

Digitalna transformacija i industrija 4.0

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VELIMIR SRIĆA,



O meni: Web LinkedIn Facebook



The VUCA Times

Živimo u doba koje vojni
analitičari zovu “VUCA times” :



Volatility
Uncertainty
Complexity
Ambiguity

Na Zulu jeziku, **vuca** znači
“probuditi se”

Da vam je netko 2007. godine rekao

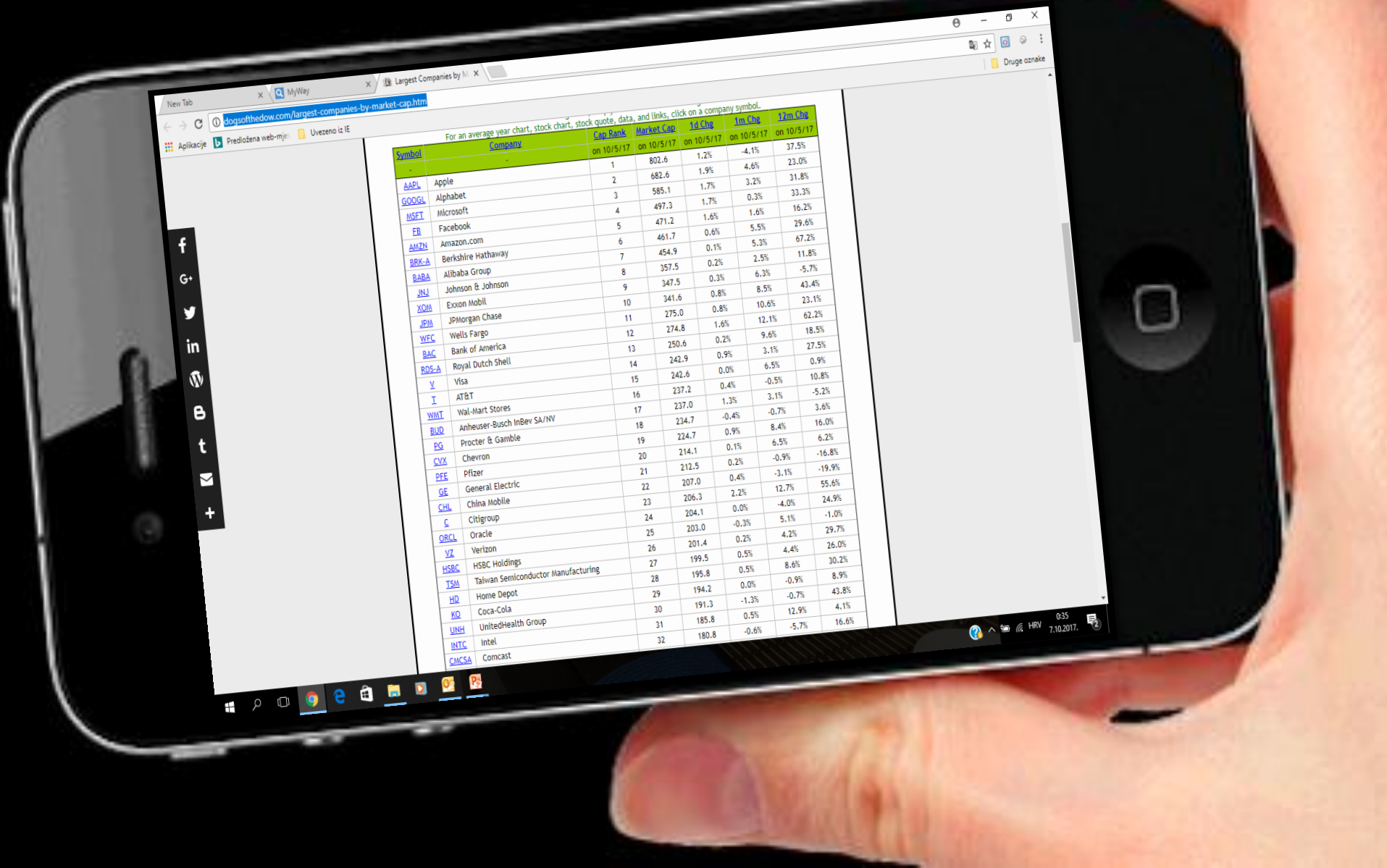
- najveća medijska kuća neće biti vlasnik medija
- najveća transportna kompanija neće imati vozila
- najveći ponuđač smještaja neće imati nijedne sobe
- najveći B2C trgovac neće imati zaliha
- najveći B2B trgovac neće biti trgovac
- najveća banka neće biti banka



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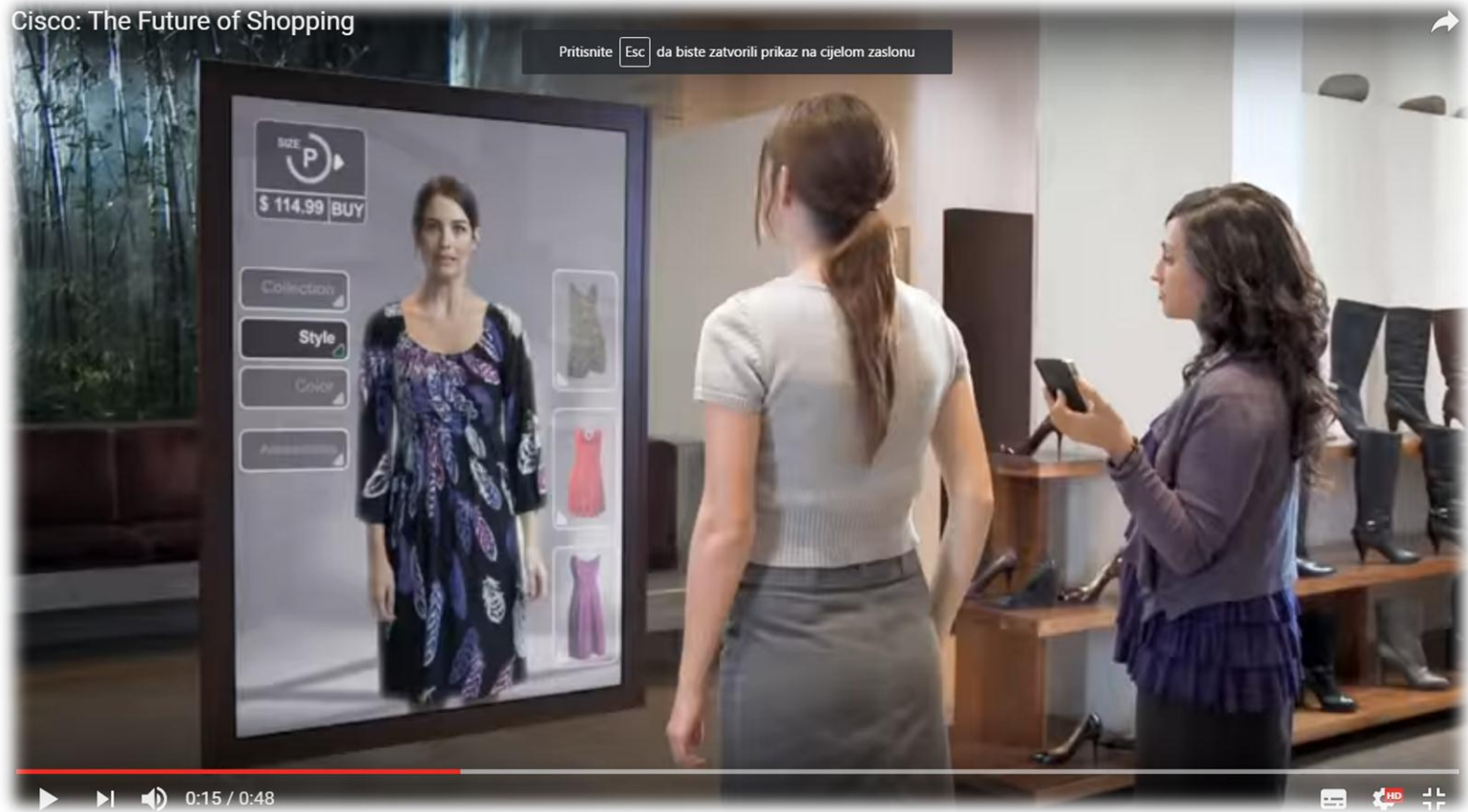
„Digitalno” vlada svijetom



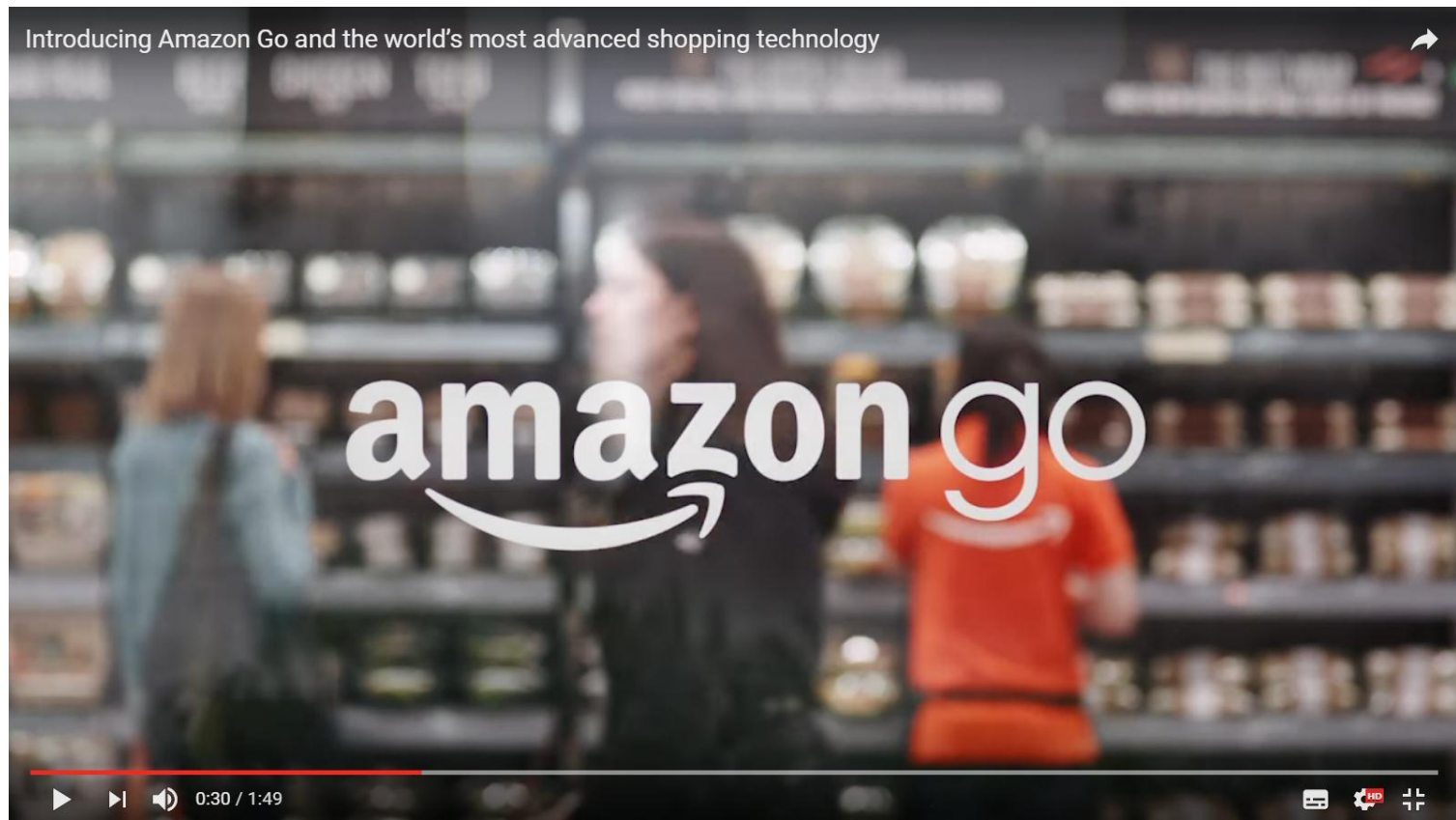
Digitalna Transformacija – **BASICS**



1. The Future of Shopping 2010



2. Amazon Go



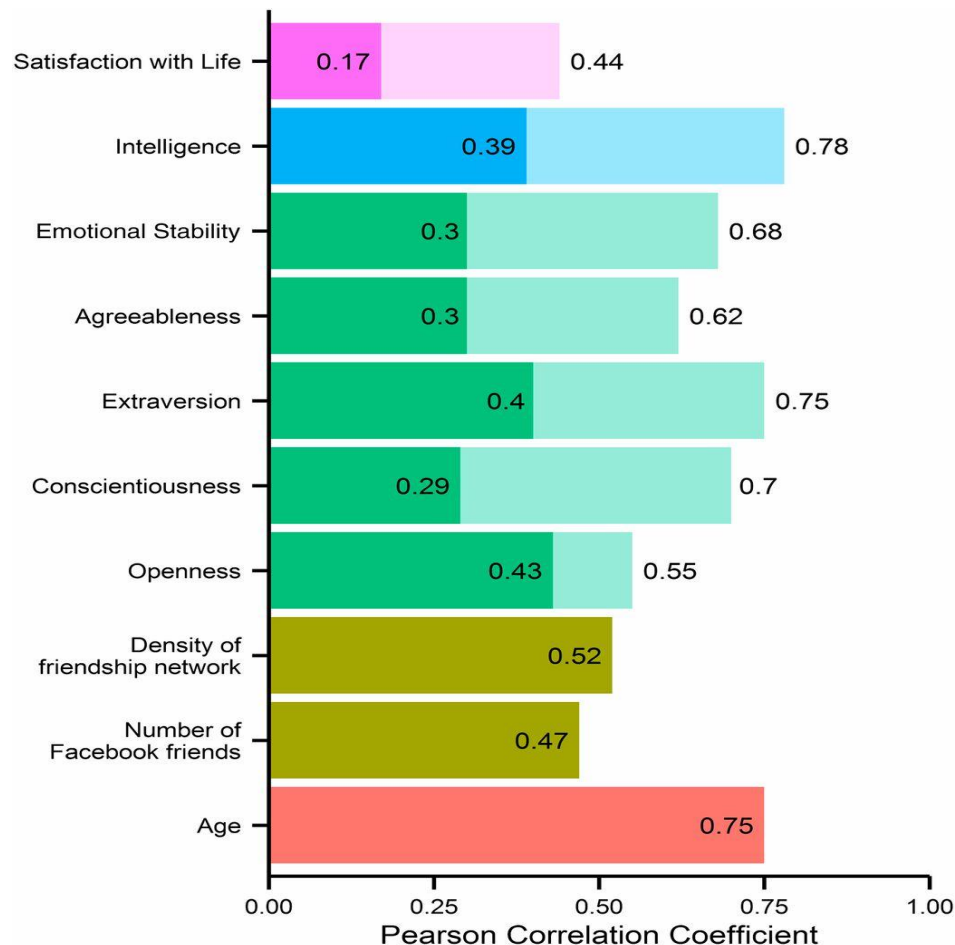
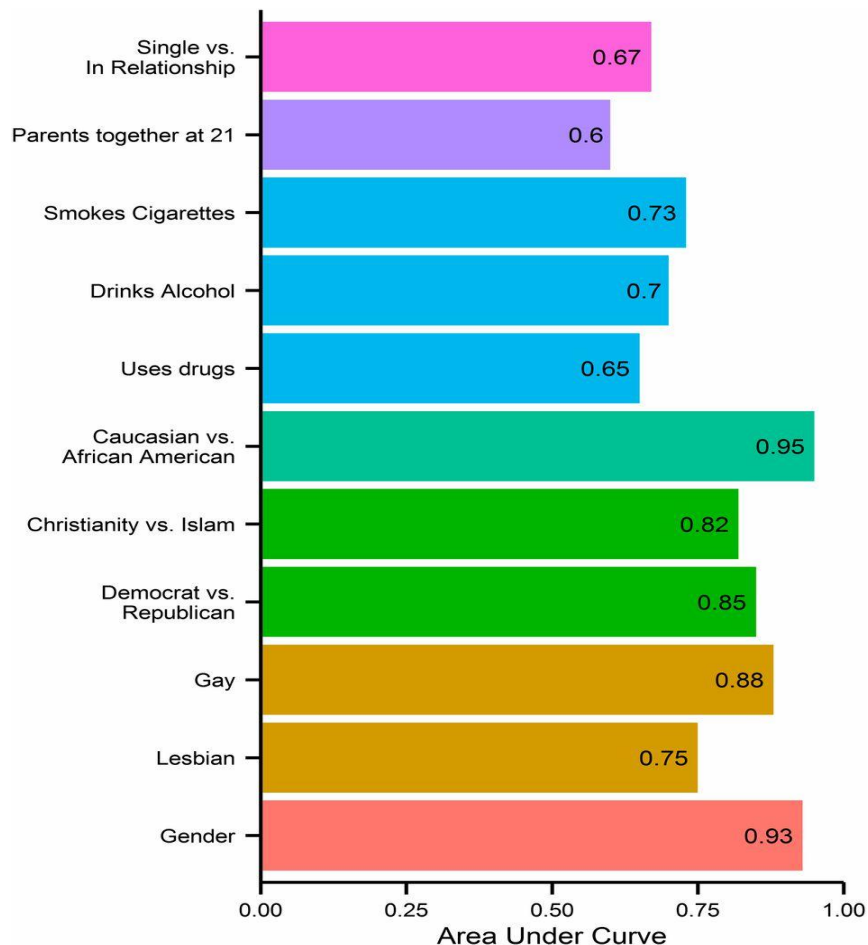
3. Facebook Lajkovi i politika

- [Michal Kosinski](#), Stanford University 2013.
- Analiza podataka 58.000 volontera
- Cambridge Analytica, BrExit i Trumpov izbor





Točnost predviđanja Facebook Lajkova



4. 3D model nerođene bebe

Ultrasound Images of Unborn Fetus Turned Into 3D Prints



5. „Digitalna” promjena ponašanja

- Piano stepenice



Što je digitalna transformacija?

- Upotreba informacijsko-komunikacijskih tehnologija kojom se **suštinski unapređuje** neki aspekt gospodarstva ili društva.
- „D” – digitalna tehnologija
- „X” – transformacija i reorganizacija
- „D” – Infrastruktura (ŠTO i KAKO)
- „X” – Kultura i vrijednosti (ZAŠTO)

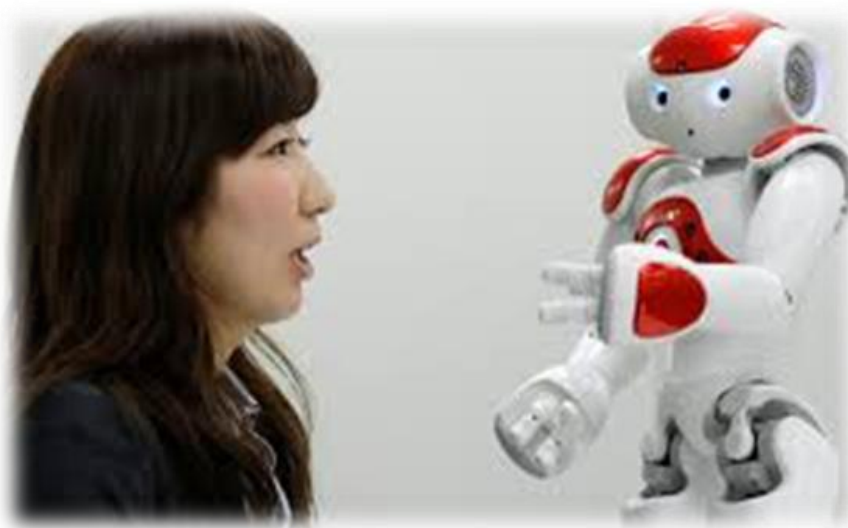


Efikasnost digitalne transformacije

	Encyclopedia Britannica	Wikipedia
Established	1768	2001
# of articles	65,000	6,816,935
# of languages	1	271
# of words	40 million	3 billion
Updated	Annually	Real timer
Errors per article	2.92	3.86
PRICE	729£	free

Roboti mijenjaju ljude

- Robot na recepciji
- Do 2020 roboti će zamijeniti mnoge šalterske službenike
- U SAD 90% pravnika postat će suvišno; pravni savjet robota je 90% točan (70% kod pravnika)



6. AI 2017 – Roboti zamjenjuju radnike



7. SMART transport - Self-driving Car



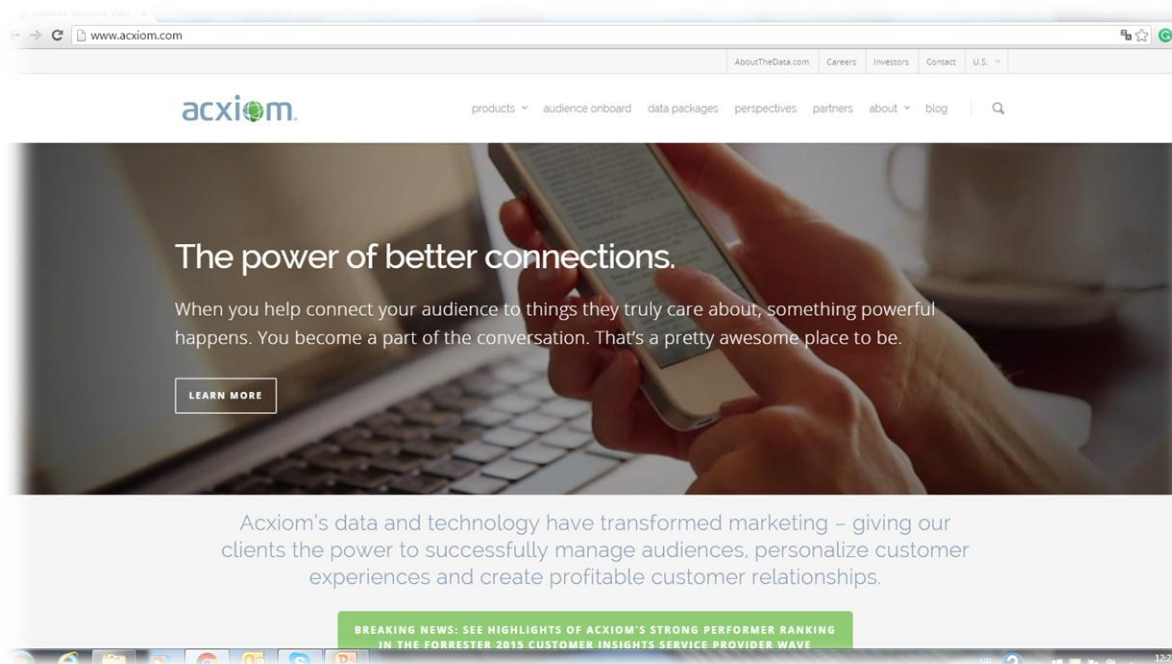
8. SMART Dostava



9. Data = Power

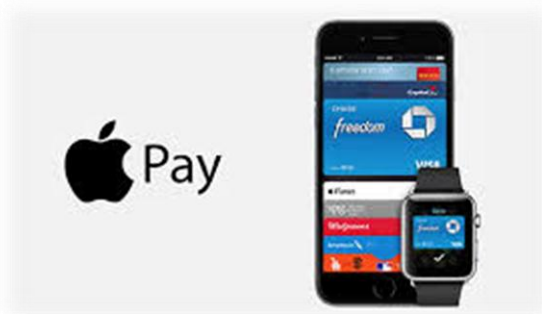
Acxiom – najveća kompanija za koju niste nikad čuli

Baza od 500 milijuna potencijalnih klijenata – podaci dobiveni „analizom” 50.000 milijardi „transakcija”



10. SMART Banking

- Apple pay
- Google walet
- Samsung smart pay
- Facebook banking - Deniz Bank, Turkey
- PayPal on ebay
- Cryptocurrency Market



Što kažu konzultantske kuće

(Accenture, McKinsey, Capgemini)

- DT je „hit” u 70% kompanija u 2017.
- 90% menadžera smatra „digital is strategic priority”
- 80% organizacija ima digitalnu strategiju
- 40% nije započelo „digitalnu transformaciju”
- 90% vide veliku potrebu za “digital talent”
- 7% kompanija je „digitalno integrirano”
- One su 2X natprosječne u profitu & rastu
- Većina menadžera stavlja fokus na “D” (digitalni alati), a ne na “X” (organizacijske promjene i inovacije)



Priča o PET Majmuna



**DIGITALNA TRANSFORMACIJA traži
novu ORGANIZACIJSKU KULTURU!**

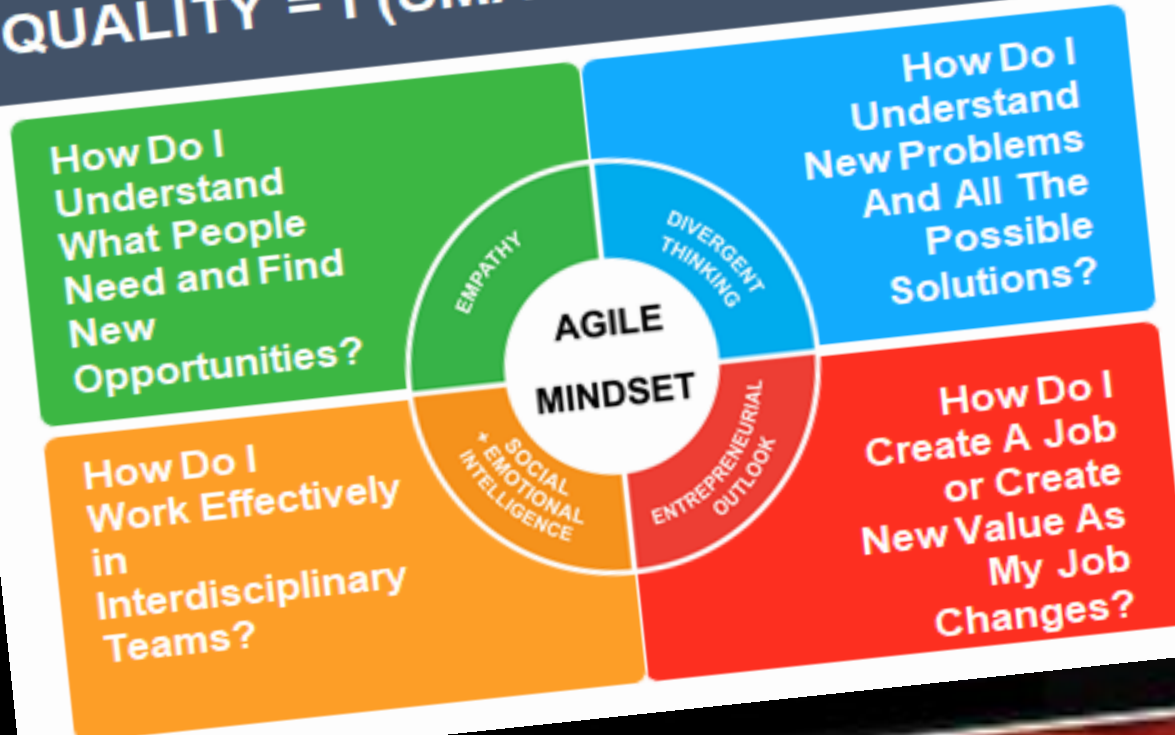
Menadžeri moraju proći **VUCA TEST**

Volatility **V**ision
Uncertainty **U**nderstanding
Complexity **C**larity
Ambiguity **A**daptability

Trust.....reestablish candor
Empathy....."be in their shoes"
Sustainability.....protect environment
Transparency...open and cooperative

Empatija i agilnost

QUALITY = f (SMART+AGILE Mindset)



Kultura digitalne transformacije

- From hierarchy to wirearchy
- Crowdfunding (airbnb, uber, [BlaBlaCar](#), [Letgo](#)),
- Crowdsourcing ([Clickworker](#), Amazon [Mechanical Turk](#))
- Crowdlearning, MOOC ([Coursera](#), EdX...)
- Crowdfunding (Kickstarter, Indiegogo, [Tubestart](#))

Od hijerarhije prema
DRUŠTVENIM MREŽAMA

Transformacijski „Mindset”

CHARACTERISTIC	Organization Type		
	BUREAUCRATIC	DIGITIZED	CATALYTIC
Mindset	Traditional	Transformative	Catalytic
Goal	Status quo	Incremental increase (10%)	Exponential increase (10X)
Business Objective	Growth, profit	Transformed organization	Social impact, social change
Executive	Leader	Transformer	Catalyzer , social entrepreneur
Change	Slow, resisting	Evolutionary, intermittent	Revolutionary, continuous
Decision-Making	Outvoting	Business model	Consensus
Problem Solving	Empirical	Innovative	Iterative, visionary
Key Resource	Money	Creative ideas	Values, agile team
Organization	Rigid and stable	Digitally integrated, open to step-by-step change	EXO organization, flexible and dynamic
Innovation	R&D	Open innovation	Rapid Innovation Unit
Authority	Formal hierarchy, autocratic	Open-channel communication, democratic	Flattened hierarchy, open participation, integrity
Control	Imposed	Transparent	Self-control
Media	Traditional media	Digital media	Network
Customer Relationship	Customer satisfaction	Customer experience	Unified, holistic, people-oriented experience
Customer Journey	Sales funnel	Interactive sales team	Digital Involvement cycle
Performance Measure	ROI (investor driven)	Triple Bottom Line (customer driven)	Quadruple Bottom Line (stakeholders driven)
Approach	Follow rules	Change rules	Re-invent procedures, fit culture

Trendovi **DIGITALNE NABAVE**

DIGITAL) PROCUREMENT – izvor konkurentske prednosti

- Reduced inventories, lower costs
- Just-in-Time, Total Quality Management (TQM)
- Supplier collaboration, time-based competition
- Lean and agile production
- Supply chain management

Top 10 Procurement Trends for 2017



**COLLABORATION
& COOPERATION**

**INCREASED
TRANSPARENCY**



SUSTAINABILITY



ETHICS



**RISK ASSESSMENT
& MANAGEMENT**



**AGILITY OF
PROCUREMENT
PROCESSES**



**DECLINE IN
DECENTRALIZED
BUYING**



PEOPLE

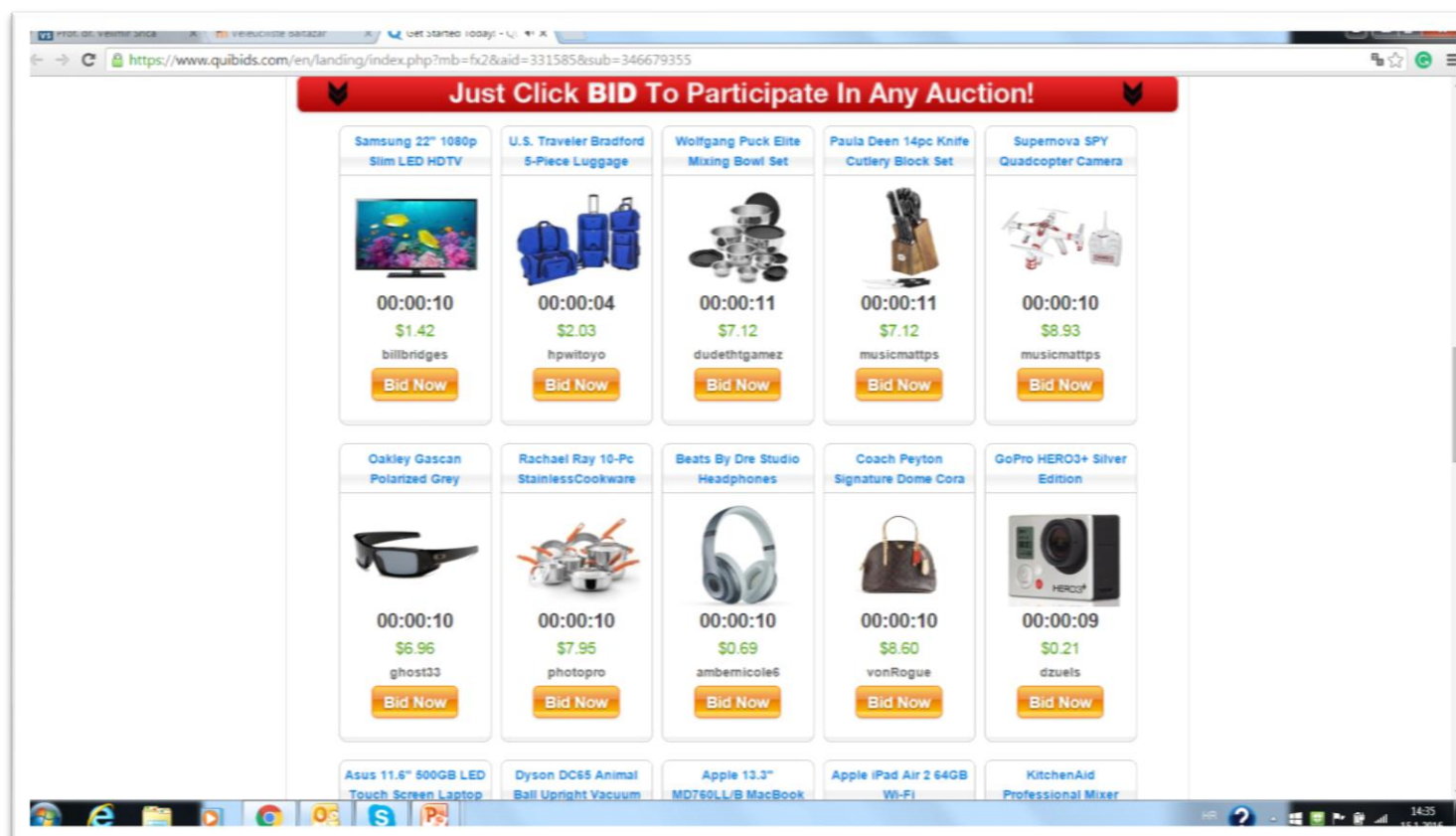
INNOVATION



BIG DATA

Digitalne aukcije B2C

- QuiBids – SMART reklama i prodaja





Reactive procurement	Proactive procurement
Procurement is a cost centre	Procurement can add value
Procurement receives specification	Procurement (and suppliers) contribute to specification
Procurement rejects defective material	Procurement avoids defective suppliers
Procurement reports to Finance or Production	Procurement is a main management function
Buyers respond to market conditions	Procurement contributes to making markets
Problems are supplier's responsibility	Problems are shared responsibility
Price is key variable	Total cost and value are key variables
Emphasis on today	Emphasis on strategy
System independent of suppliers	Systems maybe integrated with suppliers' systems
Users or designers specify	Buyers and suppliers contribute to specification
Negotiation win/lose	Negotiation win-win (or better)
Plenty of suppliers = security	Plenty of suppliers = lost opportunities
Plenty of stock = security	Plenty of stock = waste
Information is power	Information is valuable if shared

SAP Ariba® B2B Network

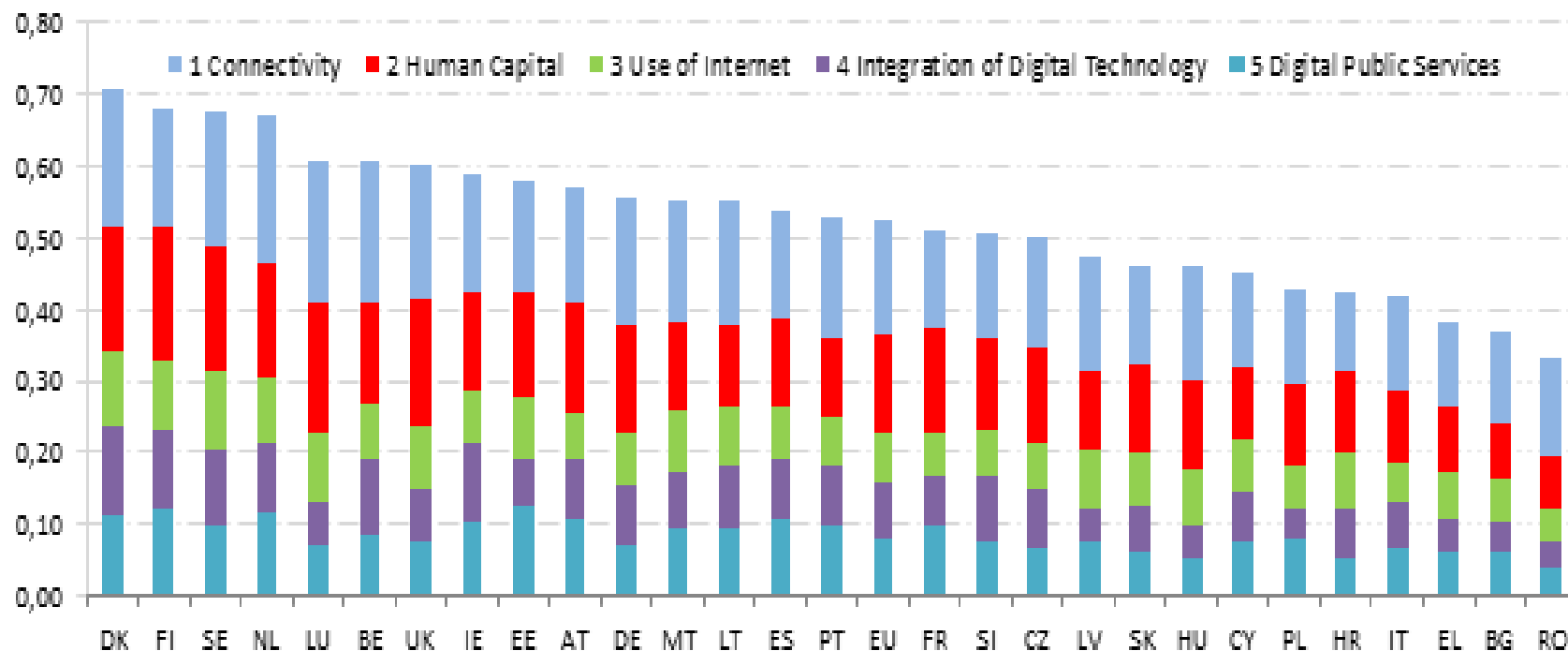
- Povezuje 2 milijuna kompanija
- Godišnje procesira 107.9 milijuna naloga za nabavu
- Ukupne vrijednosti preko 1.000 milijardi US\$ (2,3 milijarde DNEVNO)
- Djelujući u 190 zemalja i koristeći 172 valute
- Efekti: 35% rast poslovanja, 15% rast retencije klijenata, 75% ubrzanje poslovnog ciklusa



Evropski digitalni indeks

(DESI 2017): Slovenija i Hrvatska u EU

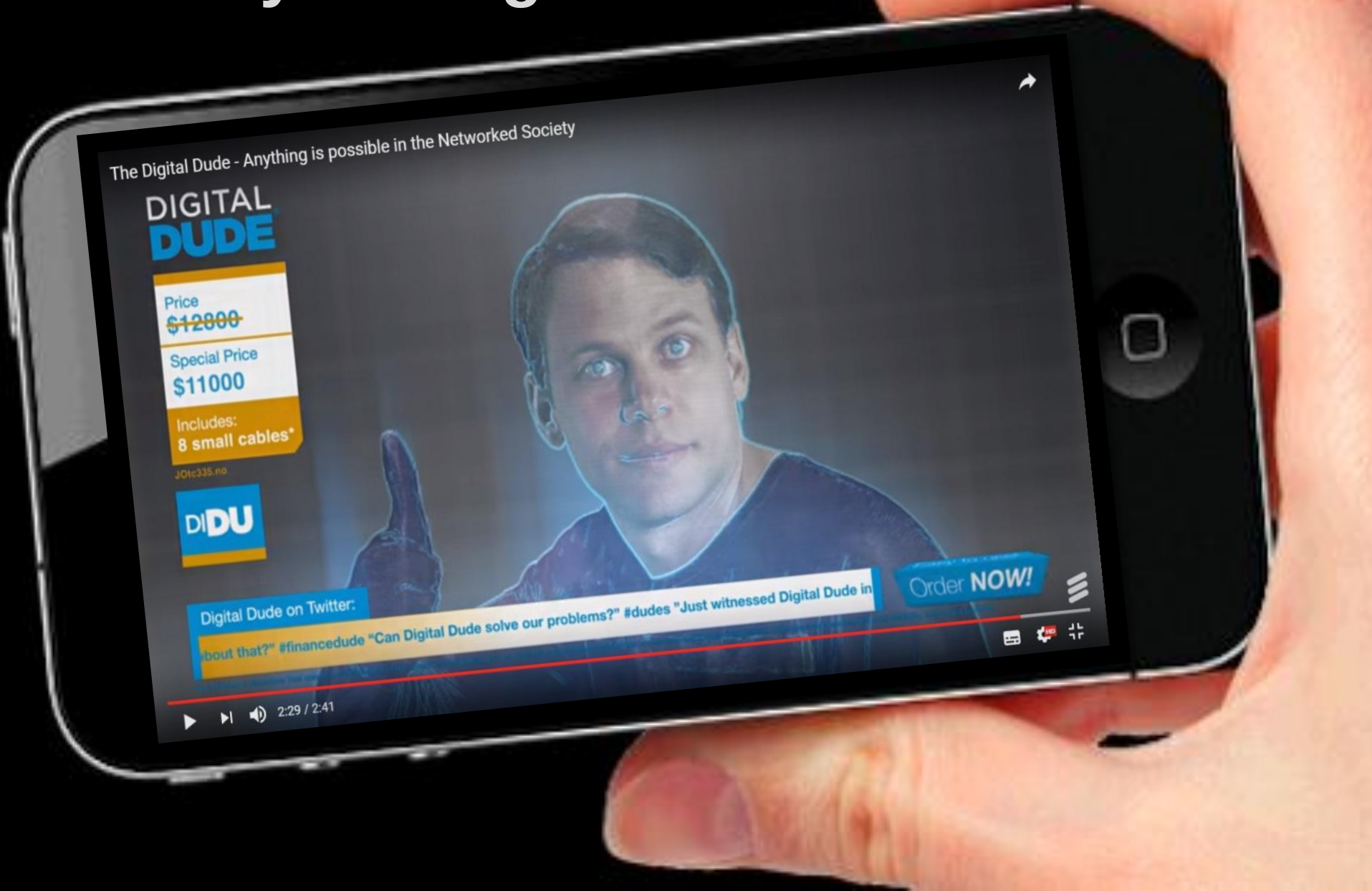
Digital Economy and Society Index (DESI) 2017 ranking



Industry 4.0 ATTESTED

- **Agile** or Dead
- **Technology-based** or Dead
- **Timely** or Dead
- **Empathic** or Dead
- **Sustainable** or Dead
- **Transparent** or Dead
- **Ethical** or Dead
- **Digital** or Dead

Industry 4.0 Digital Assistant



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[Personal web](#), [LinkedIn blog](#), [Facebook page](#)



Thank you for your attention.