

ENBRIDGE RESEARCH IN ACTION WEBINAR

Adjusting to Post COVID-19 Reality:

Finding Your Pathway to Recovery and Growth

May 20, 2020

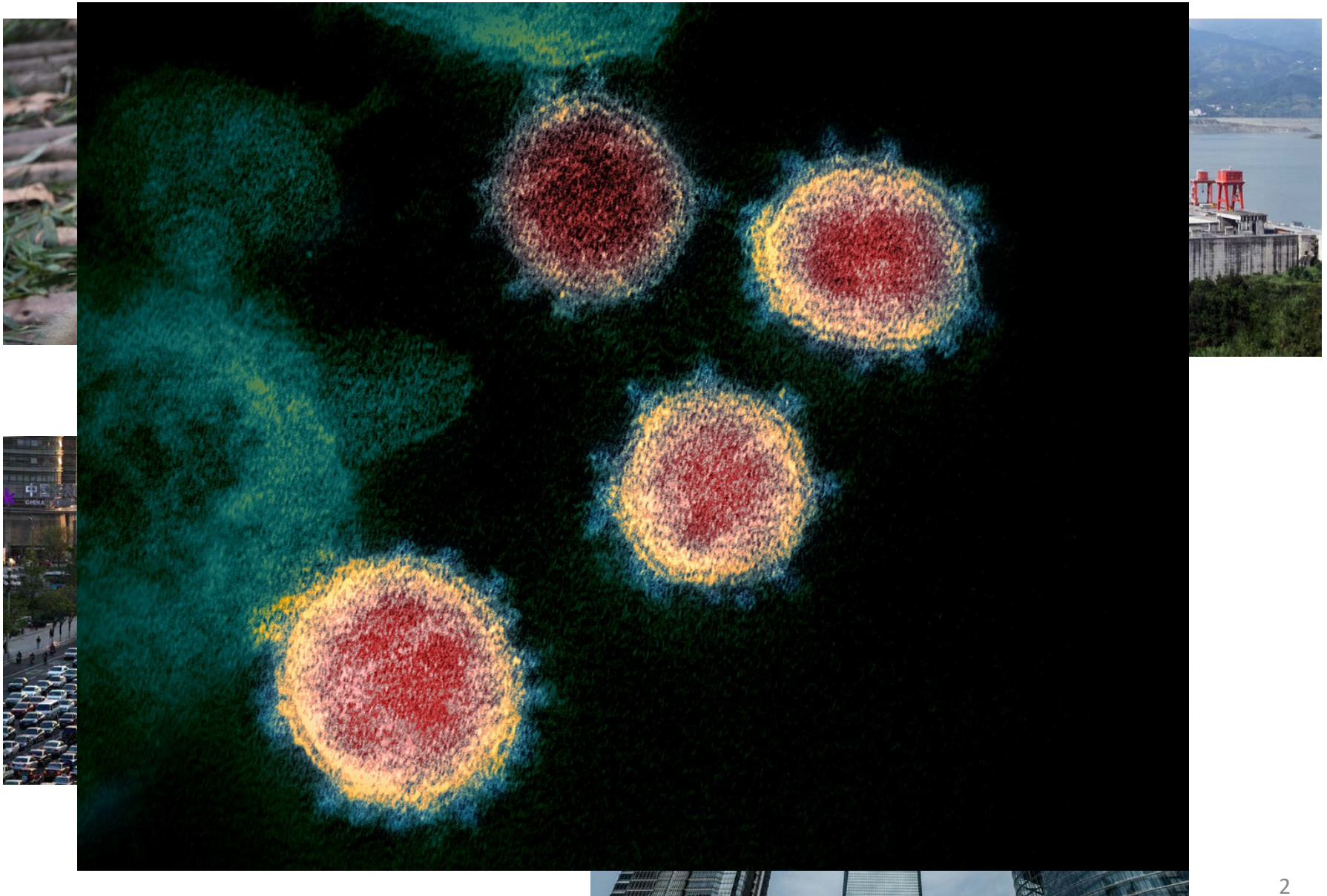
12 – 1 p.m. MST



UNIVERSITY OF CALGARY
HASKAYNE SCHOOL OF BUSINESS

Dr. Oleksiy Osiyevskyy,
Assistant Professor of Entrepreneurship and Innovation,
Haskayne School of Business, University of Calgary

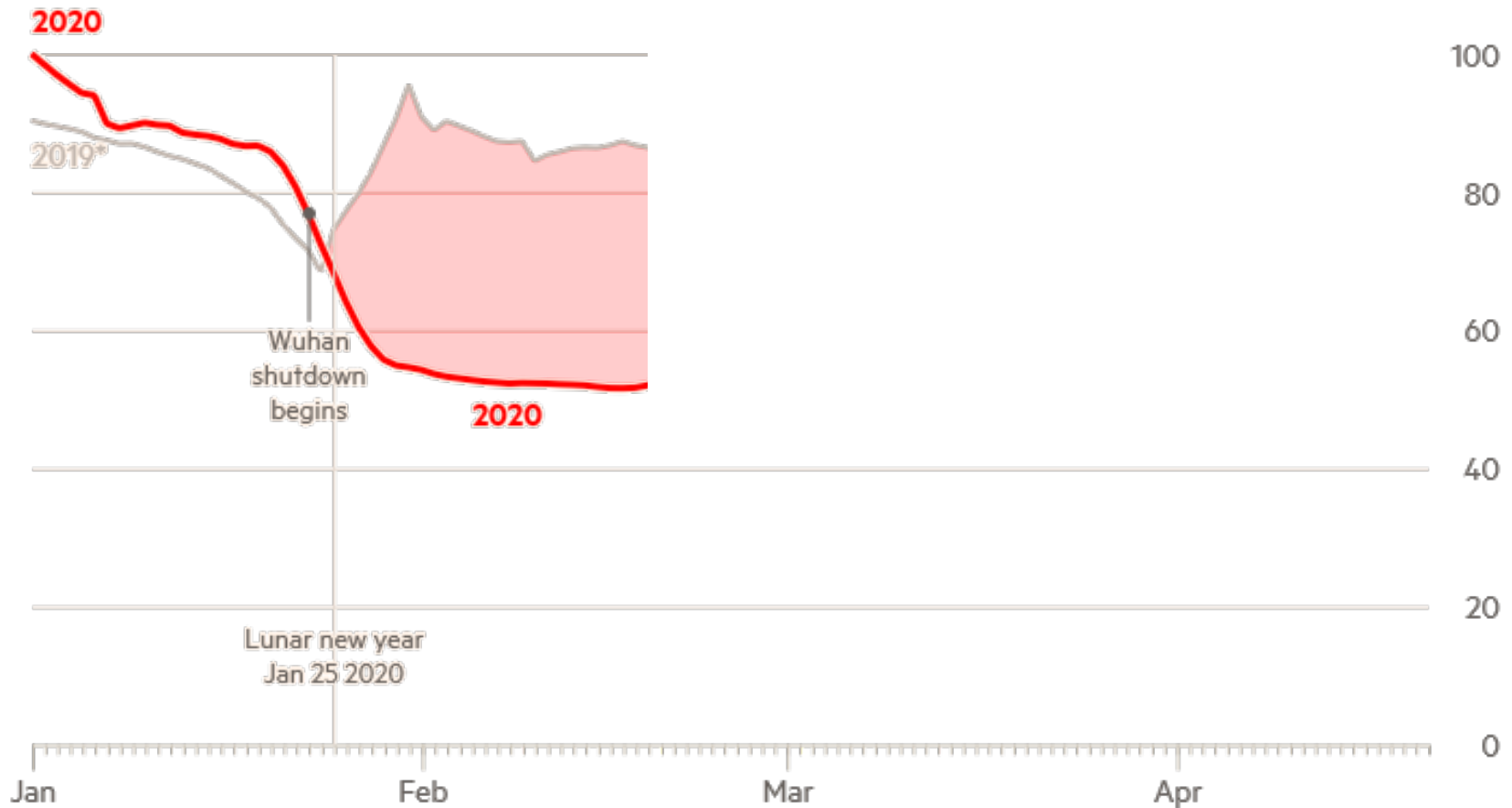
(1) Key lessons from Chinese business recovery



(1) Key lessons from Chinese business recovery

Covid 19's impact on the Chinese economy

FT China Economic Activity Index (Jan 1 2020 = 100), last updated Apr 21



*2019 values at same number of days before/after the lunar new year

Sources: WIND; EntGroup; FT research

(1) Key lessons from Chinese business recovery

Lessons Learned:

- Recovery is inevitable
- The pace is different across industries
 - *Some might never return to pre-COVID levels*
- Foresight is possible
 - e.g., changes in consumption patterns as lockdowns are restricted
- Bottom-up, grassroots innovation efforts are crucial



(1) Key lessons from Chinese business recovery

Dare to Innovate – it is the right time!

- Flexibility is the key to success.
 - **Manufacturing:** follow the demand [e.g., from diapers to masks]
 - **Retail:** emphasis on on-line customer engagement [instead of laying off the sales associates]
 - **Labor sharing with “lucky” industries**



(2) New world after COVID19

This time is different!

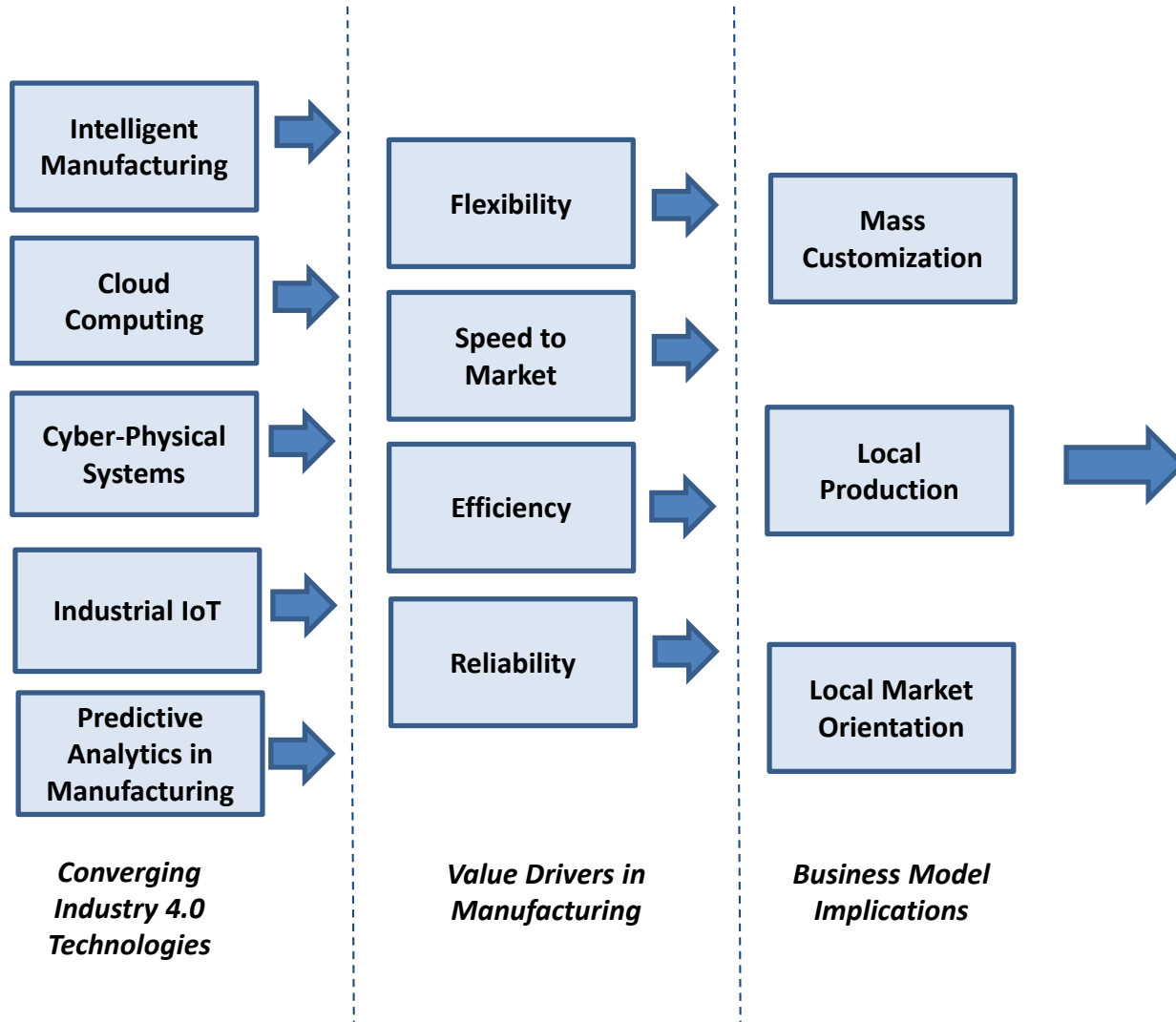


**Global Trade Is in
Danger**



(2) New world after COVID19

Industry 4.0

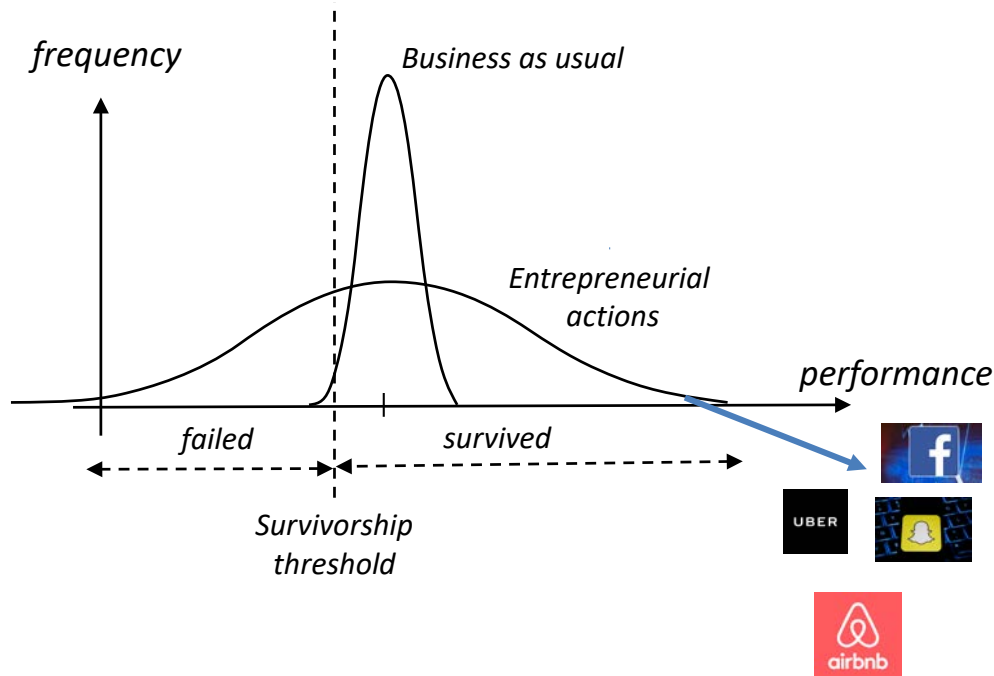


Post-COVID World: New Economic Order



(3) The REAL innovator's dilemma

Firm Adaptation: Two Approaches



- Business as usual is a safe, preferred option
- Most radical innovations do not work, and those that do fail to deliver on the expected results

Long-term: only entrepreneurial actions ensure growth and prosperity. Business as usual will be disrupted.



(3) The REAL innovator's dilemma

Journal of Business Research 114 (2020) 227–239



Contents lists available at ScienceDirect

Journal of Business Research

journal homepage: www.elsevier.com/locate/jbusres



Exploration and exploitation in crisis environment: Implications for level and variability of firm performance



Oleksiy Osiyevskyy^{a,*}, Galina Shirokova^b, Paavo Ritala^c

^a Haskayne School of Business, University of Calgary, 2500 University Dr NW, Calgary, AB T2N 1N4, Canada

^b Strategic and International Management Department, St. Petersburg University Graduate School of Management, Russia

^c School of Business and Management, LUT University, Finland



In crisis:

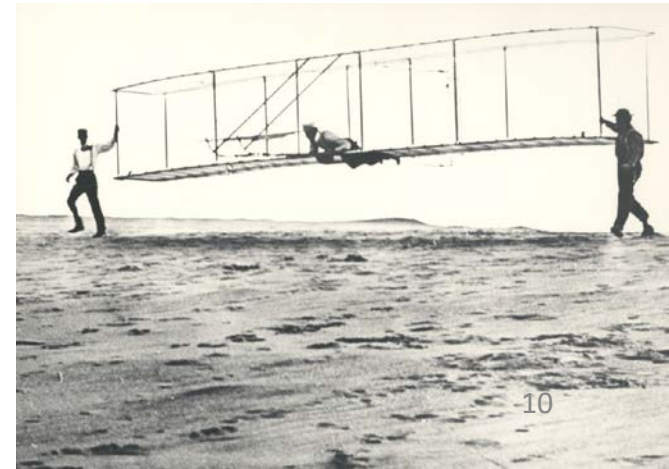
- Entrepreneurial exploration improves performance, yet makes it unpredictable
- Exploitation of existing business model reduces and stabilizes performance

➤ Rigorous Analysis and Planning


Versus

➤ Effectuation:

- Starting with what you have
- Experimentation
- Flexibility
- Affordable loss principle
- Partnerships & Pre-commitments



Navigating the emerging market context: Performance implications of effectuation and causation for small and medium enterprises during adverse economic conditions in Russia

Galina Shirokova¹ | Oleksiy Osiyevskyy²  | Anastasiia Laskovaia¹
| Hossein MahdaviMazdeh²

➤ In crisis:

- Rigorous planning (causation) leads to marginal performance improvements coupled with amplified risks
- Effectuation improves performance and reduces risks

(5) Leadership support of grassroots innovative adjustment

Long Range Planning 51 (2018) 540–560



ELSEVIER

Contents lists available at [ScienceDirect](#)

Long Range Planning

journal homepage: <http://www.elsevier.com/locate/lrp>



The pressure cooker: When crisis stimulates explorative business model change intentions



Oleksiy Osiyevskyy*, Jim Dewald

Haskayne School of Business, University of Calgary, Canada

+ Creation security for your team is crucial!

Takeaways for Alberta Companies:

- 1) Expect a fast recovery from epidemics
- 2) Survive the short term
- 3) Bet on local manufacturing in the medium term
- 4) At the end of the day, **OIL PRICE WILL NOT MATTER**



Embracing the Effectuation Mindset:

- Start with what you have
- Flexibility & Experimentation
- Affordable Loss Principle

Bottom-up, grassroots innovation projects

