURES
 - LEVERAGE ECO-SYSTEM (NEW CAR SALES)
 - GRAB UNTAP MARKET (INDEPENDENT SELLER)
 - SOURCE OF NEW GROWTH IN 3 YEARS
- PROBLEM STATEMENT : ENTER NEW B2C USED CAR MARKET AS FAST AS YOU CAN

existing products



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existing team



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new team : innovators

The image shows a screenshot of the SEVA.ID website. At the top, there are two promotional banners. The left banner is purple and white, featuring the text 'PILIHAN EXPERT BY SEVA.ID' and images of several cars. The right banner is blue and white, featuring the text 'Pilihan Mobil Bekas Berkualitas di Bawah Rp100 Juta' and images of cars. Below the banners is the website's navigation bar, which includes the SEVA.ID logo, a search bar, and several menu items: 'Toyota Avanza', 'Suku Cadang', 'Stock Clearance', 'Pilihan Expert', 'Asya', and 'Cara Kerja Seva'. On the left side of the website, there is a vertical menu with icons for 'Otomotif', 'Properti', and 'Berita dan Artikel'. The main content area features a large blue banner for a 'ONE DAY DELIVERY' promotion for a Peugeot 3008, with the text 'BELI PEUGEOT 3008 SEKARANG BESOK SUDAH DI GARASI' and 'FREE SERVICE 5 TAHUN'. The website is powered by AstraDigital.

case study 2 : extend

New Product Development

- CHALLENGES
 - STAGNATION OF GROWTH IN B2G
 - LIMITATION OF CAPITAL EXPENDITURES
 - LEVERAGE ECO-SYSTEM (GROUP PURCHASING)
 - GRAB UNTAP MARKET (GOVERNMENT)
 - SOURCE OF NEW GROWTH IN 3 YEARS
- PROBLEM STATEMENT : ENTER NEW B2G OFFICE SUPPLIES MARKET AS FAST AS YOU CAN

existing products



case study 2 : extend

New Product Development

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existing team results



case study 2 : extend

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existing team results



case study 3 : transform

New Product Development

- CHALLENGES
 - REST AREA REJUVENATION FROM COST CENTRE TO PROFIT CENTRE
 - LOW CUSTOMER EXPERIENCE AND SATISFACTION
 - CSR ONLY AND MUST BUILD FOR COMPLIANCE
 - UNORGANIZED PRODUCTS AND SYSTEM
- PROBLEM STATEMENT : REST AREA AS NEW RECREATIONAL AREA AND SOURCE OF ECOSYSTEM GROWTH AND PROFITABILITY

existing condition



case study 3 : transform

New Product Development

- CHALLENGES
 - REST AREA REJUVENATION FROM COST CENTRE TO PROFIT CENTRE
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new solution : internal



New Service Solution

- CHALLENGES
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Disruption: External Impact

- NEW DESIGN : BRIDGE LINK
- CURATORS : LIFT UP UMKM
- TARGET : INCREASING UMKM REVENUE AND PROFITABILITY
- CENTRE OF CULTURE AND EXCELLENCE





EMBRACING STARTUPS SPIRIT



But in recent years, the Swatch brand itself has languished, muscled out of the low end by fitness bands, smartwatches—especially the Apple Watch, now the top-selling timepiece of any sort—and smartphones, which millennials often use instead of wristwear. By 2021, unit sales of the Swatch brand were down to about 3.2 million, analysts estimate. “It had lost some relevance for the younger generation,” says Nick Hayek, chief executive officer of Swatch Group AG.



FROM STARTUP TO GIANTS

YOUTUBE PAULUS BAMBANG WS PSBB - 7

• **STARTUP**

- **S**IMPLE, S
- **T**RUSTING
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• **GIANTS**

ON CORE STRONGLY
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FROM STARTUP TO GIANTS

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