

**MANAGEMENT IDEJ**

Od ideje do realizacije v finančni industriji

mag. Primož Zupan, Manager idej, s.p. direktor MBILLS, d.o.o.

10. Računovodski posvet, GZDBK, Otočec, 27.09.2018




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**Mag. Primož Zupan**

[info@manager-idej.si](mailto:info@manager-idej.si)  
[www.manager-idej.si](http://www.manager-idej.si)


**PRETEKLE IZKUŠNJE**

2007,2008 Prodajni predstavnik IBM Slovenija, d.o.o.

2009-2011 Vodja kabineta ministra MDOŠZEM  
\*Zaposilveni izziv  
\*Zlata nit

2011-2013 Direktor prodaje Salvol, d.o.o.  
\*IBM Global Beacon Award  
\*AmCham Top Potential SuperFinalist

2013-2016 Idea Manager Halcom, d.d., vodja Halcom Studia  
\*Best of the Best winner  
\*Adriatic FinTech  
\*Najboljši IT projekt leta



**2016 - ZDAJ**

Manager idej, s.p.  
Svetovanje, izobraževanje na področju inoviranja  
Član komisij, mentorstva

Direktor MBILLS d.o.o.  
\* Spin-off iz Halcom inkubatorja  
\* Vstop Petrola v večinsko last  
\* Ambasador povezovanja Združenja Manager

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Vaja 1 - Vaša pričakovanja

**EXPECTATIONS**




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## Agenda

- 1) Uvod  
Uvodna pojasnila  
Individualna pričakovanja
- 2) Sistem kulture inoviranja
  - A) Zakaj kultura sprememb-5 spoznanj
  - B) Evolucija kulture inoviranja – 7 korakov
  - C) Veriga vrednosti inoviranja
  - D) Profili inovatorjev
  - E) Manager idej
  - F) Strateški načrt inoviranja
- 3) Razvoj idej  
Mostovi inoviranja  
Tehnike  
Selekcija
- 4) Zaključek  
Primeri dobre prakse  
Pregled izpoljenih pričakovanj  
Zaključne misli udeležencev



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BLOK-2.A:  
5 spoznanj, zakaj vlagati v kulturo sprememb

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#VsakoDeloŠteje  
#CarpeDiem  
#NikoliNeObupaj  
#Strat  
#Smisel

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BLOK-2.B:  
7 korakov evolucije kulture inoviranja

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Kultura sprememb = Kultura inoviranja



Sprememba + KULTURA = KULTURA INOVIRANJA

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EVOLUCIJA KULTURE INOVIRANJA – 7 korakov

1. Analiza trenutnega stanja
2. Uskladitev idealne slike
3. Primerjava s pozitivnimi praksami
4. Strateški akcijski načrt za prehod k idealu



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### EVOLUCIJA KULTURE INOVIRANJA – 7 korakov

5. Komunikacija z organizacijo
6. Operativni koraki iz akcijskega načrta
7. Komunikacija navzven v okolje, medije



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## Vaja 2 - Uspešnost inoviranja - samoocena

• Na lestvici od 1 do 5, kjer 1 pomeni neuspešna, 5 pa odlična, ocenite;

**Kako uspešna je po vašem mnenju vaša organizacija pri sledečih aktivnostih:**

|   | Neuspešna (1)         | Zadostna (2)          | Dobra (3)             | Prav dobra (4)        | Odlična (5)           |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a) generiranju novih idej.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b) razvoju prototipov.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c) razvoju novih produktov/storitev.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| d) vstopu novih produktov/storitev na trg.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| e) spodbujanju zaposlenih k inoviranju.   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| f) dodeljevanje virov (finančnih, človeških, časovnih, prostorskih...) za inoviranje. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

• Povprečna ocena =  $(a+b+c+d+e+f)/6 =$  \_\_\_\_\_

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## Kam usmerjamo inovativne napore?



Če ne veš, kaj je tvoj cilj, je vsaka pot prava!

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## Zakaj vlagati v inoviranje?

- Prednost – 1. na trgu
- Uresničevanje vizije podjetja / organizacije
- Zadovoljni uporabniki
- Samoizpolnitev zaposlenih
- Izogibanje pastem inoviranja



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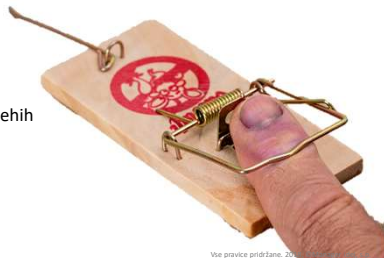
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## Pasti inoviranja

- Prodajna past
- Sledenje konkurenci
- Počivanje na preteklih uspehih
- Iluzija poznavanja potreb končnih uporabnikov



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## BLOK-2.C: Veriga vrednosti inoviranja

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## LASTNOSTI DOBRE INOVACIJSKE STRUKTURE

|                            | IDEA GENERATION  |  |  | CONVERSION  |  | DIFFUSION  |
|----------------------------|--|--|--|---|--|--|
|                            | IN-HOUSE   | CROSS-POLLINATION                                      | EXTERNAL   | SELECTION   | DEVELOPMENT  | SPREAD   |
|                            | Create within a unit                                   | Collaboration across units                             | Collaboration with parties outside the firm                  | Screening and initial funding   | Movement from idea to first result   | Dissemination across the organization  |
| KEY QUESTIONS              | Do people in our units create good ideas on their own? | Do we create good ideas by working across the company? | Do we secure enough good ideas from outside the firm?        | Are we good at screening and funding new ideas?                         | Are we good at turning ideas into viable products, businesses, and best practices? | Are we good at diffusing developed ideas across the company?   |
| KEY PERFORMANCE INDICATORS | Number of high-quality ideas generated within units    | Number of high-quality ideas generated across units    | Number of high-quality ideas generated from outside the firm | Percentage of all ideas generated that end up being selected and funded | Percentage of funded ideas that lead to revenues, number of months to first sale   | Percentage of patents, topics in external markets, citations, customer groups, number of months to full adoption |

Vir: IBM, Veriga vrednosti inoviranja, Horvath & Blackman, The provice.pord.com, 2018. ©Manager (del) s.p.

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### Vaja 3.A – veriga vrednosti inoviranja (3 min)

Ocenite vsako trditev na lestvici od 1-splah ne drži, 5- popolnoma drži za vaše podjetje

#### Faza 1 - Ideiranje

|   | sploh ne drži (1)     | ne drži (2)           | niti-eki (3)          | drži (4)              | popolnoma drži (5)    |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a) Sodelavci v mojem oddelku imajo malo lastnih idej.   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b) Naša organizacijska kultura onemogoča sodelavcem, da bi delili svoje ideje s podjetjem.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c) Sodelavci v naši organizaciji imajo malo lastnih idej.   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| d) Inovacijski projekti v naši organizaciji zelo redko vključujejo sodelavce iz različnih oddelkov / enot / področij.                                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| e) Sodelavci iz moje skupine / oddelka redko sodelujejo v projektih drugih enot / oddelkov, področij.   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| f) Izven organizacije (od zunanjih dobaviteljev, poslovnih partnerjev, strank...) pridobimo malo kvalitetnih idej za nove produkte in poslovne priložnosti. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| g) Način zaporednih idej, ki so razvite izven njihovega oddelka, niso toliko vredne, kot ideje, ki jih razvijajo sami.                                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



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### Vaja 3.B – veriga vrednosti inoviranja (3 min)

Ocenite vsako trditev na lestvici od 1-splah ne drži, 5- popolnoma drži za vaše podjetje

#### Faza 2 - Konverzija

|  | sploh ne drži (1)     | ne drži (2)           | niti-eki (3)          | drži (4)              | popolnoma drži (5)    |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a) Pogosto je težko pridobiti financiranje za razvoj idej znotraj organizacije.      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b) Pri investiranju v nove ideje ne želimo tvegati.                                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c) Razvoj novega produkta / storitve se pogosto zaključí čez planiran rok, z zamudo. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| d) Vodstvo s težavo ohranja pregled nad razvojem novih idej.                         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



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### Vaja 3.C – veriga vrednosti inoviranja (3 min)

Ocenite vsako trditev na lestvici od 1-splah ne drži, 5- popolnoma drži za vaše podjetje

#### Faza 3 - Difuzija

|  | sploh ne drži (1)     | ne drži (2)           | niti-eki (3)          | drži (4)              | popolnoma drži (5)    |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a) Pri uvajanju novih izdelkov / storitev na trg smo počasni.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b) Naša konkurenca hitro kopira naše predstavitve izdelkov / storitev in jih pogosto pred nami predstavi na tujih trgih.   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c) Pri predstavitvi naših novih produktov / storitev na trg ne izkoriščamo vseh možnih kanalov / poti, skupin uporabnikov in regij z našimi produkti / storitvami. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



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### Vaja 3.D – veriga vrednosti inoviranja (3 min)

• Skupne povprečne ocene po fazah:

- Faza 1 – Idejiranje  $(a+b+c+d+e+f+g)/7 = \underline{\hspace{2cm}}$
- Faza 2 – Konverzija  $(a+b+c+d)/4 = \underline{\hspace{2cm}}$
- Faza 3 – Difuzija  $(a+b+c)/3 = \underline{\hspace{2cm}}$

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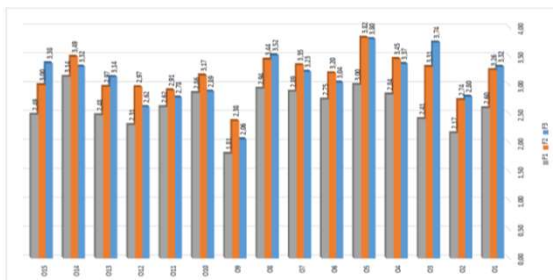
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### Vaja 3.D – veriga vrednosti inoviranja (3 min)



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### IDEAL: LASTNOSTI ODLIČNE KULTURE INOVIRANJA

**Ekspertiranje**

Preizkušanje možnosti  
Sprejemanje tveganj in neuspeha

**Sodelovanje**

Sodelovanje med oddelki  
Multidisciplinarnost ekip  
Sodelovanje s kupci, fakultetami

**Integracija v strategijo**

Izvedeni akcijski načrti  
Zagotovljeni viri za izvedbo  
Fokus na identificirane izzive

**Podpora vodstva**

ZAUPANJE - Vodstvo 1. zgledom  
Odpornost za ideje vseh  
Hitre odločitve  
Jedritvenica meril uspešnosti




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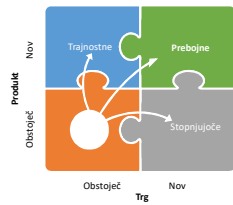
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### BLOK-2.D: Profili inovatorjev

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### Vaša naloga



Coalition of  
Authority,  
Power and  
Influence

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### Tipi inovatorjev



ENTUZIAST   ZAVZET   OPAZOVALEC   NEZAVEDNI   SKEPTIK

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### Tipi inovatorjev – na katere se fokusirati



ZAVZET   OPAZOVALEC   NEZAVEDNI

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BLOK-2.E:  
Manager idej - Idejnik

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### NALOGE IDEJNIKA

- Starševstvo inovatorjem
- Preboj notranje hierarhije
- Podpora nerazumnemu
- Omejevanje števila fokusov
- Gradnja eksternih povezav
- Kadrovanje

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BLOK-2.F:  
Strateški akcijski načrt izgradnje kulture inoviranja

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### Strateški načrt izgradnje Inovativne kulture

Strateški načrt je grafičen prikaz, **kaj moraš delati odlično**, da bi uspešno dosegel svoje strateške cilje.

Strateški cilji so prikazani v obliki natančnih izjav, ki se ponavadi začnejo z glagolom:

- Povečati ...
- Izboljšati ...
- Zagotoviti ...
- Pospešiti ...
- Ustvariti ...

|                             |   |
|-----------------------------|---|
| Financial                   | Maximize Shareholder Value  |
| Customer                    | Exceed Customer Expectations<br>Inspire Loyalty   |
| Internal Business Processes | Create Quality Partnerships<br>Maximize Operational Effectiveness<br>Create High Quality Products |
| Learning and Growth         | Recruit Quality Staff<br>Train Employees  |

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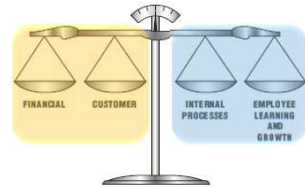
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## Cilj strateškega načrta

**Izvajanje strategije inoviranja v vašem podjetju na štirih segmentih:**

- Finance
- Kupci
- Interni procesi
- Učenje in rast zaposlenih



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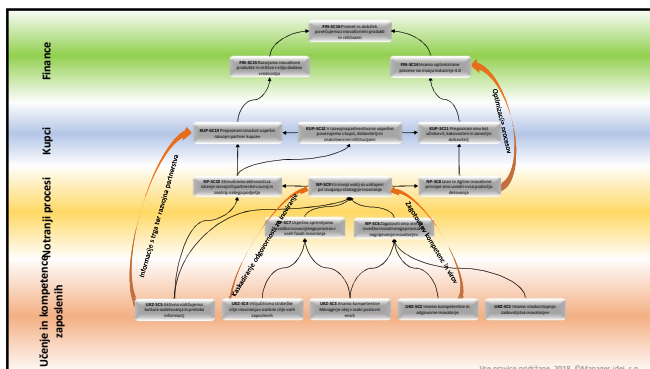
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## Agenda

- 1) Uvod**  
 Uvodna pojasnila  
 Individualna pričakovanja
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 A) Zakaj kultura sprememb-5 spoznanj  
 B) Evolucija kulture inoviranja – 7 korakov  
 C) Veriga vrednosti inoviranja  
 D) Profili inovatorjev  
 E) Manager idej  
 F) Strateški načrt inoviranja
- 3) Razvoj idej**  
 Mostovi inoviranja  
 Tehnike  
 Selekcija
- 4) Zaključek**  
 Primeri dobre prakse  
 Pregled izpoljenih pričakovanj  
 Zaključne misli udeležencev



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BLOK-4:  
Razvoj idej

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**Your baby is ugly.**



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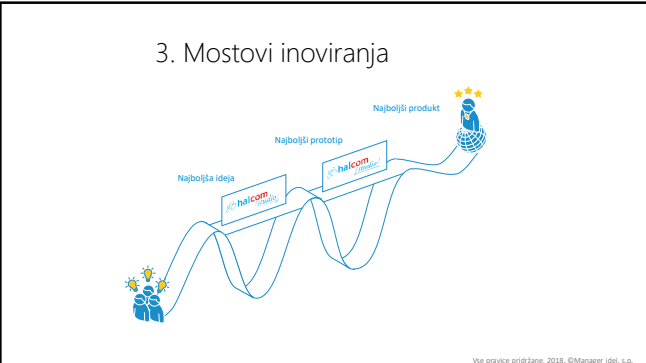
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3. Mostovi inoviranja



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### Za prave ljudi



**Jason, 29 years old**  
Working in software company  
Girlfriend, no kids

*He lives by quote:*  
Time you enjoy wasting, was not wasted. – John Lennon

**GAME ON**

**He wants:**  
Mobile payments  
All personal data (ID, driving license) accessible on mobile for use  
Non-invasive authentication methods, to verify a user's identity (fingerprint etc.)

**Frustrations:**  
Bad UX  
Complicated registration forms on mobile apps  
Too much time to collect points

**Expectations:**  
Innovative to use  
Connection with other applications, social networks  
Document, much of schedule when playing

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### Vaja 4 – vaša persona (5 min)

Zapišite vsak svojo persono in jo predstavite svojemu partnerju.

Življenjski moto:

„Mood board“

On/Ona si želi:

Kaj ga/jo frustrira:

Kaj pričakuje od naše rešitve:

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### CDI – Customer Discovery Intervjuji

- Vedno odprta vprašanja
- Najmanj 40 uporabnikov
- Pozorno spremljajte govorico telesa
- Bodite spoštljivi
- Ne zaidite iz teme!



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### Vaja 5 – CDI, 5 min

- Delo v parih.
- Raziskujte probleme plačevanja z gotovino vaše izbrane osebe.
- Vprašanja:
  - Kako to počnete danes? Na katerih mestih?
  - Kaj vas pri tem moti?
  - Kako bi bilo po vaše idealno?
  - Poznate še koga s podobnim problemom?
- Zabeležite si odgovore (kratko – ključne besede)




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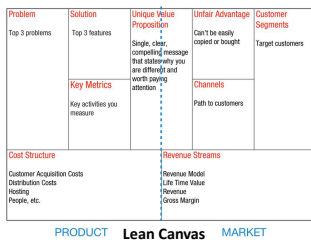
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### Prave stvari




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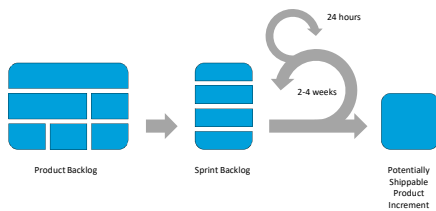
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### na pravi način

#### The Scrum Framework




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**BLOK-5:**  
Primeri dobrih praks

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Rezultati razvoja idej

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Prostor za inoviranje

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# HalStudent



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## HalEntrepreneur Halcom Start-up Challenge



View previous article here: 2018 - ©Manager (del) s.p.

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## Building creative minds Qi Gong and Yoga



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Zgodba o uspehu idea managementa:  
mBills

Vir pravnice priručnik 2018, ©Manager ideas, s.p.

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Denar 1.0      Denar 2.0      Denar 3.0

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mBills: one platform for all

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**Odkorakaj iz trgovine brez papirnatega računa v žepu!**



- ✔ Papirnati račun ni potreben, saj je elektronski v mBills tudi po mnenju FURS-a ustrezen
- ✔ Ena aktivnost – tako za sistem zvestobe kot za plačilo

STRIGO ZALPNO, vse pravice pridržane 2018, MBILLS, d.o.o. 55

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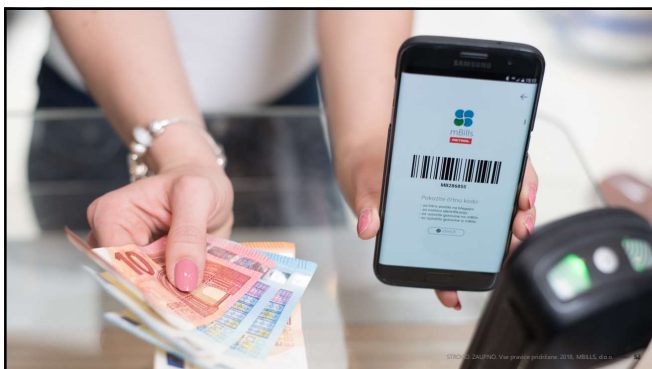
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### Cash in/cash out



- ✓ Better user experience than ATM machines
- ✓ Cash can be exchanged at all Petrol gas stations, 24/7/365
- ✓ The quickest way to transfer cash deposit and withdraw money

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### Krog zaupanja



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### Zaključek

- 5 spoznanj za kulturo sprememb
- CAPI
- Tipi inovatorjev
- Mostovi inoviranja
- Domača naloga



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