

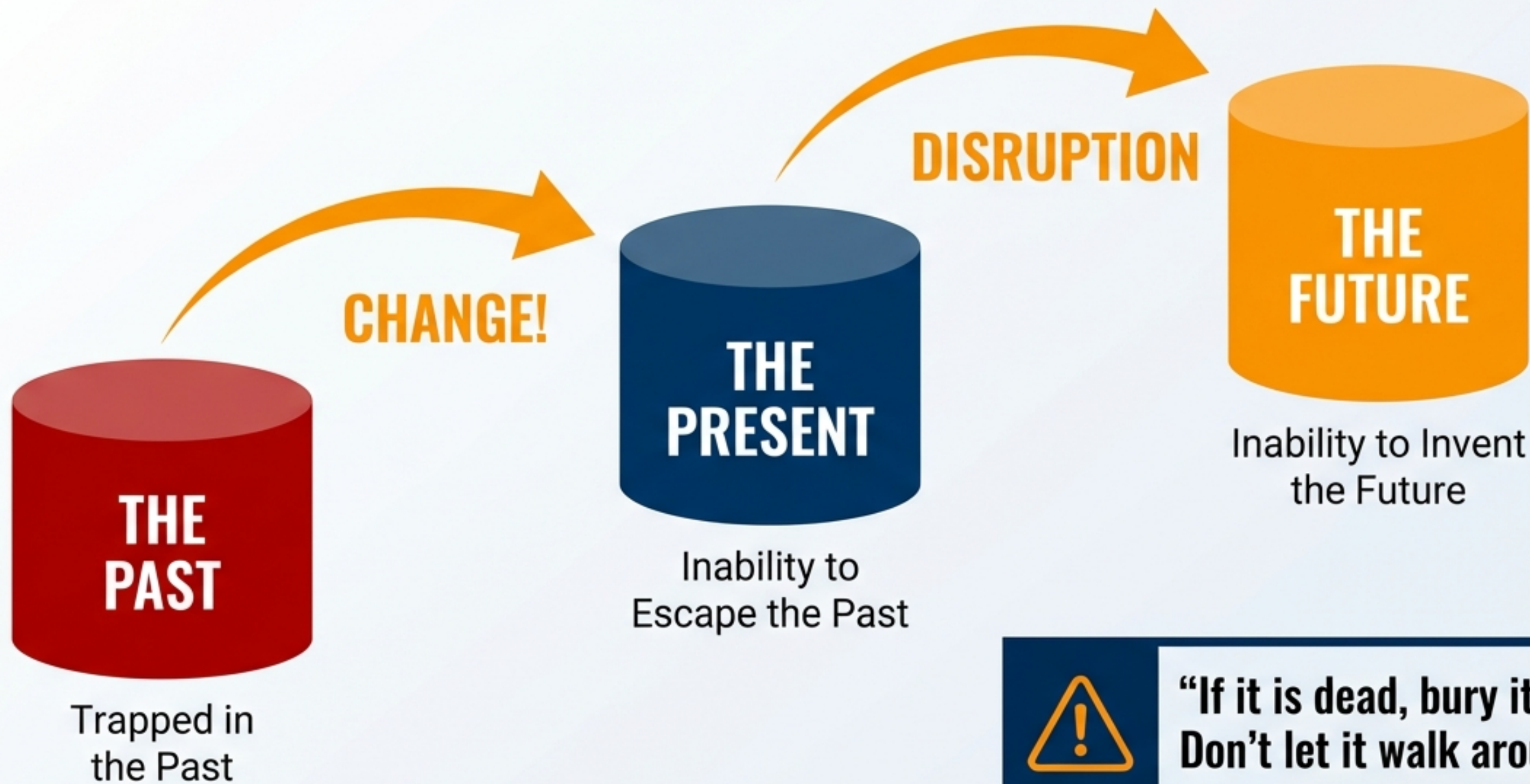
Oswald CORPORATE ENTREPRENEURSHIP IN THE DISRUPTIVE ERA

Escaping the 'Boiling Frog' Trap
to Build the Entrepreneurial
Organization.

Based on the frameworks of
Prof. Dr. Ir. Denny Bernardus, M.M.



THE CYCLE OF DISRUPTION



**“If it is dead, bury it.
Don’t let it walk around.”**

SUCCESS TODAY DOES NOT GUARANTEE SURVIVAL TOMORROW

NOKIA

NOKIA
Connecting People

“We didn’t do anything wrong. But, somehow, we lost.”
- Stephen Elop, CEO

BLACKBERRY



Market Share:
47% (2009) → **2.1%**
(2013)

Market Value:
US\$ 55 BN (2008)
→ **US\$ 4.6 BN** (2013)

GOPRO



Stock Price Plummet

DISRUPTION HITS HOME: THE INDONESIAN CONTEXT

HERITAGE BRANDS FAILED

Njonja Meneer, established in 1919, declared bankruptcy after nearly a century of operation.



Kino Indonesia acquires Dua Putri Dewi, highlighting consolidation in the traditional herbal medicine sector.

BUMN (STATE-OWNED ENTERPRISES) STRUGGLES

- Pelindo (Pre-2000)
- Merpati Nusantara Airlines
- Djakarta Lloyd (Pre-2014)
- PT KAI (Pre-Jonan Era)

THE STAKES: DEMOGRAPHIC DIVIDEND OR DISASTER?



THE GOLDEN WINDOW: 2015 – 2030

PRODUCTIVE AGE POPULATION: 170 MILLION PEOPLE

INDONESIA

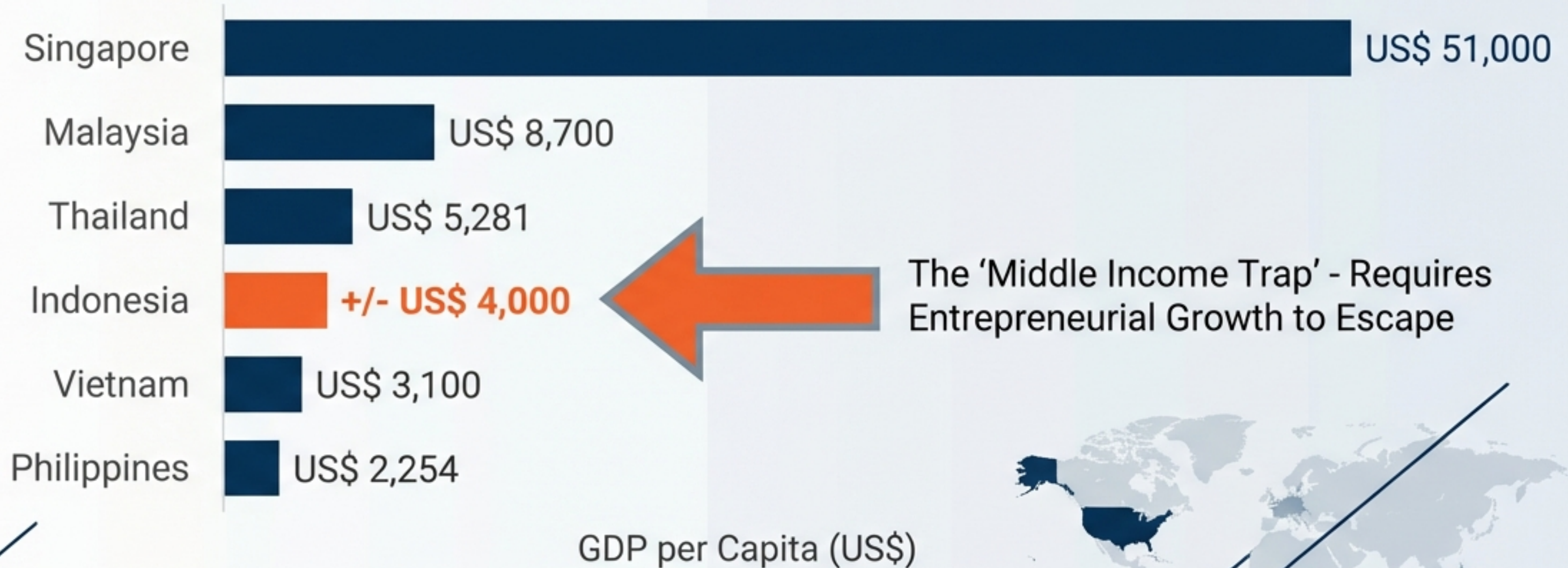


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Thailand + Denmark
+ Malaysia + Uruguay
+ Australia + Canada
+ Singapore + Portugal **30,000**

Our productive workforce equals the combined populations of these 8 nations.

THE ECONOMIC GAP: WHY INNOVATION IS URGENT





MOVING FROM MANAGEMENT TO ENTREPRENEURSHIP

JOSEPH SCHUMPETER

Entrepreneurs are innovators who implement change: new goods, new methods, new markets.

“WHAT ARE THE NEW THINGS IN YOUR ORGANIZATION?”

PETER DRUCKER

Innovation is the specific instrument of entrepreneurship.

“WHAT IS YOUR LAST INNOVATION?”





THE EVOLUTION OF CORPORATE ENTREPRENEURSHIP THEORY



1990 - GUTH & GINSBERG

Defined CE as two phenomena: 1) **Creating new businesses within existing orgs**, and 2) **Transforming organizations** through Strategic Renewal.

1991 - BURGELMAN

Emphasized the **interaction between individuals and groups** at various levels of the organization.

1991 - ZAHRA

Formal and informal activities to create new business via product, process, and market innovation to improve financial performance.



DIMENSIONS OF CORPORATE ENTREPRENEURSHIP

ORGANIZATIONAL PERFORMANCE



ENTREPRENEURIAL ORIENTATION (EO)

The Mindset

(Covin & Slevin, 1991)

A top-down, firm-level strategic approach focusing on risk-taking, innovativeness, and proactiveness.



STRATEGIC RENEWAL (SR)

The Transformation

(Floyd & Lane, 2000)

An interactive process involving changes in the firm's strategy and organizational structure, driven by new knowledge.



INTERNAL CORPORATE VENTURING (ICV)

The New Venture

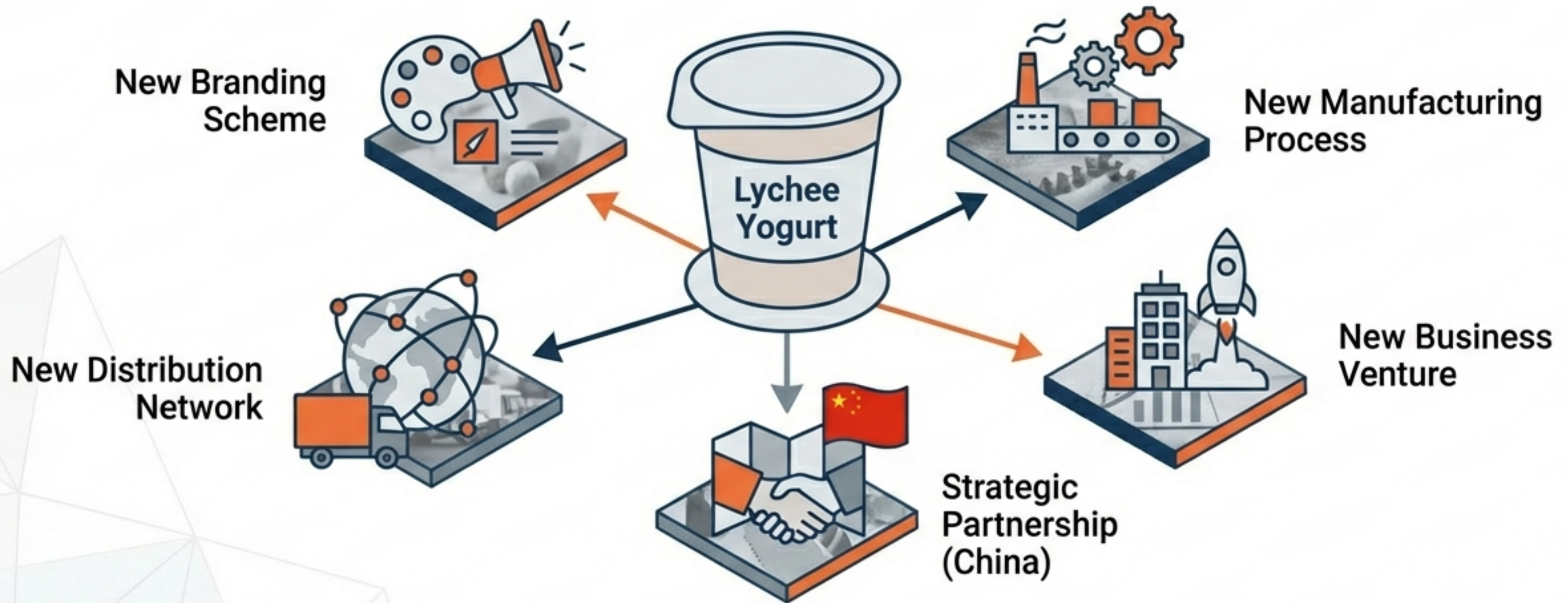
(Burgelman, 1983)

A bottom-up process involving the creation of new businesses within the parent organization to pursue new markets.



IT'S MORE THAN JUST A PRODUCT

True Corporate Entrepreneurship affects the entire system.



Case Study: Lychee Yogurt developed for a new market. It required holistic change, not just a product tweak.

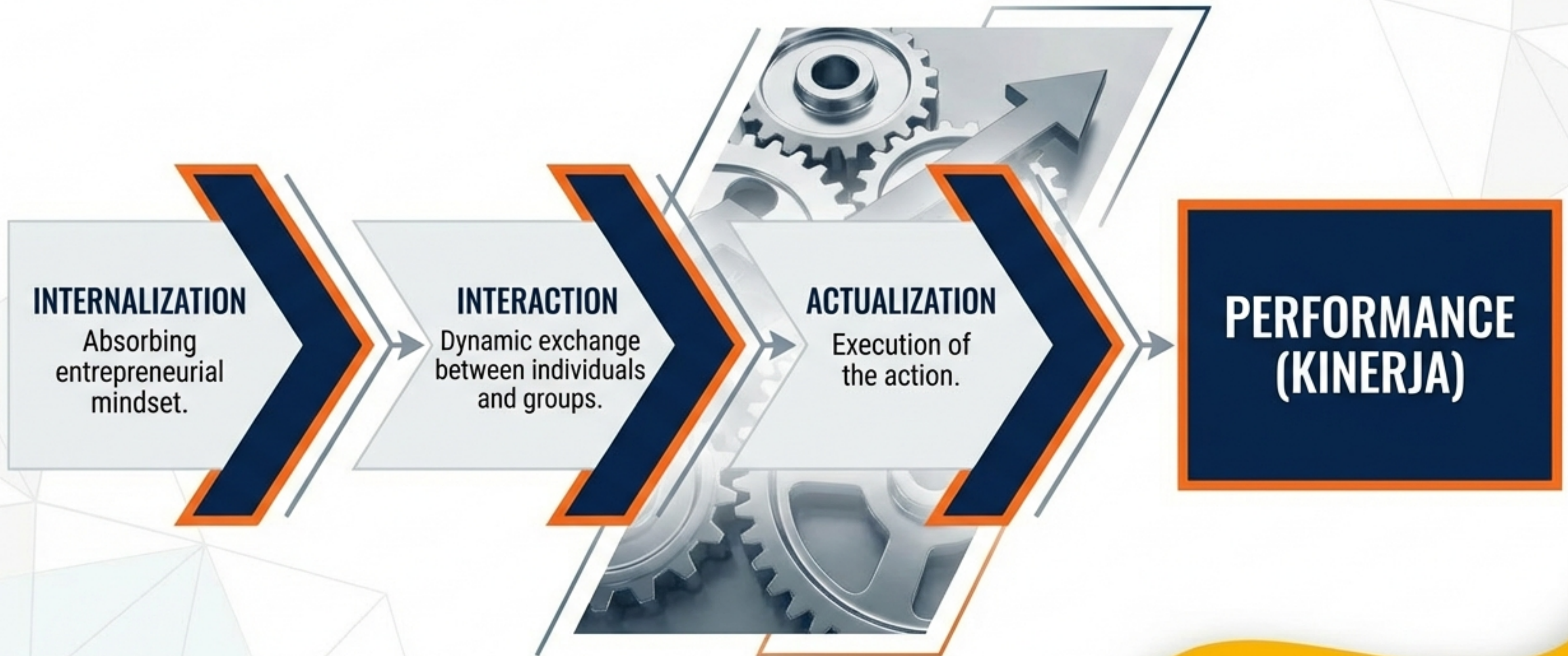
(Reference Wolcott & Lippitz)



BUILDING THE ENTREPRENEURIAL ECOSYSTEM



THE IMPLEMENTATION MODEL: DIIAA



THE FUTURE IS TRANSPARENT AND COLLABORATIVE

THE FUTURE

- Collaboration
- Disruptive IoT
- Transparency

**DON'T BE THE BOILING FROG.
INNOVATE NOW.**