20TH ANNIVERSARY EDITION

WSO2CON ASIA

PLATFORMLESS MODERNIZATION

Journey Towards a Forever Company



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WSO2

Today’s agenda

Not about technology or products

But about building a company that has longevity

About culture, values and purpose

About how to make the world a better place


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Only about 8% of tech companies survive long term.

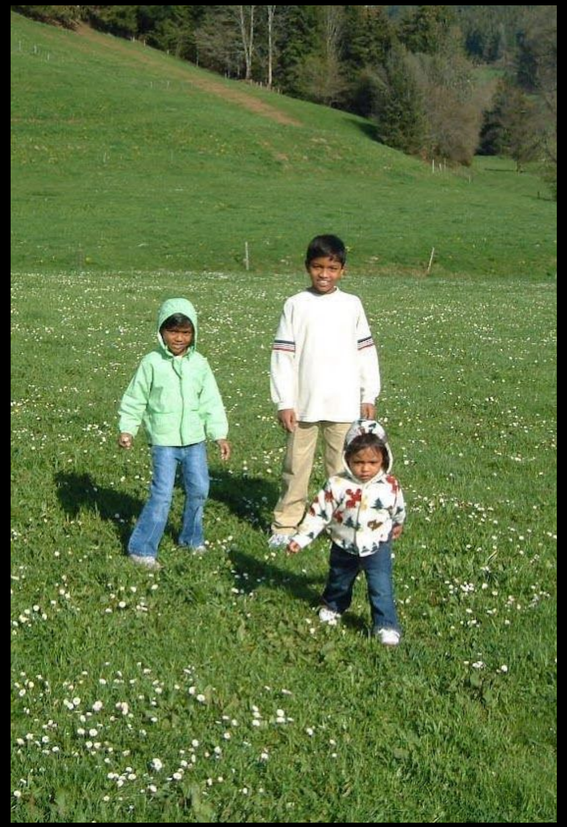
(Claude AI) 

“Alibaba’s vision is to last for 102 years”

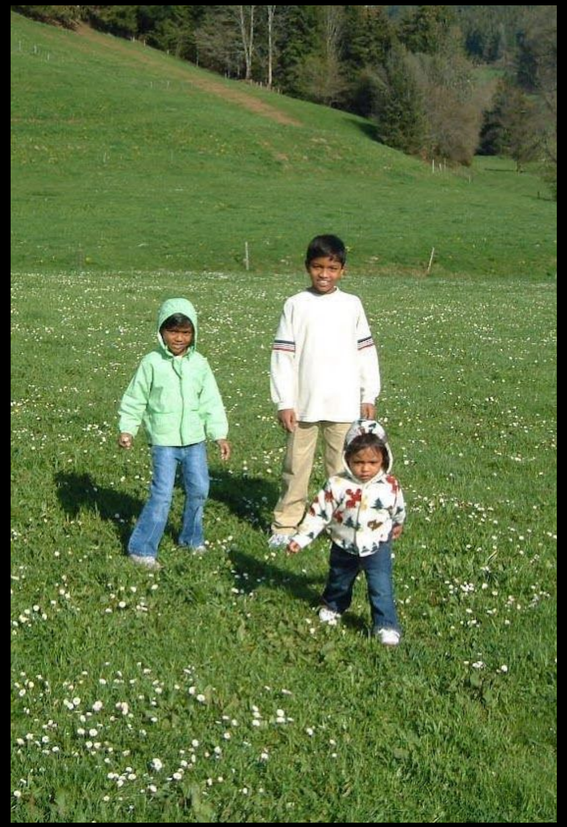
Jack Ma




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WSO2



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Banca Monte dei Paschi di Siena in Siena, Italy, is the oldest surviving bank in the world and Italy's third largest bank.

It was founded in 1472.

Source: https://en.wikipedia.org/wiki/List_of_oldest_companies

According to a report published by the Bank of Korea in 2008 that looked at 41 countries, there were 5,586 companies older than 200 years. Of these, 3,146 (56%) are in Japan, 837 (15%) in Germany, 222 (4%) in the Netherlands, and 196 (3%) in France.[1] Of the companies with more than 100 years of history, most of them (89%) employ fewer than 300 people.[1][2]

A nationwide Japanese survey counted more than 21,000 companies older than 100 years as of September 30, 2009.[3]

Founded before 1300 [edit]

Year	Company	Current location	Field	Sources
578	Kongō Gumi[a]	Japan	Construction	[5][6][7][8]
705	Nishiyama Onsen Keiunkan	Japan	Hotel	[9][10]
717	Koman	Japan	Hotel	[10][11]
718	Hōshi Ryokan	Japan	Hotel	[11][12]
771	Genda Shigyō	Japan	Ceremonial paper goods	[13]
803	St. Peter Stiftskulinarium	Austria	Restaurant	
862	Staffelter Hof	Germany	Wine	[14][15]
864	Monnaie de Paris	France	Mint	[16]
885	Tanaka-Iga	Japan	Religious goods	[11]
886	The Royal Mint	United Kingdom	Mint	[17]
970	Nakamura Shaji[b]	Japan	Construction	[11]
1000	Château de Goulaine	France	Wine	[18]
1000	Ichimonjiya Wasuke	Japan	Confectionery	[19]



Kongō Gumi Co., Ltd. is a Japanese construction company, purportedly founded in 578 A.D., making it the world's oldest documented company. The company mainly works on the design, construction, restoration, and repair of shrines, temples, castles, and cultural heritage buildings. While Kongō

Source: https://en.wikipedia.org/wiki/List_of_oldest_companies

What does longevity say?

What does longevity say?

Biology & Choices

Society & Environment

Psychology & Purpose

(Gemini AI) 

Reality check in today's business

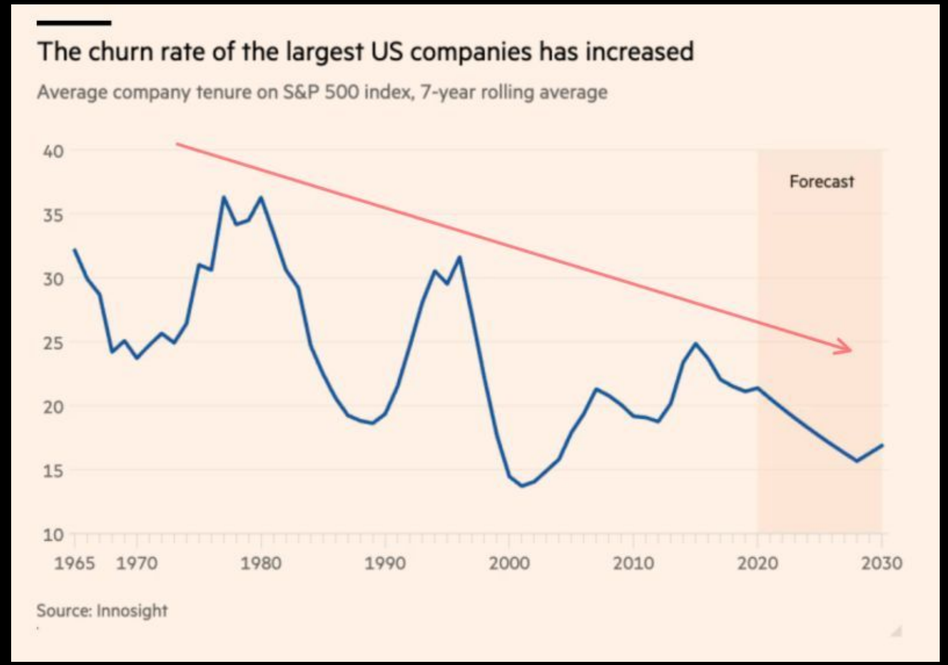
Eugene Ng · 2nd
Founder and Managing Partner of Vision Capital Fund. Inve...
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The average age of S&P 500 companies continues to decline.

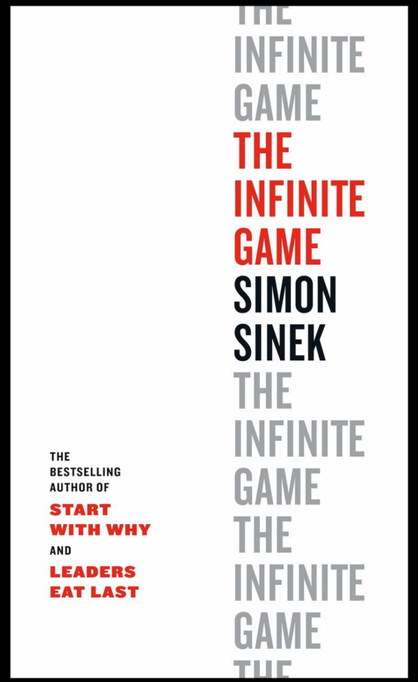
When it comes to investing, we want to be long-term investors. While our holding period is aspirationally "infinite," we are realistic and understand that businesses are getting disrupted more easily, especially in the age of technological innovation.

The companies that keep reinventing and trying new things will push new boundaries and stack new S-curves.

The companies that don't will gradually fade into oblivion. This is a powerful reminder that innovation is not optional; it is existential.



Finite vs. infinite thinking



Finite vs. infinite thinking



There are no winners in infinite games.

Sri Lanka plays infinite cricket

6	1996	India Pakistan Sri Lanka	Gaddafi Stadium, Lahore	Sri Lanka 245/3 (46.2 overs)	Sri Lanka won by 7 wickets (scorecard)	Australia 241/7 (50 overs)	12
7	1999	England [a] Wales Scotland Ireland Netherlands	Lord's, London	Australia 133/2 (20.1 overs)	Australia won by 8 wickets (scorecard)	Pakistan 132 all out (39 overs)	12
8	2003	South Africa [b] Zimbabwe Kenya	Wanderers Stadium, Johannesburg	Australia 359/2 (50 overs)	Australia won by 125 runs (scorecard)	India 234 all out (39.2 overs)	14
9	2007	West Indies [c]	Kensington Oval, Bridgetown	Australia 281/4 (38 overs)	Australia won by 53 runs (D/L) (scorecard)	Sri Lanka 215/8 (36 overs)	16
10	2011	India Sri Lanka Bangladesh	Wankhede Stadium, Mumbai	India 277/4 (48.2 overs)	India won by 6 wickets (scorecard)	Sri Lanka 274/6 (50 overs)	14



Year	Winner		Runner-up		Ref.
2007	India	157/5 (20 overs)	Pakistan	152 (19.4 overs)	[9]
2009	Pakistan	139/2 (18.4 overs	Sri Lanka	38/6 (20 overs)	[11]
2010	England	148/3 (17 overs)	Australia	147/6 (20 overs)	[13]
2012	West Indies	137/6 (20 overs)	Sri Lanka	01 (18.4 overs)	[14]
2014	Sri Lanka	134/4 (17.5 overs)	India	130/4 (20 overs)	[18]
2016	West Indies	161/6 (19.4 overs)	England	155/9 (20 overs)	[20]
2021	Australia	173/2 (18.5 overs)	New Zealand	172/4 (20 overs)	[29]
2022	England	138/5 (19 overs)	Pakistan	137/8 (20 overs)	[31]
2024	India	176/7 (20 overs)	South Africa	169/8 (20 overs)	[38]

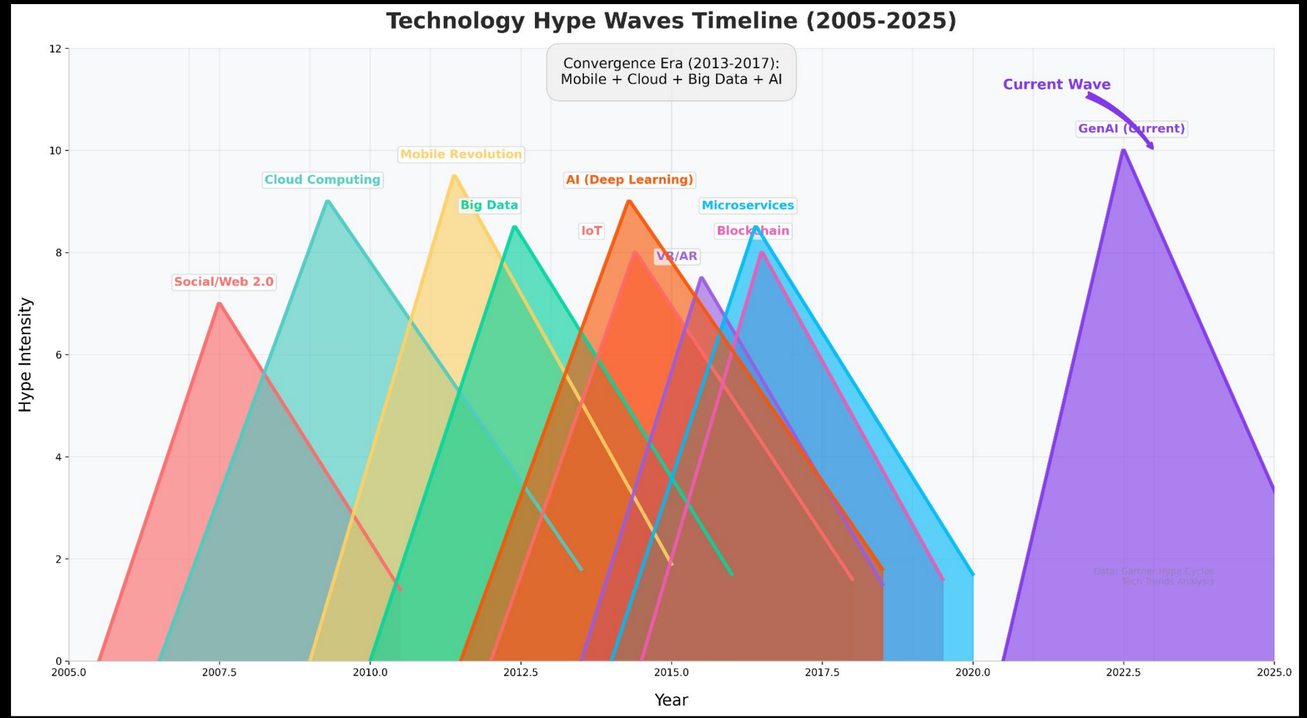
Enterprises want to be infinite

WSO2's purpose is to help them be infinite

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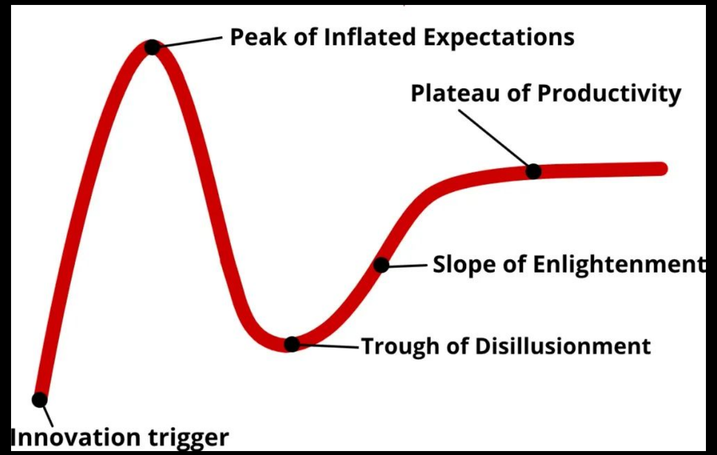
(with the right middleware technology)

Technology is forever and comes in waves



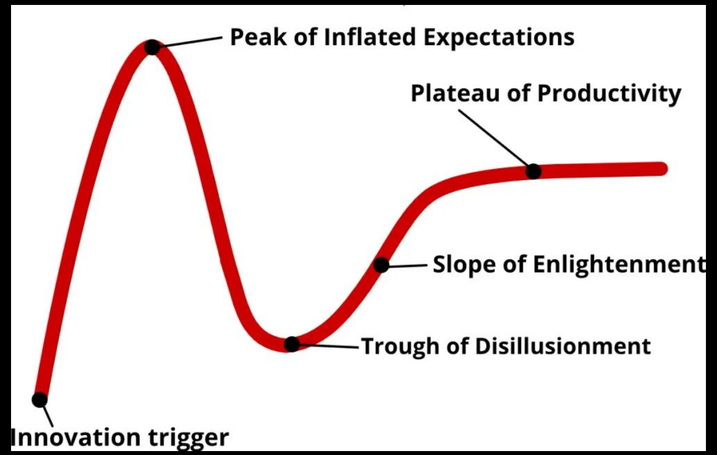
(Deepseek AI)

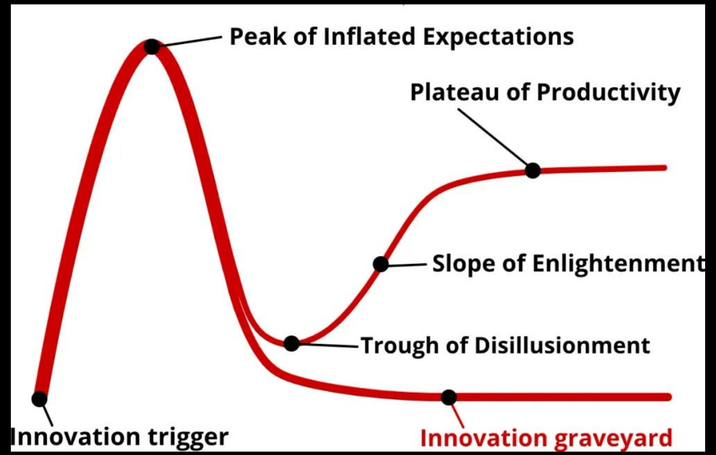
Gartner technology hype cycle



Source: https://beantin.net/the-hidden-curves-of-the-gartner-hype-cycle/

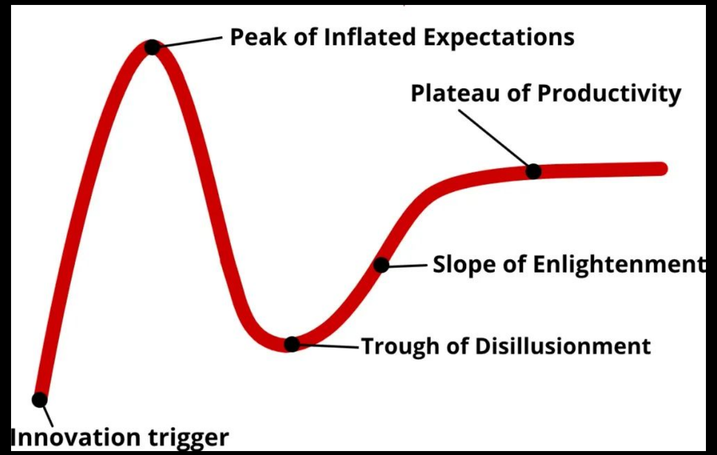
But there’s more to it than that

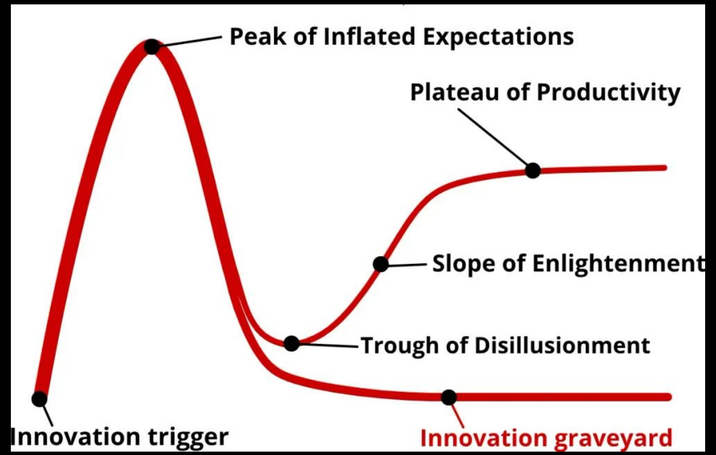


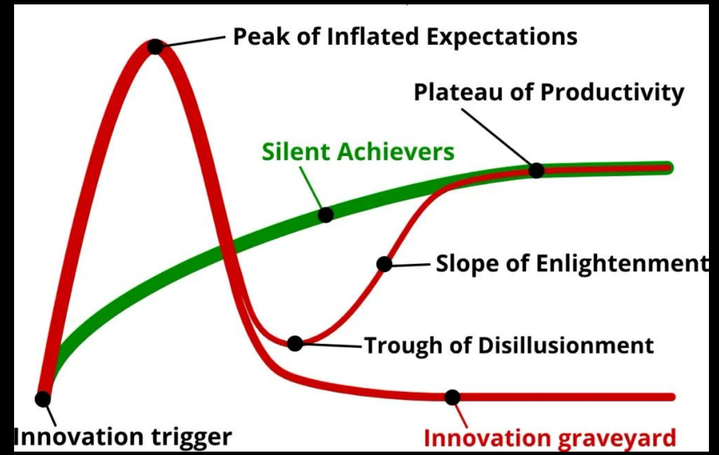


Source: https://beantin.net/the-hidden-curves-of-the-gartner-hype-cycle/

But there's *even* more to it than that

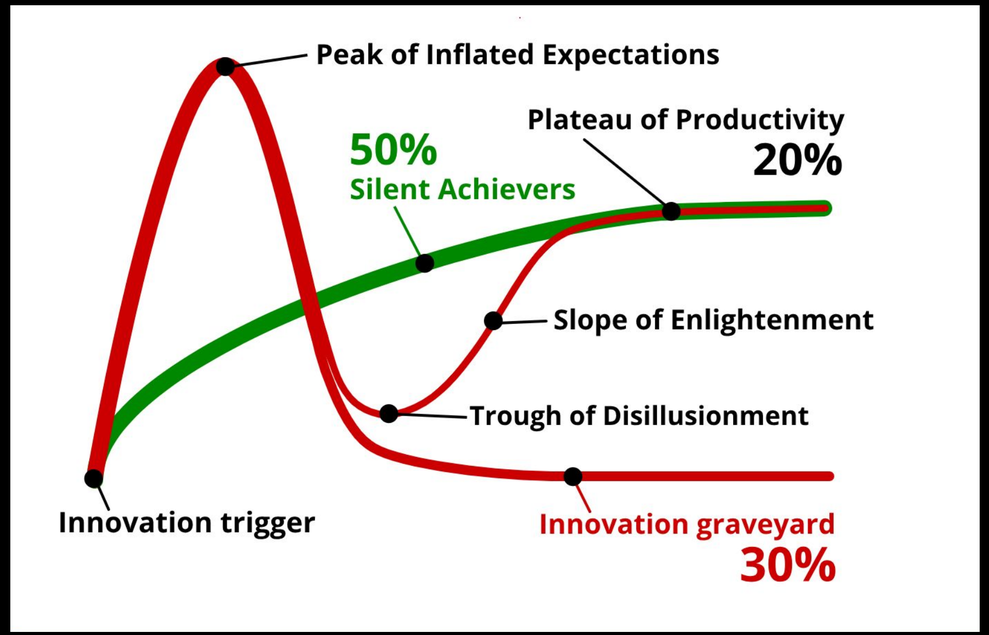






Source: https://beantin.net/the-hidden-curves-of-the-gartner-hype-cycle/

Most innovations are not hyped



Source: https://beantin.net/the-hidden-curves-of-the-gartner-hype-cycle/

Companies built to last are not one-wave companies.

How do you build a company to last? Culture.

The building blocks of our culture ...



Integrity	Don't lie to yourself	Meritocracy	Iterate everything	Open by default
Respect is earned, not granted	Community over code	Self motivated	No politics	
Create your personal brand	Question everything	No jerks	Always ask why	
Don't ask for permission; ask for forgiveness	Be human	Make it work, make it better, make it great	Customer is not always right	
Reuse, don't re-invent	If you dont't fail at times, you are not taking enough risks	Context not rules	No sacred cows	
No hierarchy, no Sir/Madam	No 9-5	Trust but verify	Work hard, play hard	
Passion & commitment	Clean up after yourself	When you see a fork in the road, take it	No middle or micro	

Source: https://wso2.com/blogs/thesource/wso2-beyond-the-fun-and-frivolity-is-a-culture-of-tough-love/

Treat people the way you want to be treated

Trust and openness

Courageous honesty

Purpose and passion

One team

Source: https://wso2.com/blogs/thesource/wso2-beyond-the-fun-and-frivolity-is-a-culture-of-tough-love/

Make the world a better place

Make the world a better place

Life is too short to take anything seriously.

“All businesses need to be young forever.

If your customer base ages with you, you're Woolworth's.”

Jeff Bezos

