Future-Proofing Your Organization in an Uncertain World
Strategic Planning in a VUCA World
Insights for Strategic Planning
Matt Pingatore
CEO, Packet Fusion

• Through Vulture Capitalism, Matt and his colleagues bought Packet Fusion in 2002.

• Seeing a shift in the industry, Matt quickly turned his new company to the Unified Communications space with ShoreTel as the lead product. Over the years, Packet Fusion has become the largest independent ShoreTel VAR on the planet. With the ever-changing landscape of technology, Matt has successfully guided Packet Fusion to the next transformation: UCaaS (Unified Communications as a Service - cloud) and Contact Center.
Brion Talley
President, JFE Shoji Trade America, Inc.

- JFE Shoji Trade America is largest overseas subsidiary of JFE Shoji Trade Corporation, a leading Japanese trading company.
- Brion manages JFE Shoji Trade America’s North American trading business focusing on integrating innovative product solutions to client’s critical steel requirements.
Today’s Speaker

Matt Pasco
Vice President of IT, Oakland Raiders

• Matt has enjoyed a 15-year career with the Oakland Raiders

• He manages network architecture design, network device management, server infrastructure (physical and Virtual) and desktop team management for the Raiders' several divisions.

• These systems include the "Front Office," the coaching staff digital video network, www.raiders.com and 12 Raider Image retail stores.
Alex Marcal
CFO, Coinbase

- Coinbase is a digital currency wallet and exchange where merchants and consumers can transact digital assets (e.g., Bitcoin, Ethereum).
- Responsible for financial and operational reporting, FP&A, tax, accounting policies and controls.
- Key involvement in formulation of business model and strategy, working closely with product and legal teams.
- Raised $100M in Series D financing from leading venture capital funds and strategic investors.
Theresa Brown
Partner

• Specializes in providing management and accounting process consulting for growing businesses

• Brings her extensive experience in mergers and acquisitions, including managing Armanino’s strategic acquisition and successful integration of Rose Business Solutions, to client engagements
Matthew Chavez, CPA
Partner, Armanino
Matt.Chavez@ArmaninoLLP.com

• As a member of Armanino’s Executive Committee, sets firmwide strategic objectives
• Provides audit and accounting services to publicly-traded and venture capital funded private companies in the software, internet, electronics and semi-conductor segments
• Advises companies on such matters as revenue recognition, equity accounting and business combinations; as well as consulting on SEC registration and Sarbanes-Oxley compliance.
Origins of VUCA

• Introduced by the U.S. Army War College to describe the more volatile, uncertain, complex, and ambiguous, multilateral world which resulted from the end of the Cold War.*

• The acronym VUCA came about in the late 1990s, and it took hold after the terrorist attacks of September 11, 2001.

*Kinsinger & Walch, 2012
What is VUCA

• Volatility
• Uncertainty
• Complexity
• Ambiguity

According to the Harvard Business Review, VUCA is a catchall for the new normal: “Hey, it’s crazy out there!”
• Two-thirds of CEOs believe that the next three years will be more critical for their industry than the previous 50 years.

• Four out of ten CEOs (39%) believe that their organizations are likely to be transformed into significantly different entities.

• 85 percent of CEOs admit vulnerability about the amount of time they have to spend strategizing about the forces of disruption and innovation.
How to Respond

- Diagnose -> Label -> Respond
- Stockpile
- Information
- Restructure
- Experiment

Develop ability to:
- Anticipate and react to the nature and speed of change
- Act decisively without always having clear direction and certainty
- Navigate through complexity, chaos & confusion
- Maintain effectiveness despite constant surprises and a lack of predictability
Why the Equifax breach makes you feel so helpless

THE WALL STREET JOURNAL
As Trump Renews Tax Debate, GOP Lawyers Weigh What to Do
The goal is to win a major legislative victory before year’s end.

San Francisco Chronicle
UC sues Trump administration, calls DACA cancellation unconstitutional

accountingTODAY
Software companies could take a hit from revenue recognition standard

Los Angeles Times
The new iPhone and its competitors hope to make laptops obsolete

Latest North Korea missile test renews US talk of military option
Professional Service Firm Specialization vs. VUCA Demands

Clients Need a Network to Address

- VOLATILE
- UNCERTAIN
- COMPLEX
- AMBIGUOUS

Specialized Expertise

- INCREASINGLY DEEP
- NARROW
- PROFESSIONAL
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