



# Inovacije – komu so namenjene?

Toni Balažič  
Predsednik uprave  
Portorož, 4.6.2014

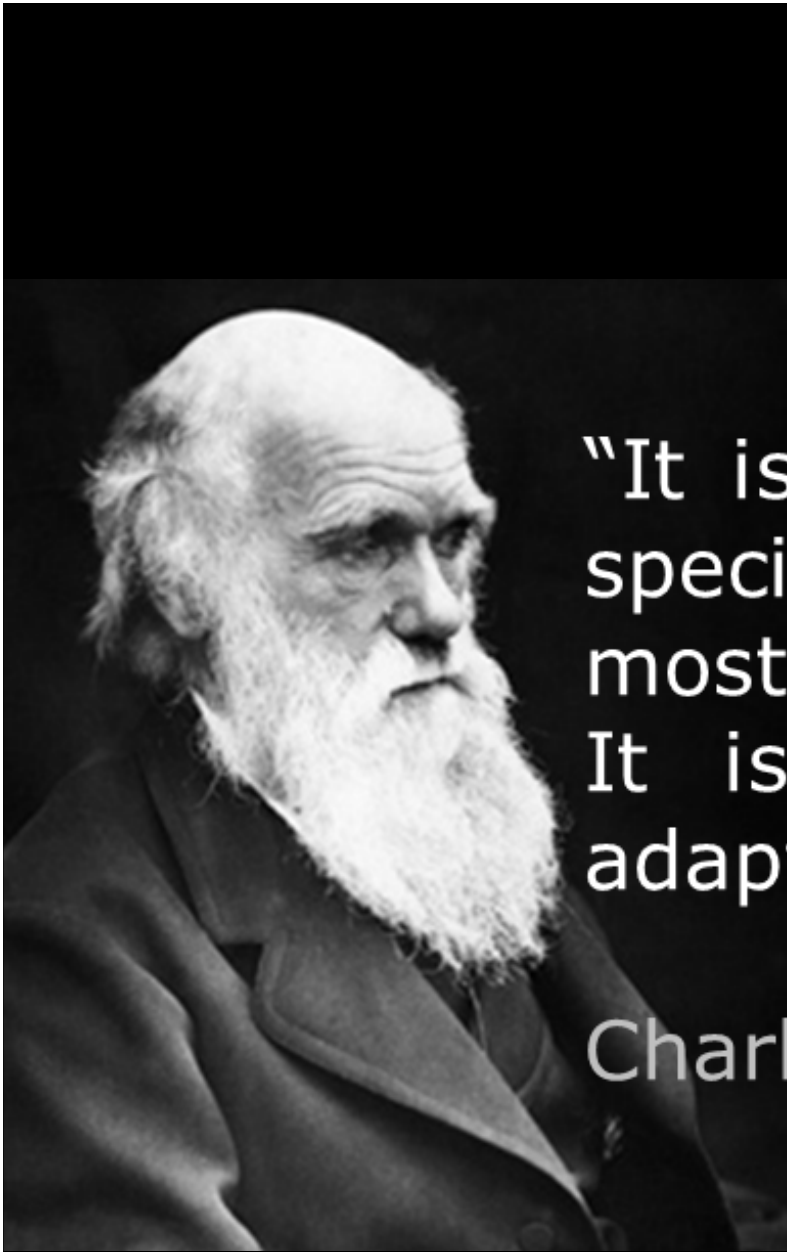
 **Mercator**  
*žē 65 let*



**KAJ IMATA SKUPNEGA  
GALAPAGOS IN POSEL?**




**CHARLES DARWIN**



“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change.”

Charles Darwin (1809 – 1882)

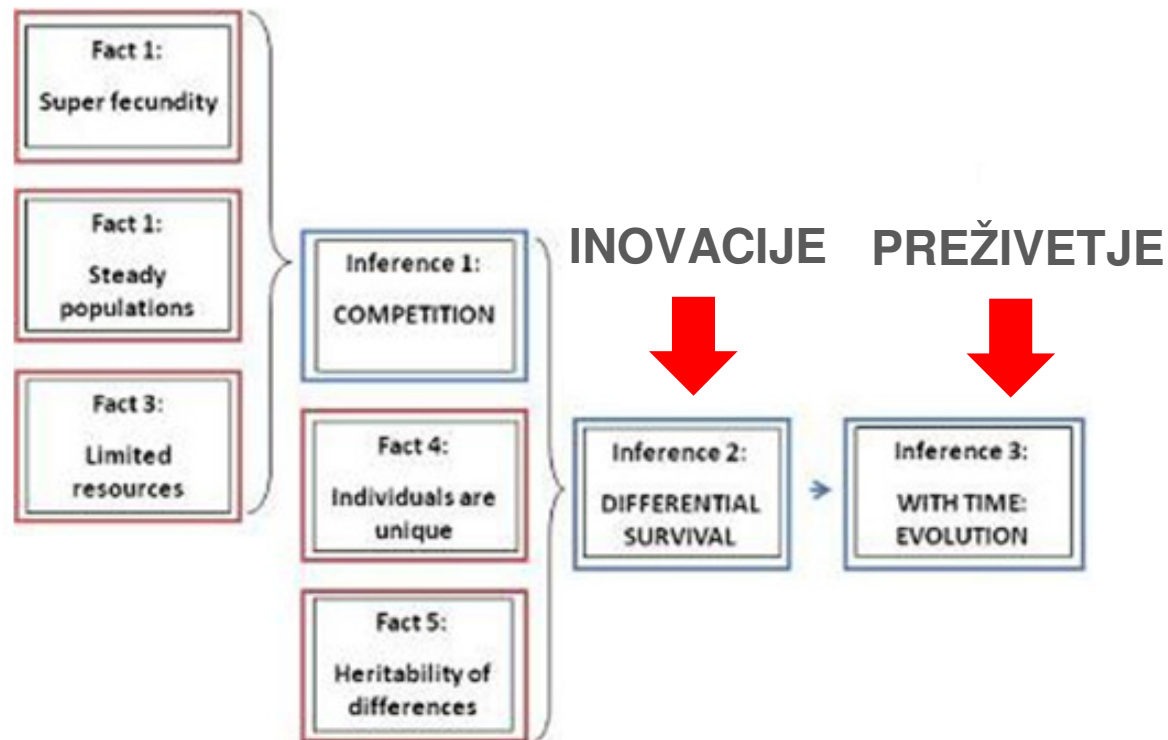


An aerial photograph of a tropical island chain, likely in the Philippines. The islands are small, rounded, and covered in dense green forest. They are surrounded by shallow turquoise water with visible sandbars and reefs, transitioning into deeper blue ocean water. The sky is a pale, hazy blue.

**Darwinova teorija evolucije:** Posamezniki, rojeni s karakteristikami, ki najbolj odgovarjajo okolju, v katerem živijo, imajo največjo verjetnost preživetja in bodo te lastnosti uspešno prenašali naprej svojim potomcem.



# Darwinova teorija evolucije: kaj pomeni za poslovni svet?





# INOVACIJE PO DARWINU

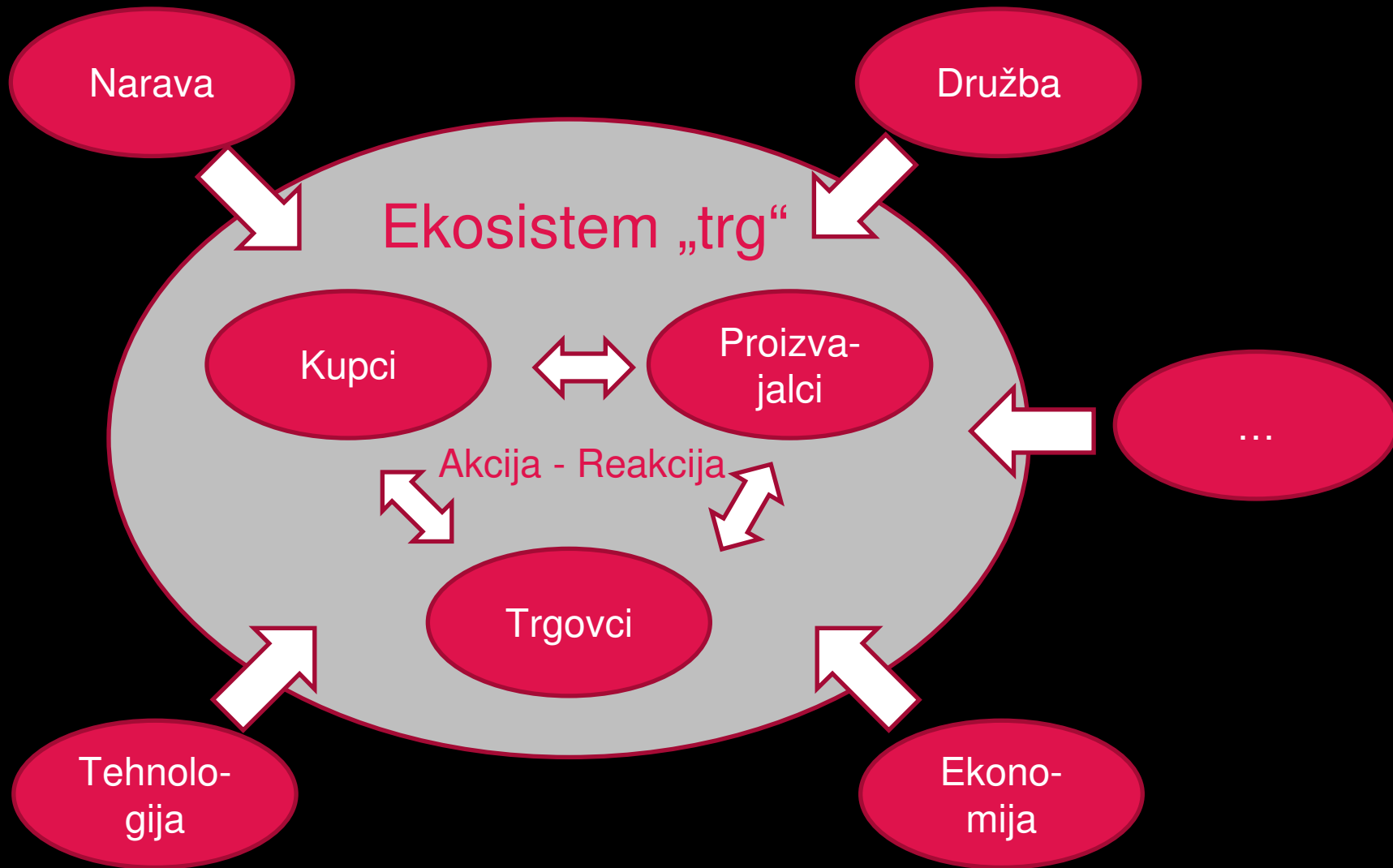
## **EVOLUCIJSKE INOVACIJE = NARAVNI IZBOR**

= stalne izboljšave  
obstoječih izdelkov,  
storitev, tehnologije ali  
procesov.

## **REVOLUCIJSKE INOVACIJE = GENETSKI ZDRS**

= enkratne inovacije, ki  
predstavljajo novost ali celo  
motnjo na trgu.

*Vir: <http://www.businessdictionary.com/definition/innovation.html>*





# Dva vodilna trgovca, dva različna ekosistema.

Belgija

colruyt

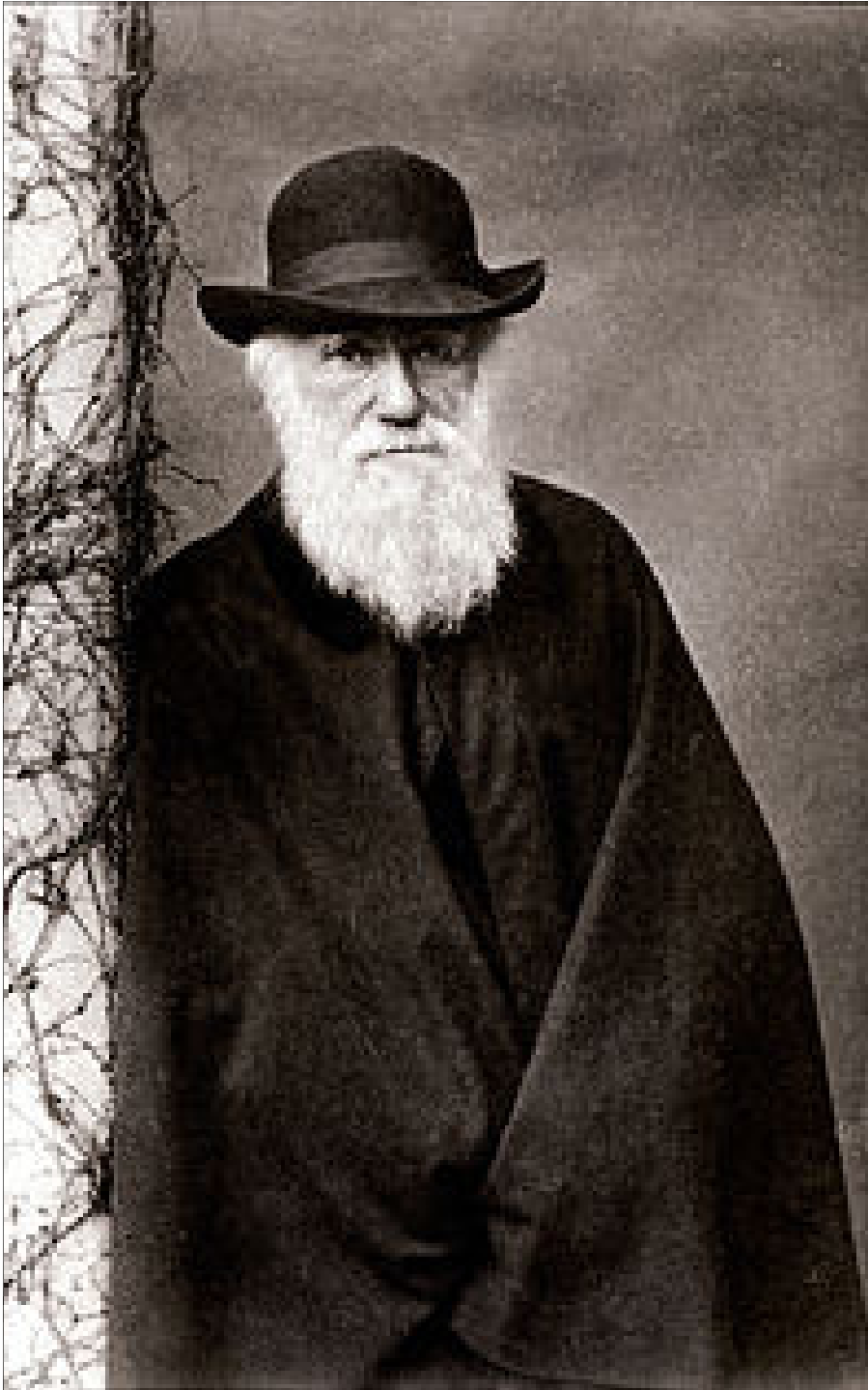


100 km

Nizozemska

Albert Heijn





*„We can not suppose that all the breeds were suddenly produced as perfect and as useful as we now see them; indeed, in many cases, we know that this has not been their history.*

*The key is man's power of accumulative selection: nature gives successive variations; man adds them up in certain directions useful to him. In this sense he may be said to have made for himself useful breeds.”*

Charles Darwin

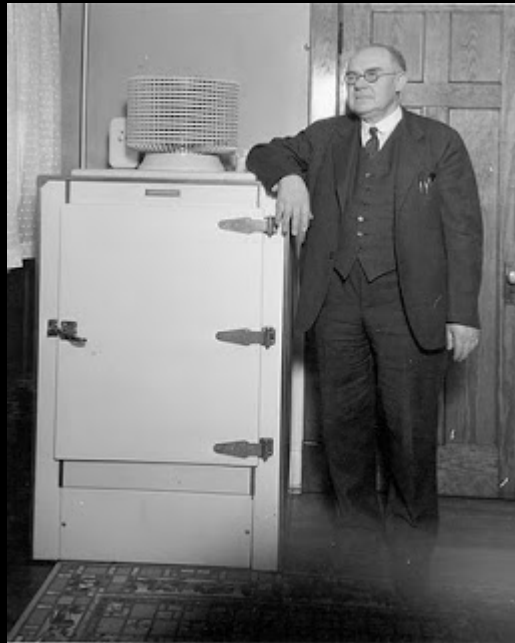


# Genetski zdrsji so redki in predstavljajo „tektonski“ premik za ekosistem.

300 let p.n.š: prvi namakalni sistem



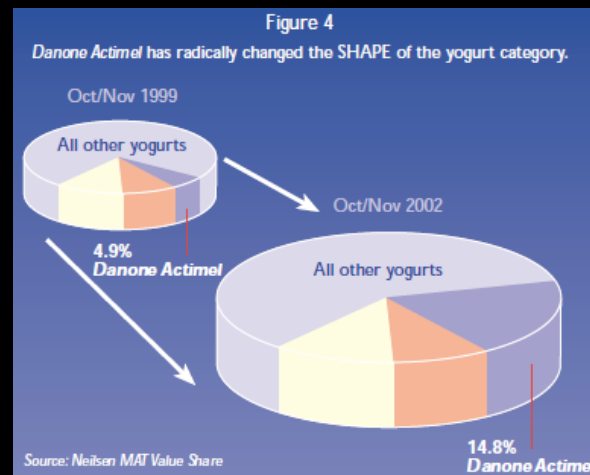
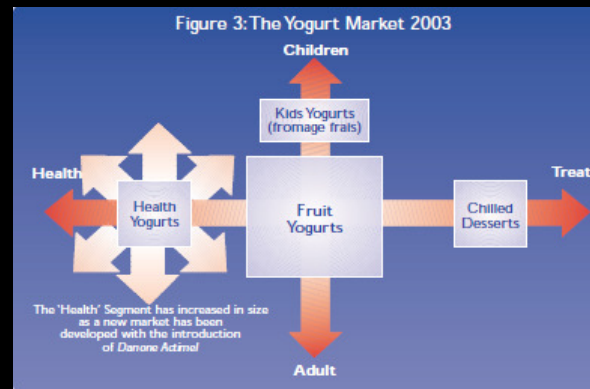
1930s: prvi hladilnik



1948: The Baby - prvi moderni računalnik



# Danone, Actimel: načrtovani genetski zdrs.



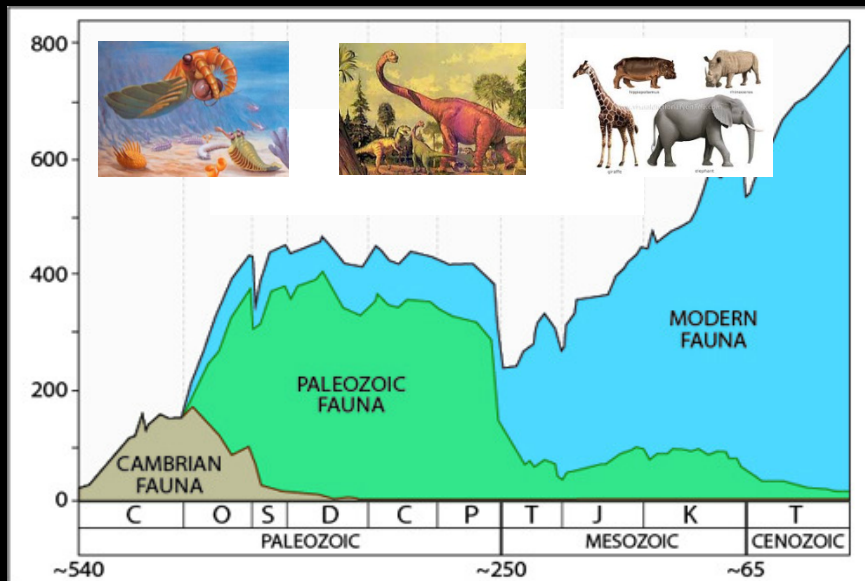
Core to the success of a differentiation strategy is Market research. Marketers are advised to "*cherchez le creneau*" i.e. look for a gap. Danone applied findings from the European market to the Irish market and found an unoccupied gap for yogurt that combined the properties of health benefits and taste.

Prior to 1997 research showed that the Irish consumer preferred fruit flavoured yogurts, which were often Regarded as a healthy snack. Natural yogurt in Ireland was seen as a **niche market** and was perceived as being unrelated to flavoured yogurts. The consumers of natural yogurt took their health really seriously but were found not to expect a priority on product taste. In consumer minds 'healthy' was not perceived as necessarily equalling 'tasty'. Danone saw that many consumers wanted healthy yogurts and believed they should taste good. *Danone Actimel* combined the qualities of taste

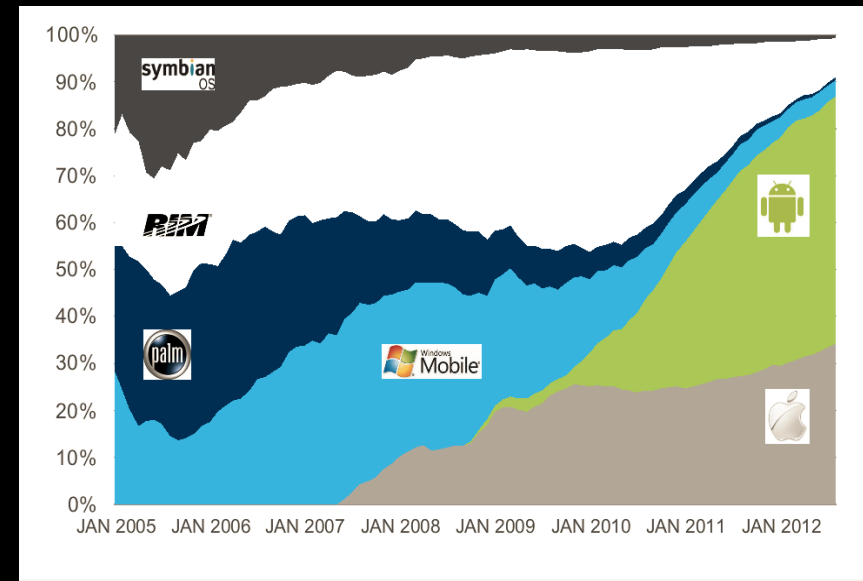


# Posledice evolucije so postopna prehajanja iz ene v drugo vrsto.

Naravni sistem vs. sistem mobilnih komunikacij



vs.



**Mutacije se pogosteje dogajajo kot manjše spremembe in šele skozi reprodukcijo in evolucijo pomembno vplivajo na ekosistem.**

Walmart: 1962  
*The Lowest Prices  
Anytime, Anywhere*



Walmart: 2014  
*The Lowest Prices  
Anytime, Anywhere*







# Welcome to Amazon.com Books!

*One million titles,  
consistently low prices.*

(If you explore just one thing, make it our personal notification service. We think it's very cool!)

## SPOTLIGHT! -- AUGUST 16TH

These are the books we love, offered at Amazon.com low prices. The spotlight moves EVERY day so please come often.

## ONE MILLION TITLES

Search Amazon.com's [million title catalog](#) by author, subject, title, keyword, and more... Or take a look at the [books we recommend](#) in over 20 categories... Check out our [customer reviews](#) and the [award winners](#) from the Hugo and Nebula to the Pulitzer and Nobel... and [bestsellers](#) are 30% off the publishers list...

## EYES & EDITORS, A PERSONAL NOTIFICATION SERVICE

Like to know when that book you want comes out in paperback or when your favorite author releases a new title? Eyes, our tireless, automated search agent, will send you mail. Meanwhile, our human editors are busy previewing galleys and reading advance reviews. They can let you know when especially wonderful works are published in particular genres or subject areas. Come in, [meet Eyes](#), and have it all explained.

## YOUR ACCOUNT

Check the status of your orders or change the email address and password you have on file with us. Please note that you **do not** need an account to use the store. The first time you place an order, you will be given the opportunity to create an account.

# Amazon: 1999

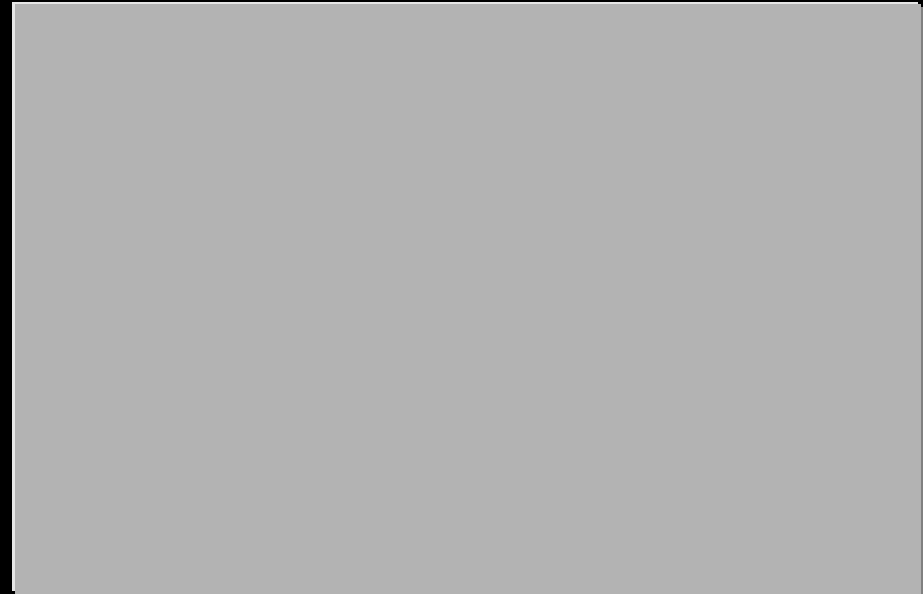
# Amazon: 2014

The screenshot shows the Amazon.com website interface from 2014. At the top, there is a navigation bar with the Amazon logo, search bar, and links for 'Your Amazon.co.uk', 'Today's Deals', 'Gift Cards', 'Sell', and 'Help'. A secondary bar includes 'Sign in', 'Your Account', 'Prime', 'Basket', and 'List'. A large banner for Kindle e-readers is featured, stating 'Kindle Now save £10. Only £59 (was £69)'. Below this is an advertisement for 'The Florals' clothing line. A section titled 'What Other Customers Are Looking At Right Now' displays several product recommendations with their respective prices and customer ratings:

Product	Price	Rating
Loom Twisters Friendship Loom Bands Set	£9.99	4.5 stars (23)
Kindle, 6" E Ink Display, Wi-Fi, Black	£59.00	4.5 stars (8,087)
Loom Bands Friendship Bracelet Kit, sent 4 x 10	£3.25	4.5 stars (117)
Google Chromecast HDMI Streaming	£30.00	4.5 stars (841)
Kindle Fire HD 7", HD Display, Wi-Fi	£119.00	4.5 stars (2,825)
Apple 64GB iPod Touch - Space Grey	£269.19	4.5 stars (3)
Kindle Paperwhite, 6" High Resolution	£109.00	4.5 stars (2,307)

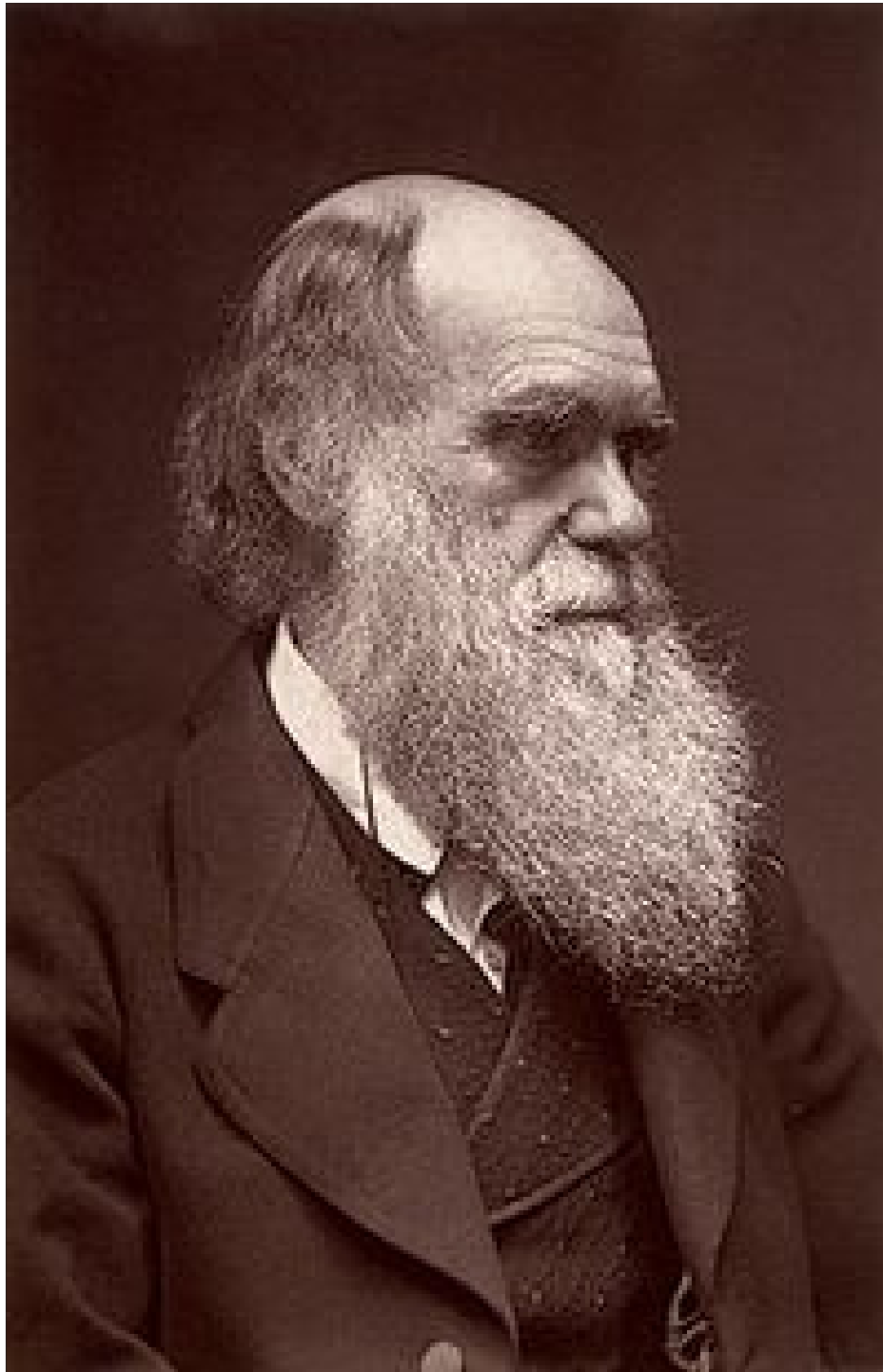
Other visible elements include a 'GET UP TO £200 CASHBACK' promotion for Sony cameras and a '20% off nappies' offer for Amazon Family.

Mercator: 1950s



Mercator: 2014  
*Moj najboljši sosed*





*“I could show fight on natural selection having done and doing more for the progress of civilization than you seem inclined to admit.”*

Charles Darwin

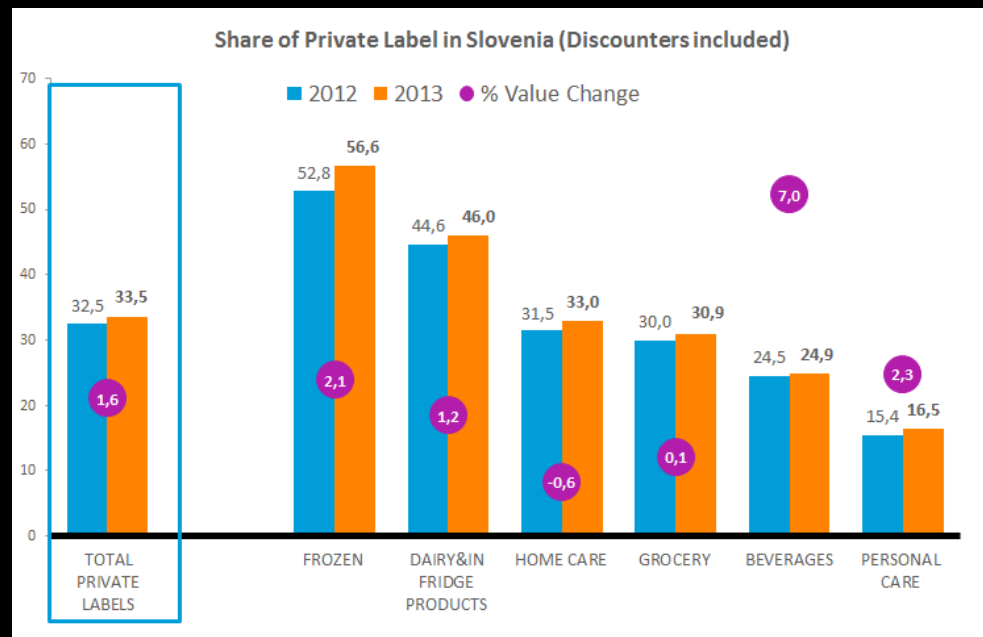


# Razvoj trgovske znamke: vsak deležnik v ekosistemu ima korist od inovacije.

1960: Prvi izdelki TZ Mercator



2013: TZ v Sloveniji predstavlja tretjino nakupov



# IDK: Inovacija v ekosistemu, s pozitivnim učinkom na vse deležnike.

Iz domačih krajev.



Iz domačih krajev.



Iz domačih krajev.



**VSE POSTREŽENO MESO V NAŠI REDNI PONUDBI JE REJENO V SLOVENIJI.**

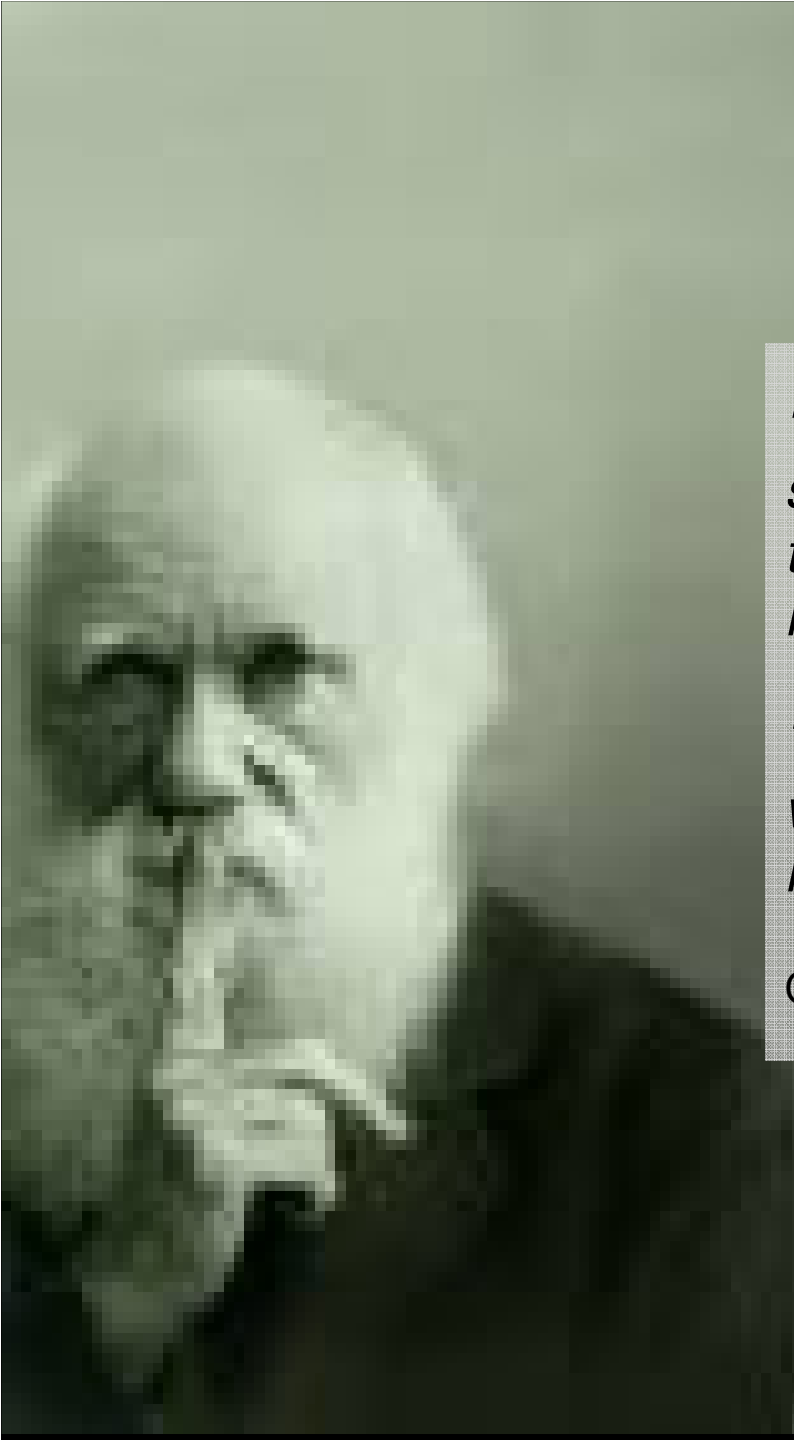


Iz domačih krajev s tradicijo.



**100 % slovenska pšenica.**  
Vsa pšenica, ki jo uporabljamo v Pekarni Grosuplje, je slovenska. Samo v Mercatorju.





*“I think it inevitably follows, that as new species in the course of time are formed through natural selection, others will become rarer and rarer, and finally extinct.*

*The forms which stand in closest competition with those undergoing modification and improvement will naturally suffer most.”*

Charles Darwin



## Marsikatera „inovacija“ roma na smetišče zgodovine.



Declines in coffee drinking were the impetus behind Pepsi's decision to unveil its new A.M. soft drink line. In fact, the late eighties were a popular time for many soda makers to push their products for morning consumption. Rival Coca-Cola had begun a "Coca-Cola in the morning" advertising campaign, yet it was Pepsi who took the movement to the next level. In a bid to capture the elusive morning beverage market, the bottler released Pepsi A.M., which featured 28 per cent more caffeine per ounce than its original soft drink. The idea flopped.

**Fatal flaw:** Pepsi A.M. fizzled out within one year. There was no specific demand for a breakfast cola-drink, and the name proved limiting to product sales. Plus, it didn't taste that good steaming hot.

*Read more:*

<http://www.businessinsider.com/major-food-flops-2011-1?op=1#ixzz33UNXRZM4>



April 23, 1985, will be remembered as a dark day in soft-drink history. That spring, Coca-Cola introduced "New Coke," representing the first formula change in 99 years. Consumers didn't take the news well. Soda enthusiasts across the nation responded with thousands of angry phone calls, letters, and protests. They wanted their beloved cola beverage back.

**Fatal flaw:** By July, Coca-Cola announced that "old" Coke would be returning to store shelves. The company learned its lesson: don't mess with a classic.

Read more: <http://www.businessinsider.com/major-food-flops-2011-1?op=1#ixzz33UMonHBS>



Just like peanut butter and jelly, peas and carrots,, cereal and milk were made for each other. So why wouldn't it make sense to sell them together? That was the idea behind Kellogg's Breakfast Mates — small boxes of Kellogg's cereal in a plastic bowl packaged with a 4-oz. serving of milk in an aseptic box (like Parmalat) and a plastic spoon.

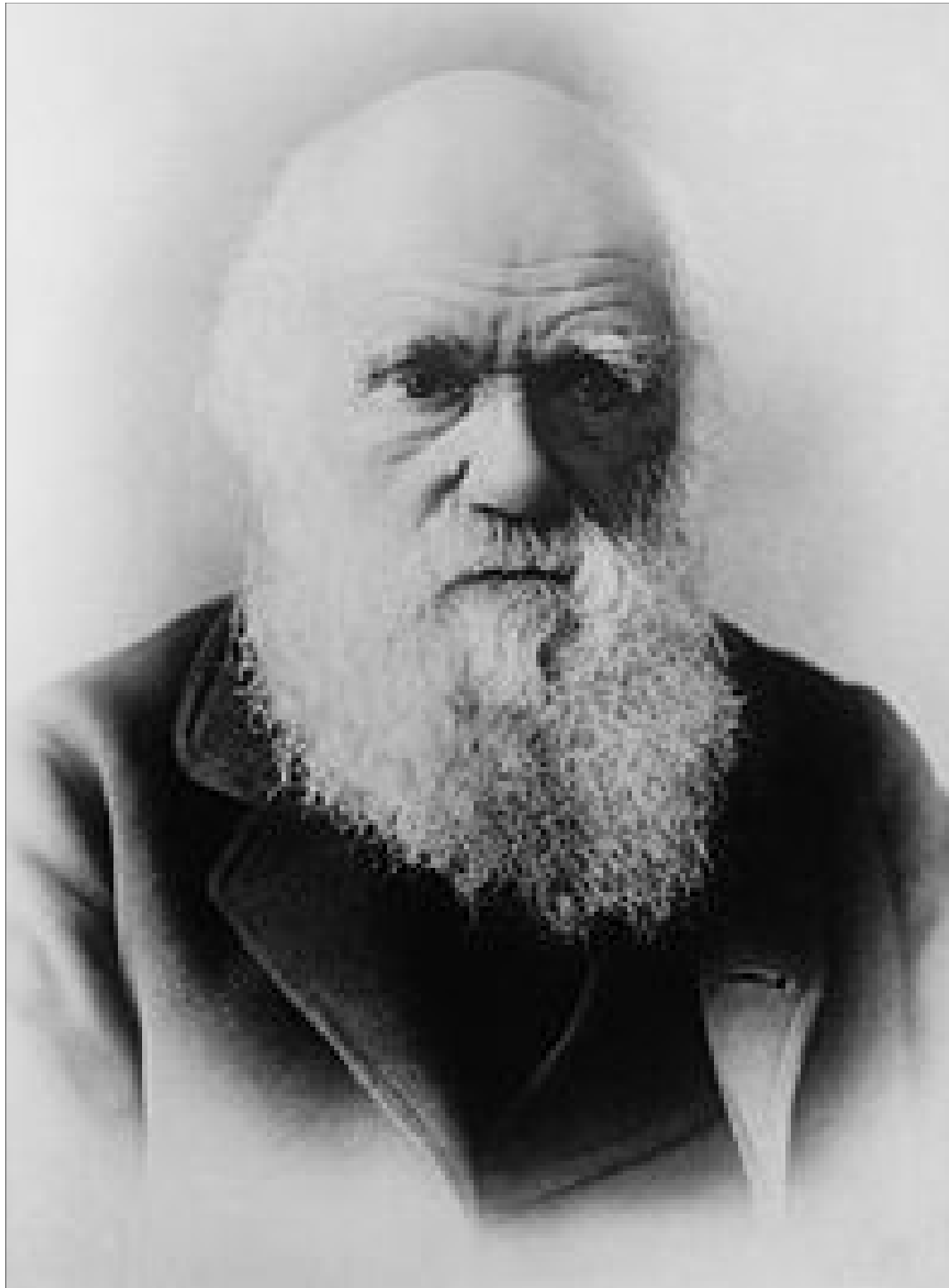
In theory, the portable cereal kits were designed to increase convenience and make it easier for kids to fix breakfast themselves (because cereal and milk are a lot of ingredients to remember).

Kellogg's spent \$30 million on TV and print ads convincing parents that Breakfast Mates were a tasty and easy solution to the drudgery of the traditional morning meal.

**Fatal Flaw:** Ultimately, Breakfast Mates failed because it simply wasn't all that convenient for being marketed as a convenience food. Consumers never embraced the idea of aseptically-packaged warm milk, either. Remember, milk tastes best when it's refrigerated, which isn't that easy to do when you're say, driving to work or riding the bus to school.

Read more: <http://www.businessinsider.com/major-food-flops-2011-1?op=1#ixzz33UNqFKQM>





*„In the long history of humankind (and animal kind, too) those who learned to collaborate and improvise most effectively have prevailed.“*

Charles Darwin

# Nekatere inovacije pa čakajo na svoj pravi trenutek.

Razvoj električnega avtomobila

1800



1961, Renault

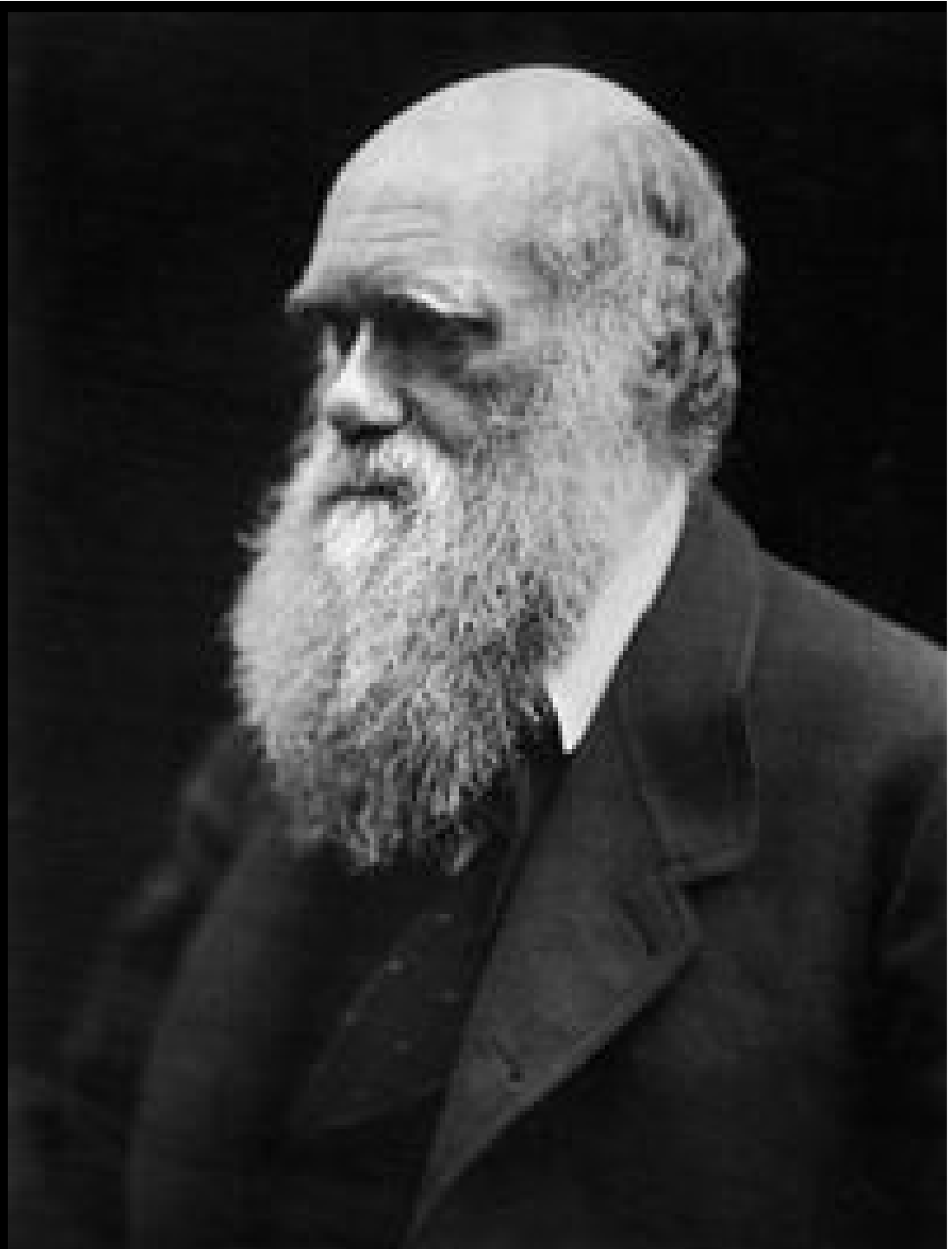


2014, Toyota Prius



*“One general law,  
leading to the  
advancement of all  
organic beings,  
namely, multiply,  
vary, let the  
strongest live and  
the weakest die.”*

Charles Darwin






# Inovativnost v prehrambeni industriji je nizka.

**Table 1.2** Relationship between R&D and innovativeness

<i>Industry</i>	<i>Proportion of product innovative firms</i>	<i>New/changed product, share of sales</i>	<i>R&amp;D intensity</i>
Food	low	low	low
Textile	low	high	low
Furniture/wood	low	medium	low
Paper/graphic	low	low	low
Oil (chemical/mineral)	high	medium	high
Plastics/rubber	medium	medium	low
Stone/glass/clay	medium	low	medium
Iron and steel	medium	low	low
Mechanical	medium	medium	medium
Transportation	medium	high	medium
Telecommunication	high	high	high
Electronics	high	high	high
Raw materials	low	low	low

*Source:* adapted from Christensen and Kristensen (1994).

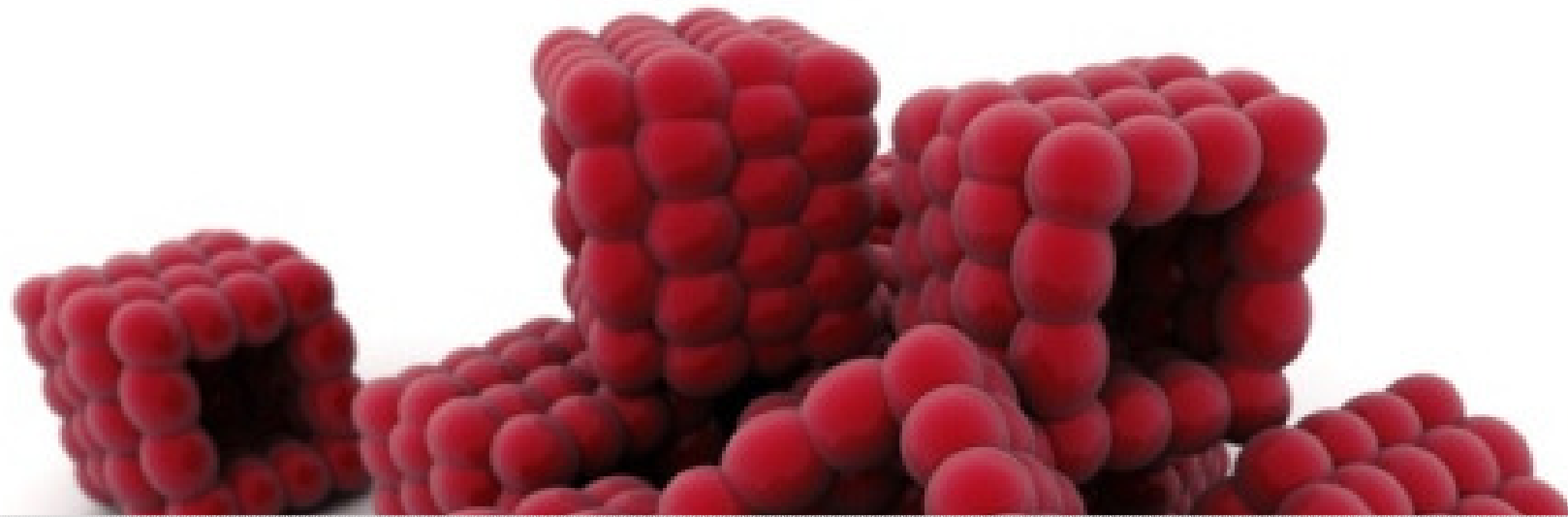
*Vir: Products and Process Innovation in the Food Industry (Traill in Grunert, 1997)*



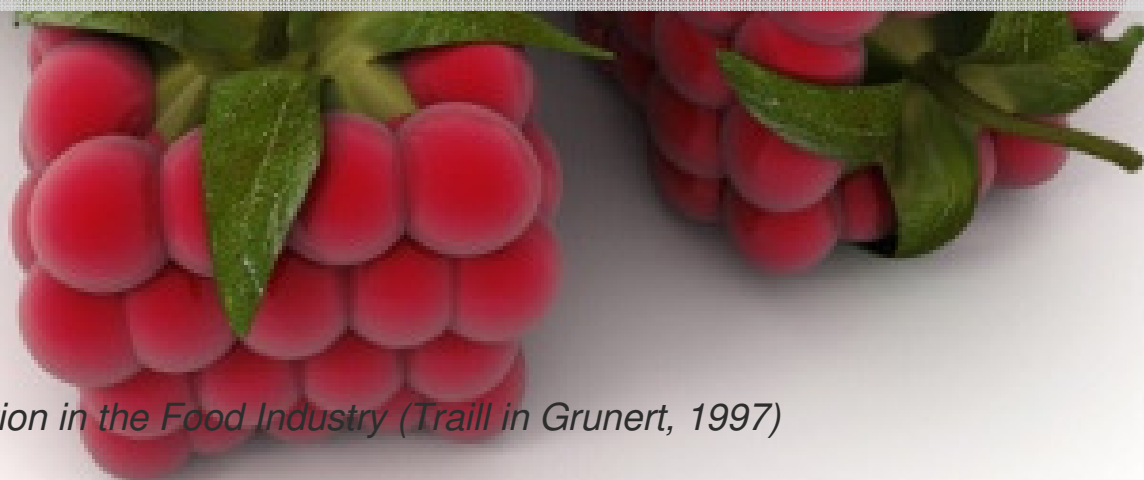
Po OECD raziskavi je bilo v prehrambeni industriji v Slovenija v letu 2009 za raziskave in razvoj namenjenih 0,33% vseh sredstev namenjenih za R&D v Sloveniji v tem letu.

Približno podoben delež sredstev sta v tem letu za raziskave in razvoj namenili tudi usnjarska industrija in industrija za razvoj aviacijske in vesoljske opreme.





Veliki inovacijski preboji so v prehrambeni industriji REDKI.  
Večina inovacij je **izboljšava obstoječih izdelkov** ali pa **odgovor na potrebe trga/potrošnika** (zahteve po novih okusih, priročnosti, zdravstveni trendi, okoljski vidik) **in trgovca.**



*Vir: Products and Process Innovation in the Food Industry (Traill in Grunert, 1997)*





## Na katerih področjih se dogajajo inovacije v prehrambeni industriji?

**Tehnologija:** kako nadgraditi obstoječi izdelek in ga izdelati po nižji ceni?

**Poslovni model:** kako delovati učinkoviteje?

**Marketing:** kako najti najboljši odgovor na potrebe potrošnika ali odziv konkurence?

# Kaj imajo skupnega najbolj inovativna prehrambena podjetja?

- **Top management, katerega primarna in kontinuirana skrb je skrb za trg = potrošnik + konkurenca (zadovoljstvo potrošnika, analize pritožb, podrobno spremljanje konkurence)**
- **Nizka centralizacija organizacije**
- **Dobra poveznost med različnimi sektorji in nizka stopnja konfliktov med različnimi oddelki**

*Vir: Products and Process Innovation in the Food Industry (Jaworski in Kohli, 1993 v Traill in Grunert, 1997)*



**NO**

innovation

=

**R.I.P**

## Za zaključek: **Darwin v poslovnem svetu**

- Inovacija = vsaka sprememba v ekosistemu
- Brez inovacij (prilagajanja, mutiranja) ni preživetja
- Zaradi kompleksnosti ekosistema se uspešnosti inovacije na da vnaprej predvideti, zato...
- ...več je boljše: ne iščite velikih zgodb, ampak male inovacije. Tiste zgodbe, ki so se danes velike, so se zgodile kot male spremembe. Evolucija jih je naredila velike.
- Potrebna je sprememba v odnosu do napak. Tudi napake so koristne za evolucijo in preživetje.





*Vsak dan damo  
vse od sebe, da  
bomo tudi jutri vaš  
najboljši sosed.*