

A top-down photograph of a group of people sitting on a green lawn. Their hands are placed flat on the grass, forming a large circle. The people are wearing various casual clothing, including t-shirts, shorts, and a pair of black and red gloves. The scene is brightly lit, suggesting an outdoor setting during the day.

# MANAGEMENT IDEJ

Mag. Primož Zupan, Manager idej, s.p., [info@manager-idej.si](mailto:info@manager-idej.si)

Laško, 25. maj 2017, 5. konferenca o razvoju kadrov

# AGENDA

- ✘ Uvod: Zakaj?
- ✘ Ideje – od začetka do konca
- ✘ Odmor 10.00-10.15
- ✘ Vaje
- ✘ Kosilo 11.45 – 13.00
- ✘ Vaje





# Koliko je v vas inovacijskega entuziasta?



Izberite eno trditev, ki za vas najbolj drži:

1. Redno dajem predloge in se vključim v vsak inovativni projekt.
2. Če nek inovativni projekt zahteva moje kompetence, se brez oklevanja pridružim.
3. Pri inoviranju sem raje previden/na. Raje počakam na uspešne rezultate inoviranja in se kasneje vključim.
4. Ne razumem, zakaj bi se splačalo inovirati. To premalo poznam.
5. Inoviranje je izguba časa – ne prinese nič drugega, kot neuspele eksperimente.



# Koliko je v vas inovacijskega entuziasta?



Profili:

1. Inovacijski entuziasti
2. Zavzeti
3. Opazovalci
4. Nezavedni
5. Inovacijski skeptik



# Cilji delavnice



- Temeljne sestavine menedžmenta idej
  - Prepoznati stopnjo zrelosti inovacijske kulture
  - Kje začeti z uvajanjem kontinuiranega sistema za zbiranje idej
  - Pasti inoviranja
- Kako oceniti idejo
- Kako ohraniti nadzor nad razvojem idej





# Fokus



- Zrelost inovativne kulture v analiziranih organizacijah
- Potreba po vpeljavi idejnika
- Vloga in zadolžitve idejnika





# Fokus



- **1156** odgovorjenih spletnih vprašalnikov podjetij iz EU
- 15 podjetij od tega 20% tujih
- **146** idea managerjev  
(12 intervjujev)



# Ključne ugotovitve



- Nepoznana vloga idejnika

**54%**



# Ključne ugotovitve



- Nepoznana vloga idejnika
- Inovator = izumitelj

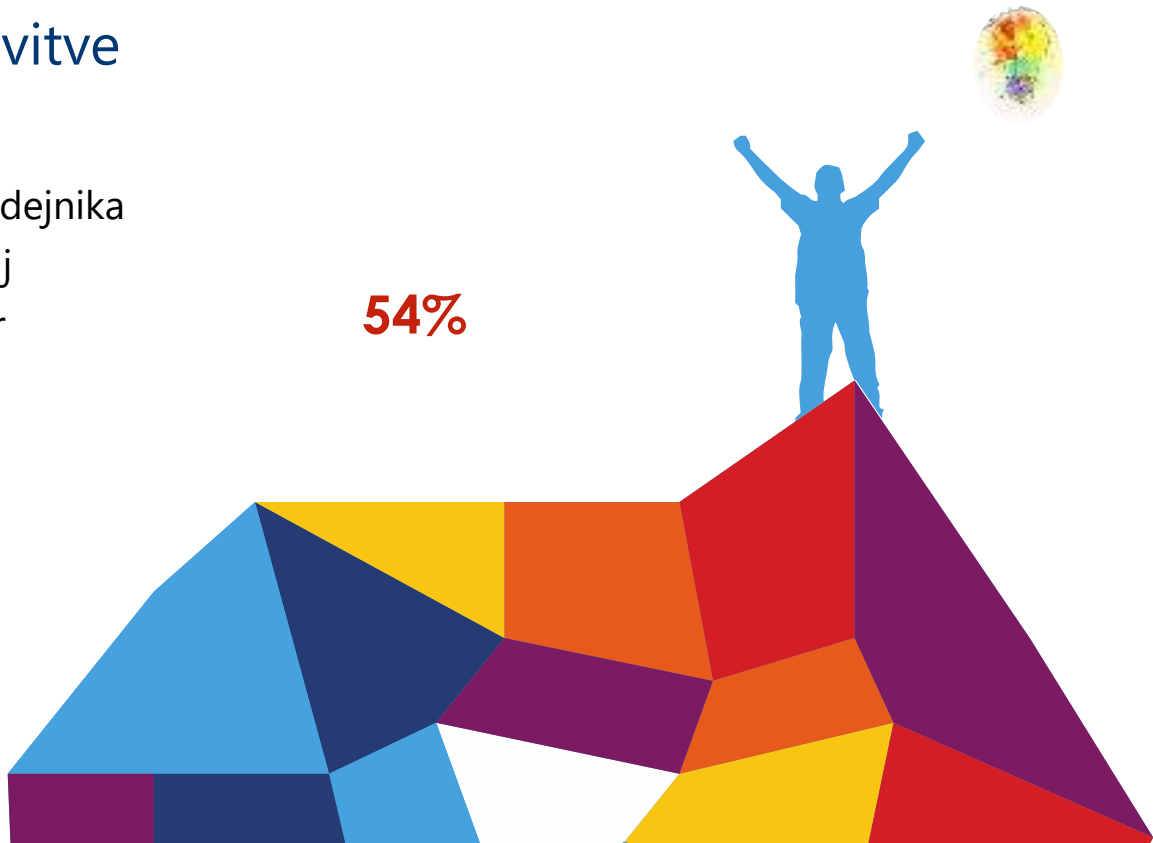
**50%**



# Ključne ugotovitve

- Nepoznana vloga idejnika
- Inovator = izumitelj
- Idejnik = motivator

**54%**



# Ključne ugotovitve



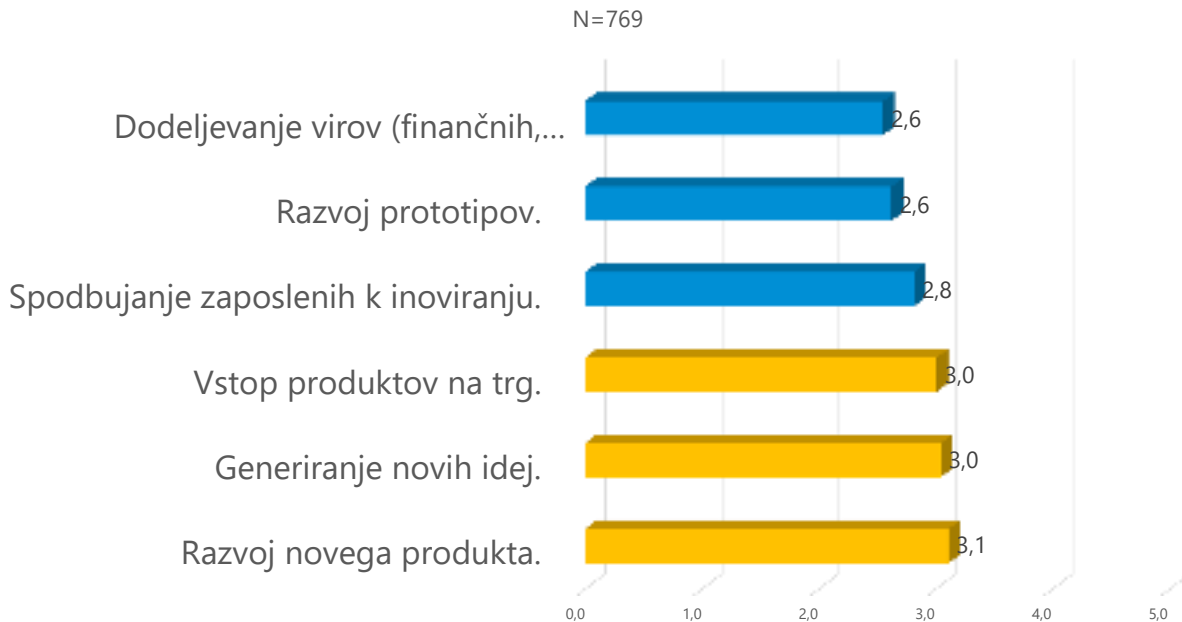
- Nepoznana vloga idejnika
- Inovator = izumitelj
- Idejnik = motivator
- Nizke ocene uspešnosti inoviranja

**(1,88 – 2,96,**

**1 = nezadostno, 5 = odlično) 80%**



# Nizke ocene uspešnosti inoviranja



# Ključne ugotovitve

- Nepoznana vloga idejnika
- Inovator = izumitelj
- Idejnik = motivator
- Nizke ocene uspešnosti inoviranja
  - **Organizacije z idejnikom boljše ocene**

**(3,26 – 3,99)**

**20%**



# Ključne ugotovitve



- **Ideja → sodelavec → nadrejeni**
- Nepoznavanje in neuporaba tehnik za razvoj idej





# Uporaba tehnik in metod za razvoj idej

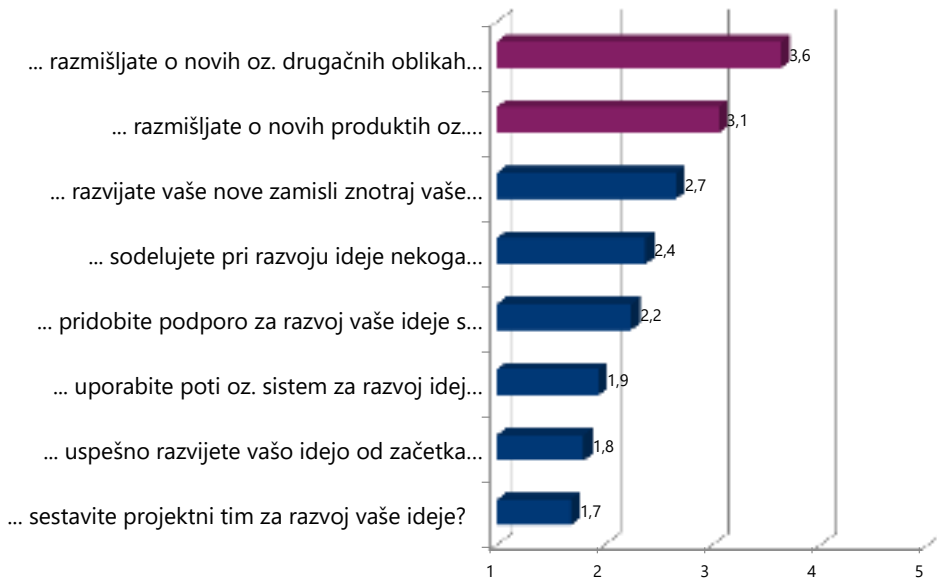


Q32		Kako pogosto pri razvoju idej uporabljate sledeče metode in tehnike?							
	Podvprašanja	Odgovori				Veljavni	Št. enot	Povprečje	Std. Odklon
		nikoli	redko	pogosto	Skupaj				
Q32a	Vitko oz. Lean Startup metodo.	566 72%	149 19%	68 9%	783 100%	783	1156	1,4	0,64
Q32b	Scrum metodo.	601 77%	127 16%	55 7%	783 100%	783	1156	1,3	0,59
Q32c	TRIZ	680 87%	92 12%	11 1%	783 100%	783	1156	1,1	0,39
Q32d	Možgansko viharjenje oz. brainstorming.	107 14%	191 24%	485 62%	783 100%	783	1156	2,5	0,72
Q32e	Metodo 20 ključev.	647 83%	116 15%	20 3%	783 100%	783	1156	1,2	0,46
Q32f	Tehniko magične ideje.	655 84%	104 13%	24 3%	783 100%	783	1156	1,2	0,47
Q32g	Tehniko asociacij.	405 52%	250 32%	128 16%	783 100%	783	1156	1,6	0,75
Q32h	6 klobukov razmišljanja po de Bonu.	608 78%	148 19%	27 3%	783 100%	783	1156	1,3	0,51
Q32i	12 dejavnikov inoviranja.	641 82%	127 16%	15 2%	783 100%	783	1156	1,2	0,45
Q32j	Ne uporabljamo nikakršnih metod.	293 38%	204 26%	284 36%	781 100%	781	1156	2	0,86
Q32k	Lateralno razmišljanje po de Bonu.	636 81%	123 16%	23 3%	782 100%	782	1156	1,2	0,48

# SAMOINICIATIVNOST ZAPOSLENIH



Kako pogosto sami...(povprečje)



**LESTVICA:**

**1 – nikoli**

**2 – nekajkrat letno**

**3 – nekajkrat mesečno**

**4 – nekajkrat tedensko**

**5 – vsak dan**

# Ključne ugotovitve

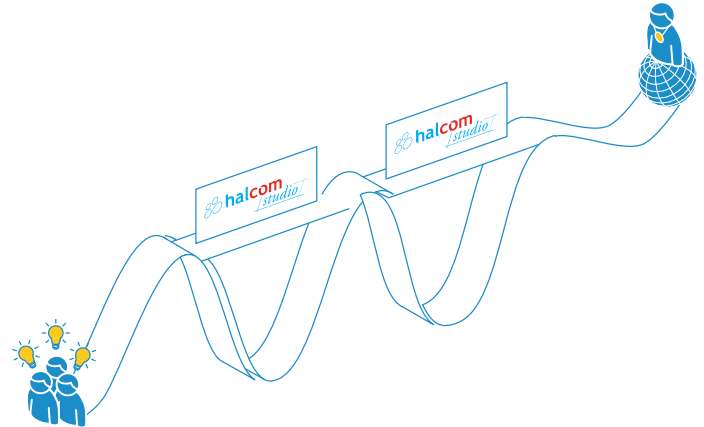
- **Podpora vodstva in lastnikov**
- srednji ali vrhnji management nivo
- Idejniki po naključju, ♀&♂
- Ni enotne prakse razvoja idej
- Razlikovanje z menedžerjem inovacij



# Ključne ugotovitve



- **Idejnik krepi inovacijske entuziaste v podjetju**
- org. enota, sredstva, proces, podpora vodstva
- Ustrezno sporoči (ne)izbor idej
- Preveri „nerelevantne“ ideje



# Ključne ugotovitve



Organizacije	Glavna dejavnost	Št. anketiranih	Odstotek
Organizacija 1 (O1)	Informacijske in komunikacijske dejavnosti	92	15,7
Organizacija 2 (O2)	Promet in skladičenje	35	6,0
Organizacija 3 (O3)	Finančne in zavarovalniške dejavnosti	29	5,0
Organizacija 4 (O4)	Finančne in zavarovalniške dejavnosti	34	5,8
Organizacija 5 (O5)	Finančne in zavarovalniške dejavnosti	45	7,7
Organizacija 6 (O6)	Dejavnost javne uprave, obrambe in socialne varnosti	39	6,7
Organizacija 7 (O7)	Trgovina; vzdrževanje in popravila motornih vozil	34	5,8
Organizacija 8 (O8)	Informacijske in komunikacijske dejavnosti	41	7,0
Organizacija 9 (O9)	Druge dejavnosti	48	8,2
Organizacija 10 (O10)	Oskrba z električno energijo, plinom in paro	23	3,9
Organizacija 11 (O11)	Predelovalne dejavnosti	48	8,2
Organizacija 12 (O12)	Predelovalne dejavnosti	31	5,3
Organizacija 13 (O13)	Predelovalne dejavnosti	22	3,8
Organizacija 14 (O14)	Promet in skladičenje	38	6,5
Organizacija 15 (O15)	Oskrba z električno energijo, plinom in paro	26	4,4
Skupaj		585	100,0

# Veriga vrednosti inoviranja – 1. faza



	Org. kult.	V org.	Inoviranje	Moj	Malo idej	Sindrom	Total
V oddelku imamo malo idej	onemogoča deljenje idej sodelavcev	imamo malo idej	brez sodelavcev v drugih oddelkih	Moj oddenek redko inovira z drugimi oddelki	Malo idej pridobimo izven organizacije	Sindrom -ni-razvilitu	

**1- sploh ne drži, 5-popolnoma drži**

# Veriga vrednosti inoviranja – 1. faza



	V oddelku imamo malo idej	Org. kultura deljenje idej sodelavcev	V organizaciji malo idej	Inoviranje brez sodelavcev v drugih oddelkih	Moj oddetek redko inovira z drugimi oddelki	Malo idej pridobimo izven organizacije	Sindrom -ni-razvilitu	Total
O1	2,48	2,25	2,37	2,55	2,91	2,78	2,84	2,60
O2	2,17	1,77	1,97	1,97	2,43	2,40	2,57	2,17
O3	2,22	2,28	2,11	2,65	2,44	2,76	2,83	2,41
O4	2,36	3,00	2,57	3,00	2,36	2,66	3,11	2,84
O5	2,50	3,00	2,72	3,31	2,94	3,22	3,33	3,00
O6	2,87	2,59	2,58	2,54	2,79	2,98	3,13	2,75
O7	2,60	3,00	2,63	2,60	3,00	3,13	3,03	2,89
O8	2,53	3,14	2,42	3,14	3,08	3,03	3,22	2,94
O9	1,83	1,97	1,47	1,41	1,79	2,39	2,00	1,81
O10	2,82	3,15	2,66	2,85	2,50	2,85	3,08	2,86
O11	2,10	2,46	2,26	2,69	3,03	2,87	2,92	2,62
O12	2,24	2,07	1,93	2,03	2,52	2,52	2,08	2,31
O13	2,29	2,59	2,26	2,35	2,53	2,78	2,53	2,48
O14	3,00	3,11	3,11	3,15	3,15	3,28	3,14	3,14
O15	2,73	2,41	2,77	2,68	2,64	2,64	2,55	2,49
Total	2,37	2,54	2,34	2,58	2,74	2,84	2,88	2,61

# Veriga vrednosti inoviranja – 2. faza



težko pridobimo sredstva za razvoj idej	ne želimo tvegati pri investiranju v ideje	Zamujamo v razvoju produkta čez rok	vodstvo s težavo ohranja pregled nad razvojem novih idej	Skupaj
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**1- sploh ne drži, 5-popolnoma drži**



## Veriga vrednosti inoviranja – 2. faza



	težko pridobimo sredstva za razvoj idej	ne želimo tvegati pri investiranju v ideje	Zamujamo v razvoju produkta čez rok	vodstvo s težavo ohranja pregled nad razvojem novih idej	Skupaj
O1	3,22	3,03	3,90	2,87	3,26
O2	2,47	2,77	3,27	2,47	2,74
O3	3,48	3,26	3,59	2,93	3,31
O4	3,30	3,41	3,96	3,15	3,45
O5	3,94	3,63	4,26	3,46	3,82
O6	3,59	3,00	3,45	2,77	3,20
O7	3,58	3,38	3,35	3,08	3,35
O8	3,88	3,32	3,32	3,24	3,44
O9	2,22	2,41	2,86	2,03	2,38
O10	3,58	3,42	3,08	2,58	3,17
O11	3,18	2,97	3,15	2,34	2,91
O12	3,17	2,83	3,34	2,52	2,97
O13	3,00	3,06	3,12	2,71	2,97
O14	3,84	3,28	3,48	3,36	3,49
O15	3,14	3,32	3,00	2,55	3,00
Total	3,28	3,11	3,47	2,81	3,17

# Veriga vrednosti inoviranja – 3. faza



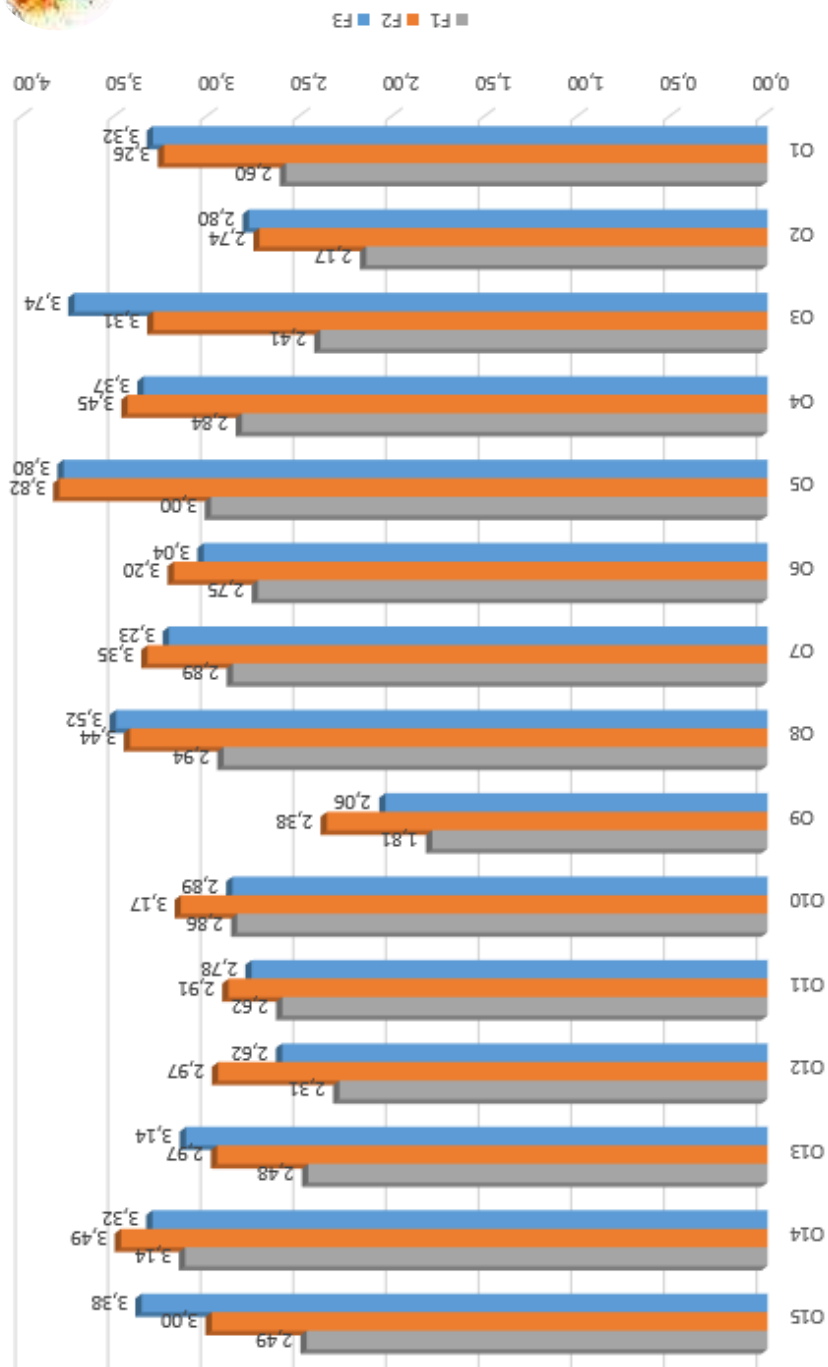
Faza 3	Pri uvajanju novih izdelkov / storitev na trg smo počasni.	Naša konkurenca hitro kopira naše predstavitve	Pri predstavitvi naših novih produktov / storitev na trg ne izkoriščamo vseh možnih kanalov	Skupaj
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**1- sploh ne drži, 5-popolnoma drži**

# Veriga vrednosti inoviranja – 3. faza



Faza 3	Pri uvajanju novih izdelkov / storitev na trg smo počasni.	Naša konkurenca hitro kopira naše predstavitve	Pri predstavitvi naših novih produktov / storitev na trg ne izkoriščamo vseh možnih kanalov	Skupaj
O1	3,75	2,84	3,37	3,32
O2	2,83	2,43	3,13	2,80
O3	3,85	3,52	3,85	3,74
O4	3,77	3,26	3,07	3,37
O5	4,09	3,57	3,74	3,80
O6	3,23	2,86	3,05	3,04
O7	3,35	3,12	3,23	3,23
O8	3,59	3,24	3,73	3,52
O9	1,68	2,03	2,49	2,06
O10	2,75	3,00	2,92	2,89
O11	2,62	2,62	3,12	2,78
O12	2,66	2,21	3,00	2,62
O13	3,47	2,82	3,13	3,14
O14	3,72	2,88	3,36	3,32
O15	3,59	2,95	3,59	3,38
Skupaj	3,28	2,87	3,27	3,14



146x



**1.460<sub>x</sub>**





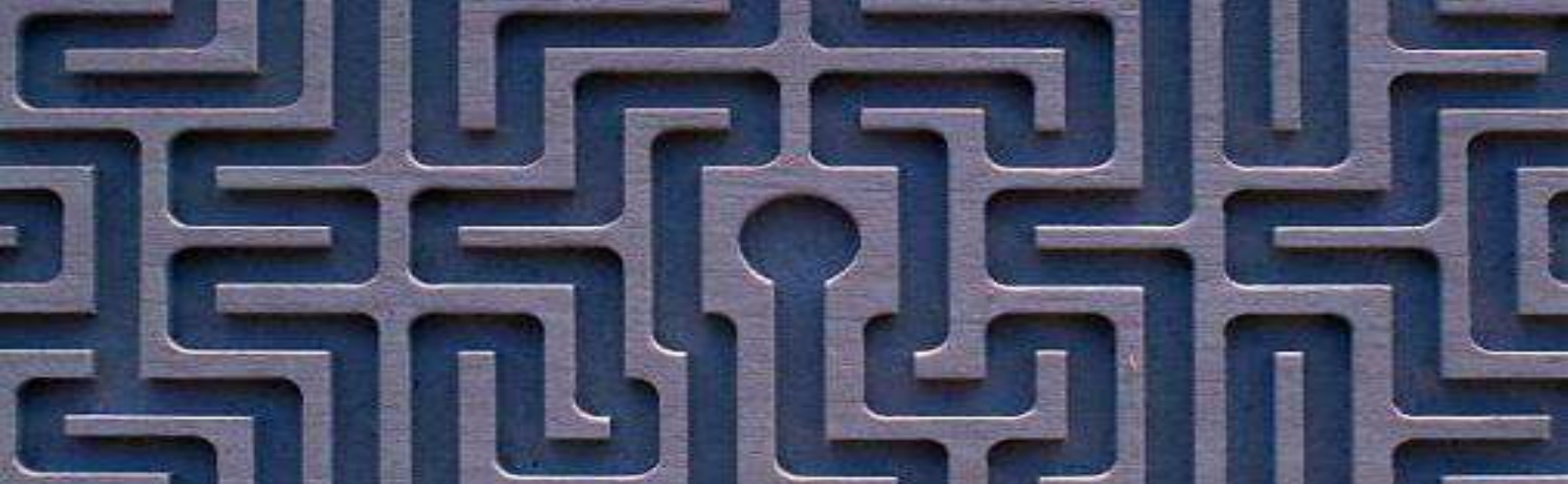
# IDEJE OD ZAČETKA DO KONCA



Ali inovativnost v podjetju lahko izboljša poslovne rezultate?







Veliko podjetij se ujame v past!

# Pasti inoviranja



1. Past prodaje
2. Sledenje konkurenci
3. Zmanjševanje virov za inoviranje
4. Iluzija poznavanja potreb končnega uporabnika



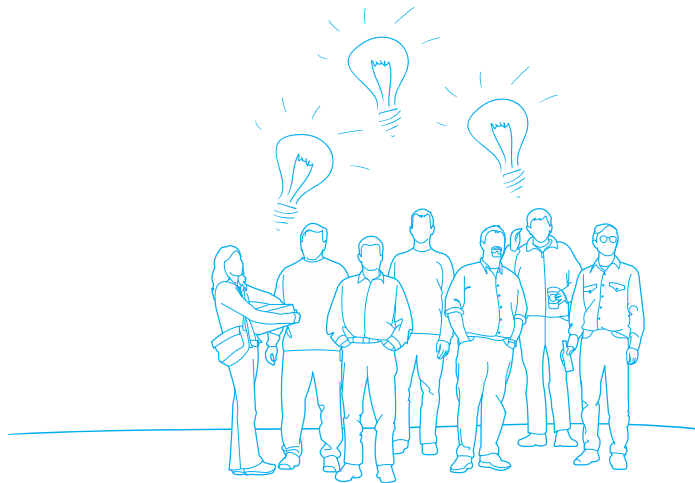


Kako jih premagamo? Z razvojem idej!

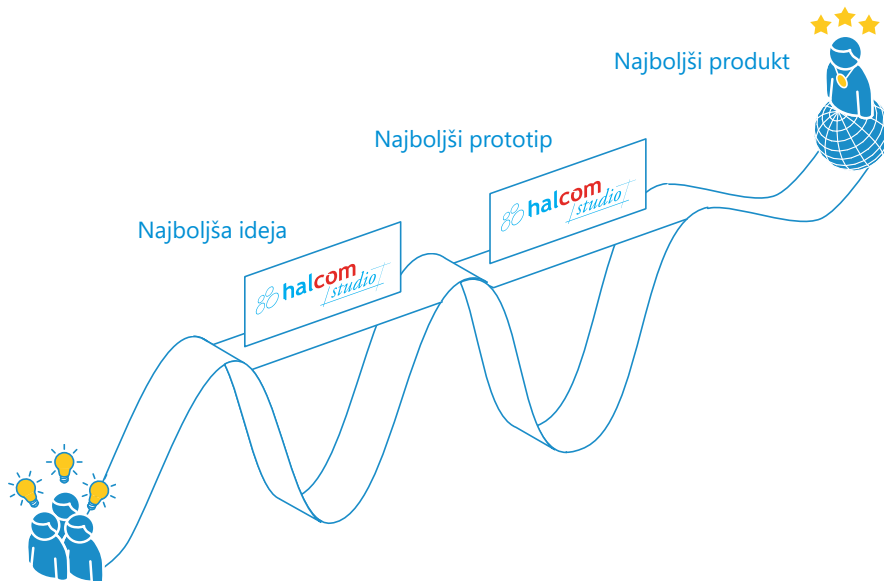
# O idejah



- Vsaka ideja šteje!
- Vsak jo lahko ima/da!
- Napačnih idej ni!  
So pa napačno vodene!
- Ideja = produkt, storitev ali proces



# Mostovi inoviranja



# Prave stvari



<b>Problem</b> Top 3 problems	<b>Solution</b> Top 3 features	<b>Unique Value Proposition</b> Single, clear, compelling message that states why you are different and worth paying attention	<b>Unfair Advantage</b> Can't be easily copied or bought	<b>Customer Segments</b> Target customers
	<b>Key Metrics</b> Key activities you measure		<b>Channels</b> Path to customers	
<b>Cost Structure</b> Customer Acquisition Costs Distribution Costs Renting People, etc.		<b>Revenue Streams</b> Revenue Model Life Time Value Revenue Gross Margin		

PRODUCT

Lean  
Canvas

MARKET

## ...za prave ljudi (persona)



*Jason, 29 years old*

*Working in software company*

*Girlfriend, no kids*

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

Jason is dedicated gamer since 1991 – words as „video game“ makes him excited and would stop doing whatever he does and play new game  
He is on track with tech novelties, buys new gadgets and plays video games > his finances are aimed towards new gadgets  
Fan of Premier League and amateur football player.



### **He wants:**

Mobile payments  
All personal data (ID, driving license) accessible on mobile for use.  
More advanced authentication methods, to verify a user's identity (fingerprint, etc.)

### **Frustrations:**

Bad UI  
Complicated registration forms on mobile apps  
Or much time to collect points

### **Expectations:**

Easy to use  
Compatible with other applications, social networks  
Excitement, rush of adrenalin when playing

# Vaja – 5 min, v parih, zapišite vsak svojo persono

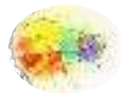


<p><i>Name:</i> _____</p> <p><i>Age:</i> _____</p>	<p><i>Personality:</i> _____</p> <p><i>Interests:</i> _____</p>
<p><i>His/Her favorite color:</i></p> <p>_____</p>	<p><b>He/She wants:</b></p> <p>_____</p> <p><b>Frustrations:</b></p> <p>_____</p> <p><b>Expectations:</b></p> <p>_____</p>

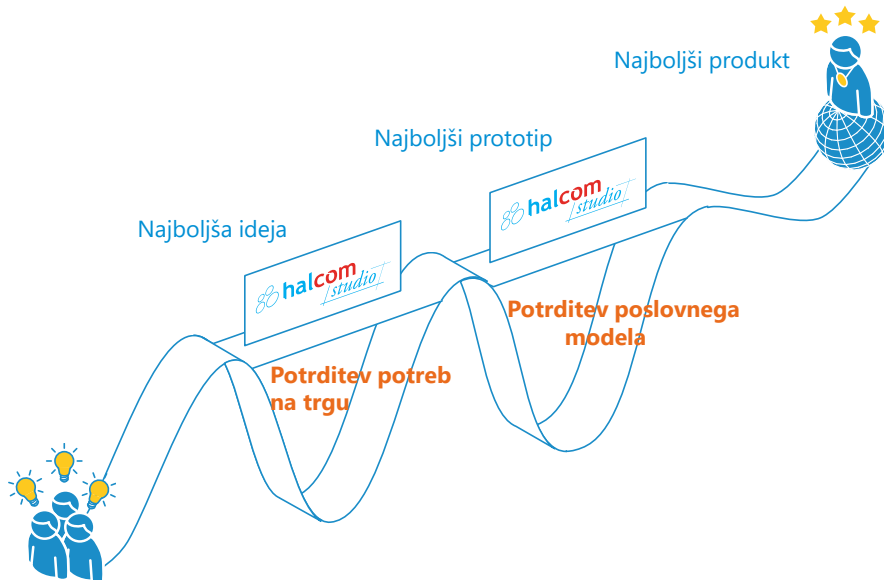




**KAJ SMO SE NAUČILI?**



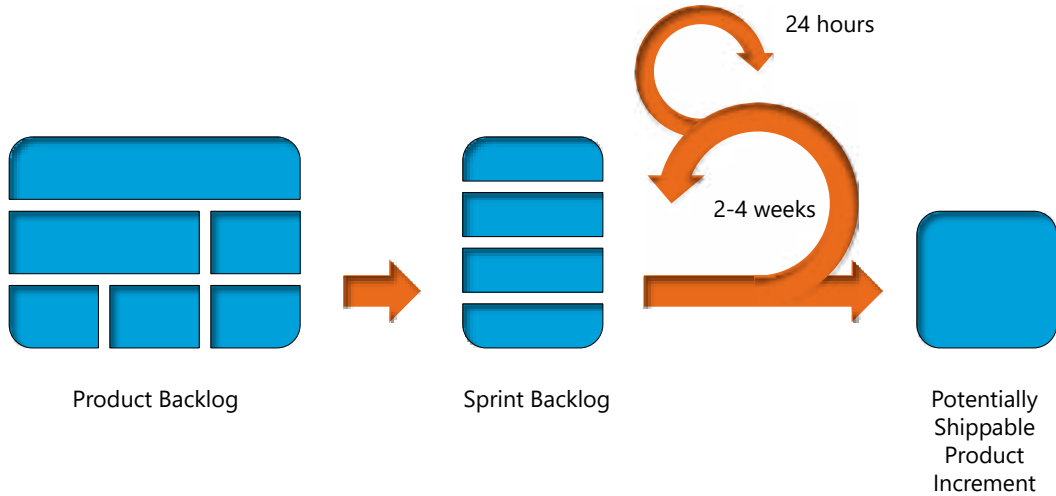
# Mostovi inoviranja



# Prave stvari - na pravi način

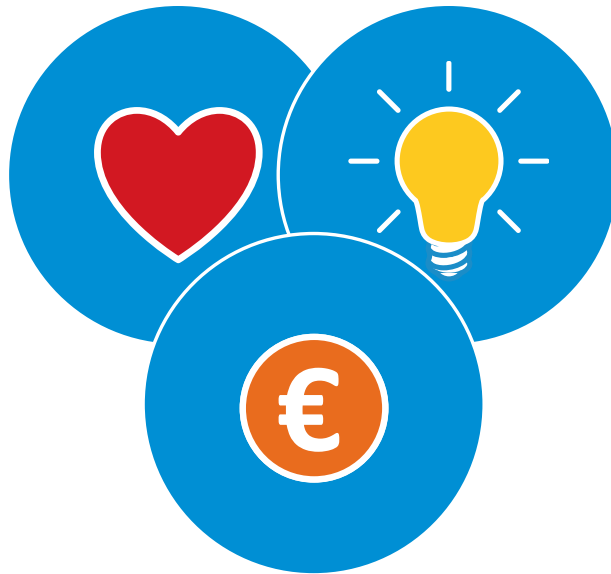


## The Scrum Framework



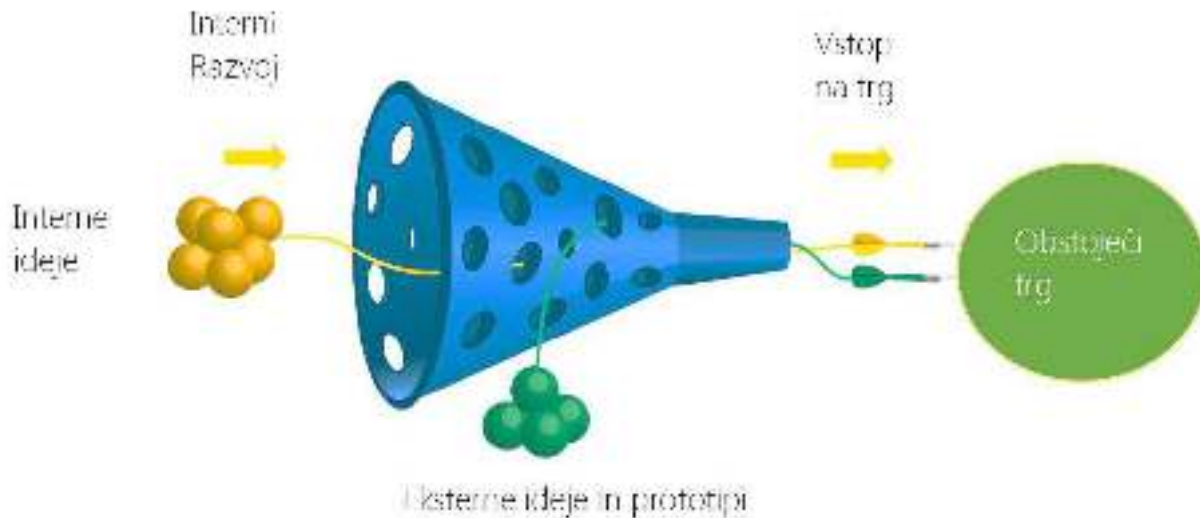
# Katere ideje bodo preživele?

Kako oceniti ideje?

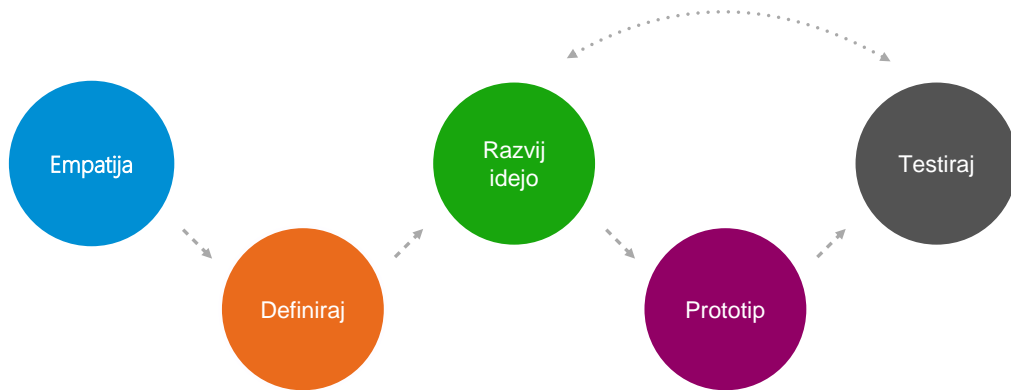


# Katere ideje bodo preživele?

Kako oceniti ideje?



# RAZVOJ U/X



YOU KNOW  
NOTHING  
JON SNOW





# CDI – Customer Discovery Intervjuji

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



# Vaja – CDI, 5 min

- Postavite se v pare
- Raziskujte probleme plačevanja z gotovino
- 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 v skupini





**KAJ SMO SE NAUČILI?**



**PRAVO ZAPOREDJE?**

# Pravo zaporedje?

1. Kreativnost → Inovativnost

2. Tehnike in metode razvoja idej

1. Pridobivanje idej (6 klobukov, Magične ideje, Analogije, Powers of 10, 5xWhy idr.)
2. Vrednotenje idej (Lean)
3. Razvoj idej (Scrum, KanBan)



# Vaja - Jerry Smith



Attn: Sir/Madam,

I seize this opportunity to extend my unalloyed compliments of the new season to you and your family hoping that this year will bring more joy, happiness and prosperity into your house hold.

I am certain that by the time you read this letter I might have already gone back to my country **United Kingdom**. I visited South Africa during the New Year period and during my stay, I used the opportunity to send you this letter believing that it will reach you in good state.

My name is **Mr. Jerry Smith**, I am the auditor and head of computing department of a bank here in United Kingdom. I wish to inform you of a bank account that was opened in our bank since my inception into office in **2001**, and according to our record, it was evident that nobody has ever operated on this account since then. I therefore took the courage to look for a reliable and honest person who will be capable for this important transaction.

The owner of this money is **Late Mr. Mutassim Billah Gaddafi**, the son of **Late Muammar Gaddafi of Libya**; He was captured by anti-Gadafi forces later killed alongside with his father. No other person knows about this money or anything concerning his account and the account has no next of kin and my investigation further proved to me that his family and his country does not know anything about this account.

I am therefore seeking for a reliable person that will play the human role as the next of kin to this fund which is in the amount of **£32,000,000.00 (Thirty Two Million Pounds Sterling)**. I have also discovered that if I do not remit this money out urgently, it will be forfeited to the government treasury account as an unclaimed fund.

Please respond immediately via my private email address: [jjerrysmith@aol.com](mailto:jjerrysmith@aol.com)

# JERRY SMITH:

A top-down view of a group of people's hands reaching towards a large yellow puzzle piece shaped like a lightbulb. The puzzle piece is the central focus, surrounded by several other smaller yellow puzzle pieces. The hands are of various colors and are reaching from all directions, suggesting a collaborative effort. The background is white.

- Skupine po 6 – pripravite 1 idejo:
- Kaj boste naredili s 32 MIO FUNTI?
- Moderirana vaja, pisanje odgovorov na liste v tišini!
- POST-IT-i so parkirišča za ideje

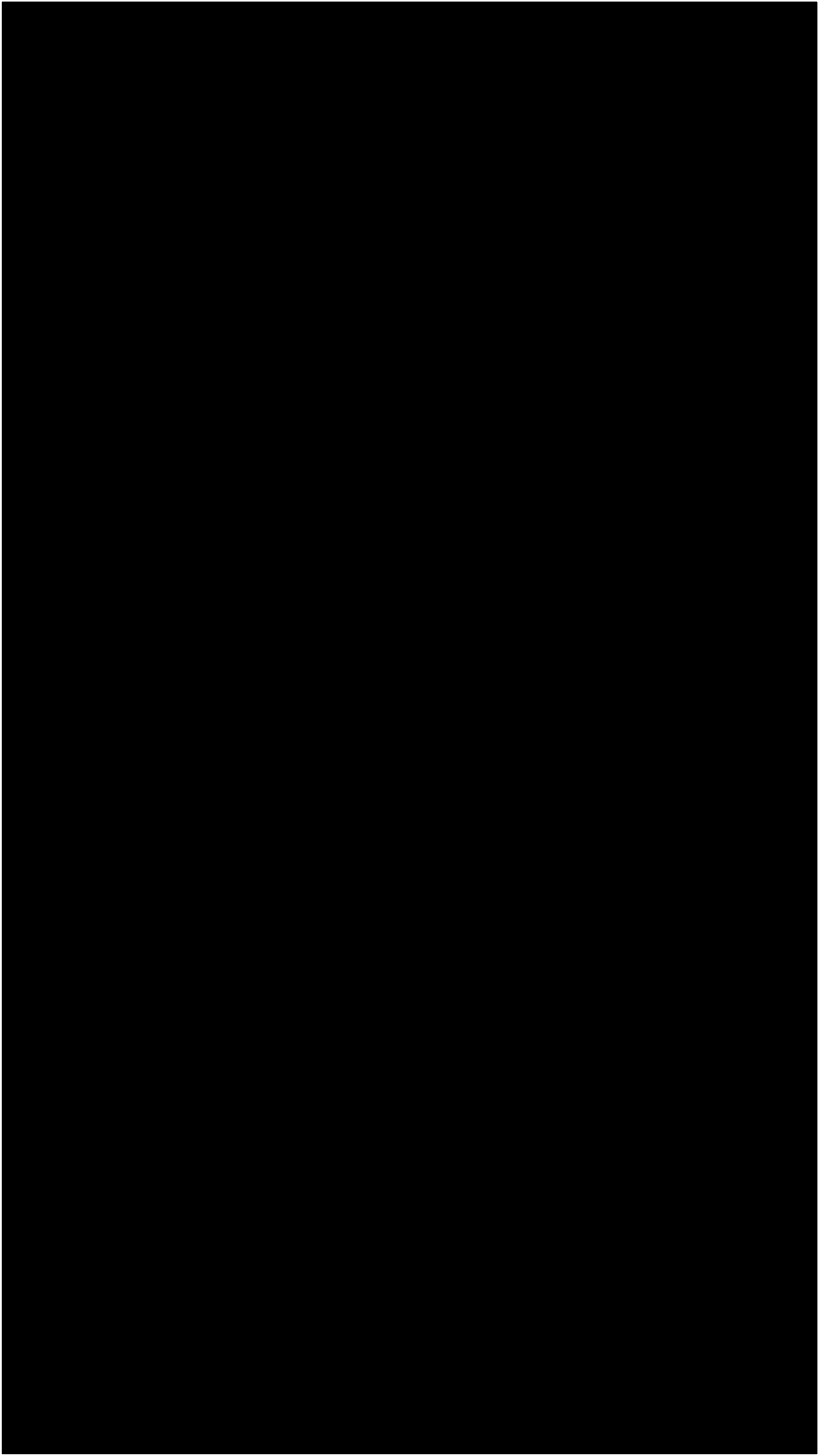












The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every receipt and invoice should be properly filed and indexed for easy retrieval. This is particularly crucial for businesses that deal with a large volume of transactions, as it helps in identifying discrepancies and ensuring compliance with tax regulations.

In addition, the document highlights the need for regular audits. By conducting periodic reviews of financial records, businesses can detect errors or fraud early on, preventing potential losses. It also suggests implementing internal controls to minimize the risk of mismanagement and ensure the integrity of the financial data.

Furthermore, the document provides guidance on how to handle complex financial situations, such as mergers and acquisitions. It stresses the importance of thorough due diligence and the involvement of legal and financial advisors to ensure all aspects of the transaction are properly documented and understood by all parties involved.

Finally, the document concludes by reiterating the significance of transparency and accountability in financial reporting. It encourages businesses to provide clear and concise information to stakeholders, fostering trust and confidence in the organization's financial health.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every receipt, invoice, and bill should be properly filed and indexed for easy retrieval. This not only helps in tracking expenses but also ensures compliance with tax regulations.

In the second section, the author provides a detailed breakdown of the company's financial performance over the past year. This includes a comparison of actual results against budgeted figures, highlighting areas of both success and concern. The analysis shows that while revenue has increased, certain operational costs have risen significantly, impacting the overall profit margin.

The third section focuses on the company's strategic initiatives and future outlook. It outlines the key goals for the upcoming year, such as expanding into new markets and investing in research and development. The author also discusses the potential risks and challenges that could affect these plans and offers strategies to mitigate them.

Finally, the document concludes with a summary of the key findings and recommendations. It stresses the need for continued vigilance in financial management and a commitment to transparency and accountability. The author expresses confidence in the company's ability to overcome current challenges and achieve long-term success.



**KAJ SMO SE NAUČILI?**





# KANBAN TABLA

SEZNAM	V DELU	V PREGLEDU	ZAKLJUČENO
 	 		 
 			
			

# Kako deluje?



- Vizualizacija delovnih nalog
- Omejitev max. št. nalog v delu (WIP – Work in Progress)
- Fokus na toku / pretočnosti
- Nenehne izboljšave



# KANBAN

prednosti

- Fleksibilnost
- Kontinuirana dostava zaključenih nalog
- Povečana produktivnost
- Izboljšano sodelovanje
- Manj izgubljenega časa



Lijak idioj

**Sanja**

Vicarski i Bozic na delu

Bobovcina i Permatovic

Aut. račun

**Idioj**

Plaćenja i zametci uo za  
intranet, a to gornji, imaj  
pomoć uo. Bilo na crtozari  
tada uprejeti i finansi

Aut. račun

**Procenjanje**

Pokup uo uje  
H. M.

Aut. račun

**Revizij produbite**

Pomalo uo, preduzete uo uo  
Duzoju for banku

Aut. račun

**Procenje**

Memorij uo, preduz  
Banko

Aut. račun

# NASLEDNJI KORAKI



- Vpeljava idejnika in procesa razvoja idej v vsakodnevno delo
- Vaje
- Čez 1 mesec preverim uspešnost





Primeri razvoja idej v praksi



Kako?



# 3 potrebni pogoji

1. Vpetost

2. Organizacijska  
enota

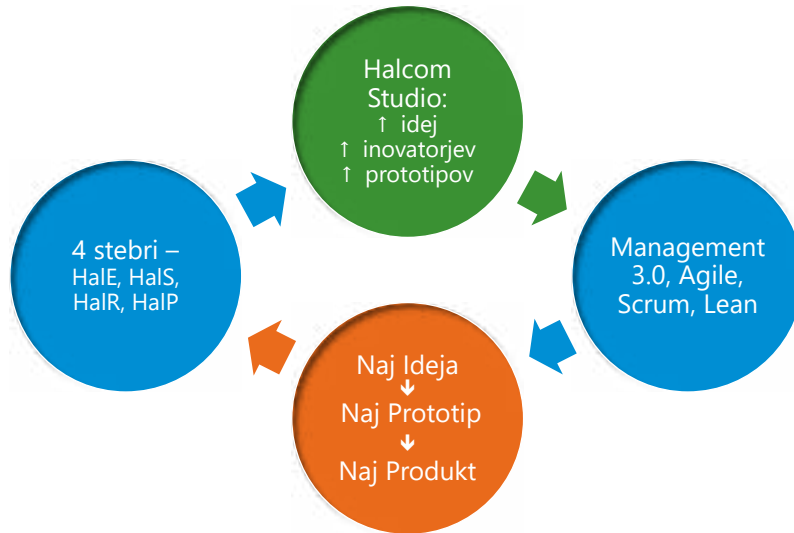
3. Metoda dela

# 1. Vpetost



# 2. Organizacijska enota

Halcom Studio





HalPresenter

Prostor za inoviranje

# HalStudent





HalEntrepreneur  
Halcom Start-up Challenge





Building creative minds

## Qi Gong and Yoga

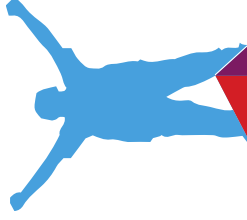




# Hackathon



**2<sup>nd</sup> Adriatic Fintech Hackathon,  
15<sup>th</sup> & 16<sup>th</sup> October 2016**









**Kako enostavno plačáš pijačo**

