



## p-TIPS

## Through a crystal ball (Will these affect your productivity?)

The February 2004 *Harvard Business Review* presented a list of 20 “breakthrough ideas for 2005,” developed in collaboration with the World Economic Forum. While acknowledging that “great ideas need time to develop,” those ideas could affect enterprise productivity and survival in APO member countries today and into the future. Here are the 10 that seem the most relevant in the Asia-Pacific context.

- 1) Flipping without flopping. “Flip-flop” became a dirty word in the recent US elections. However, effective leaders must change. Prepare in advance and call corrections courageous.
- 2) You heard it here first. Recent breakthroughs in audio technology are astounding. Music influencing consumer choices, billboards carrying on conversations? Why not?
- 3) “When” is the new “what.” Marketing identifies who to sell to, but rarely when. Know when needs change and when customers need help.
- 4) Wanted: a new continuity champion. Yes, change is good, necessary, etc. But continuity deserves champions too. Be faithful to core values and culture.
- 5) Let them all be power users. Enterprises may provide employees with

the latest ICT but little or no guidance on using it. The result? Knowledge workers are not as productive as they could be.

- 6) Biometrics meets services. Think beyond security purposes. Singapore Airlines uses biometric devices to personalize customer services. Other companies could do the same to customize and streamline purchases of clothing, financial services—or a bowl of noodles.
- 7) The coming crisis over intellectual property rights. Respect for intellectual property rights is declining worldwide. Firms of all sizes must take action.
- 8) No risk is an island. Huge man-made (famine sparked by war) or natural (the recent Indian Ocean tsunami) disasters nullify traditional risk management approaches. Think of the world as a community when conducting risk planning exercises.
- 9) Toward a new science of services. Service contributes more to economies than products. It’s time the science of service was a recognized field of study.
- 10) Demand-side innovation. With product life cycles shortening, make innovation efforts on the demand side. It’s how customer interactions are managed, not simply products/services offered, which determines success or failure.