



## Plan Well, Work Smart!

When a team of editors from the electronic newsletter Passion! invited me to talk about my views on “planning” towards the end of September, I was in Shanghai with Mr. Chi Schive, Chairman of Tawain Stock Exchange. We were there to participate in a seminar on Taiwanese-owned businesses coming back to Taiwan for market listings, and we had visited some outstanding corporations there. In the course of visiting those firms, I experienced profoundly the good and bad sides of planning, which were fully reflected in the different corporate cultures and operating results.

PricewaterhouseCoopers recently teamed up with Business New Zealand to conduct a survey of 778 CEOs and other senior executives. The results show that corporations that have established comprehensive plans are better able to overcome difficult business conditions, and they do better at expanding into new markets and managing capital. Conversely, those without comprehensive planning are easily threatened by economic downturns. They are more likely to find themselves in financial distress and more frequently need to lay off people and cut costs.

Last month (September), in light of the current economic situation, I called on the firm’s partners to focus on four things: planning well, managing by objectives, striving for efficiency, and emphasizing value. I hope that colleagues viewing the harsh economic situation can thoroughly understand the government’s countermeasures, grasp business opportunities, maintain a positive, forward-looking attitude, realize that crises are also turning points, and demonstrate distinctive quality in PwC Taiwan’s professional services. That is to say, I hope PwC Taiwan will do its planning well and welcome change.

As members of PwC, we are very fortunate to have so many chances to be in contact with outstanding corporations and executives. I often just observe them dispassionately and try to learn from them with an open mind, and one of the most important things I have learned from outstanding clients is about being “well organized”.

“How does one plan well?” It is an old question, yet it is still frequently discussed. Actually, the answer doesn’t lie in any esoteric theory. Here are a few observations I have gleaned from personal experience:

- Planning is a kind of habit, and executive ability is a logical and natural attitude.
- The prime mover of good planning is the pursuit of excellence.
- Cultivating keen powers of observation takes wholehearted commitment; someone who can observe developing situations perceptively will be able to grasp trends and be a leader.
- Embrace passion, plan well, make it happen!
- “Plan well, work smart!” is the goal of all of our collective efforts.