

"Sustainable Innovation Strategies: the power of the networks"

mag. Violeta Bulc

www.vibacom.si
www.incomovement.eu
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24. October 2012

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Sustainable Innovation Strategies: the power of the networks

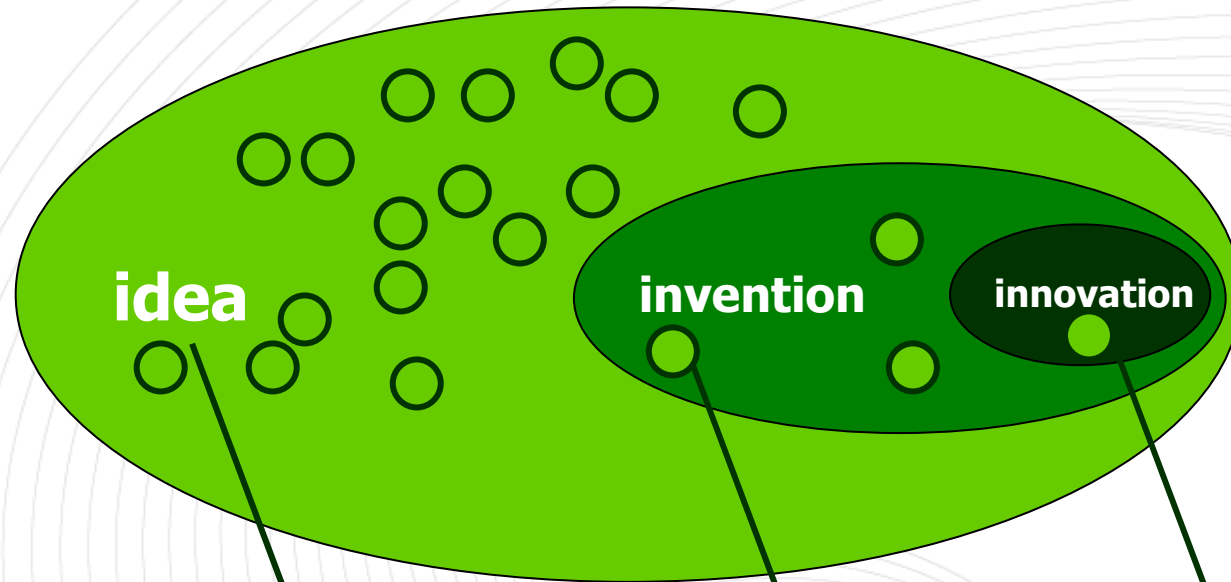
The future of human race, and our role in the ecosystem on the Planet is critical, and our involvement an imperative responsibility... It is a matter for our business's, and personal social behavior: a matter of our values, our attitudes and actions. **Innovation and the philosophy of sustainability**, together with strategies and resultant outcomes are opening **new perspectives on life**, they are enabling companies to base their growth and success on their unique competences, perspectives, and **markets as recognized by their needs and behaviour**. Such an approach to the global economy is giving more and more power to **horizontal networking, global interaction, global market niches, new business and social modeling**. All these visions are leading to an increased awareness about the potentiality of innovation as the main source for **value-creation itself**. It is manifested in technological, organizational and social innovation and supported by system thinking, system science and an holistic understanding of business, opportunities, and impacts.



Step "out of the box"

Get rid of the box

Innovation?



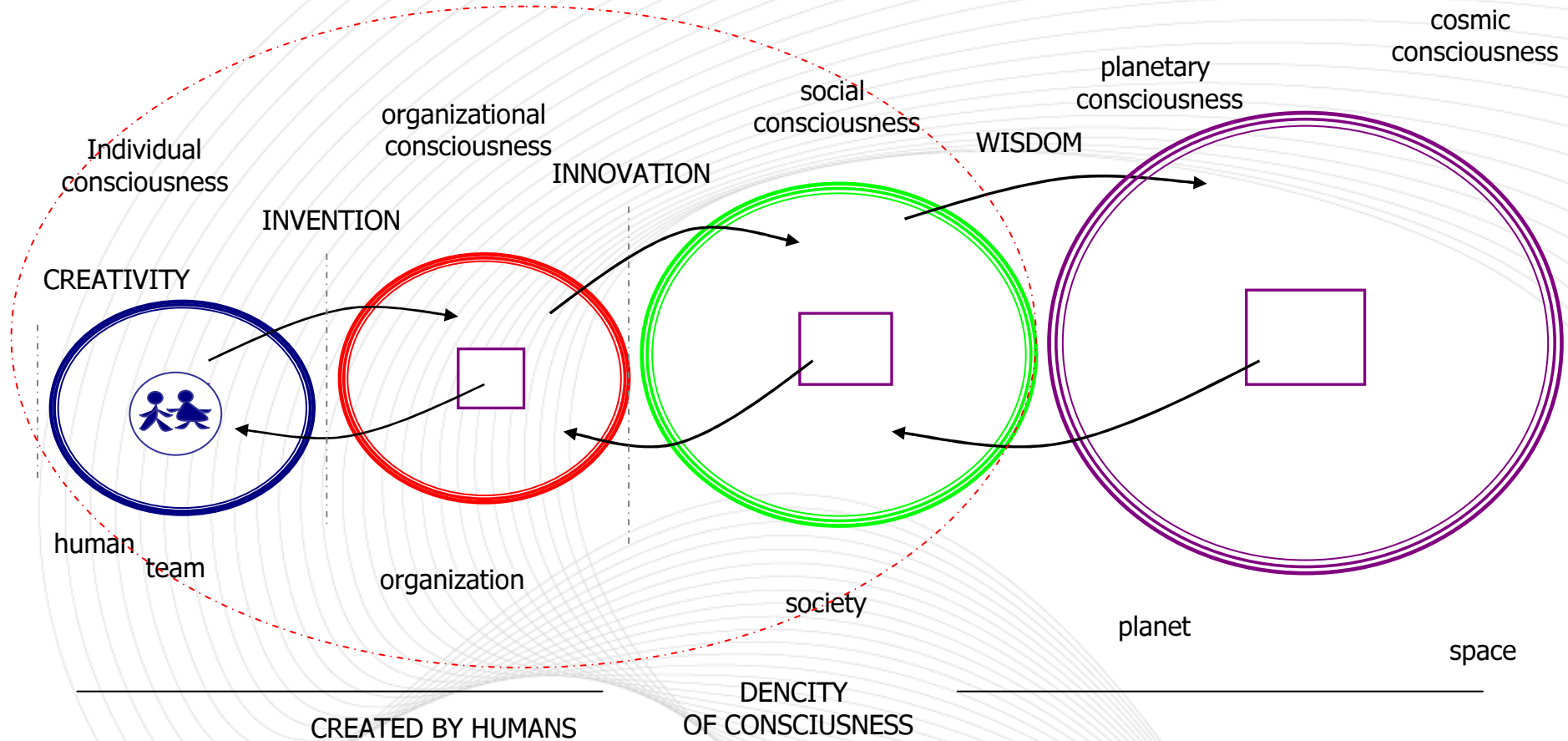
Something new

Something new
that works (prototype)

Something new
that works
(prototype)
And that generates
additional value
for the customer

Model of sustainable cohesion (MSC)

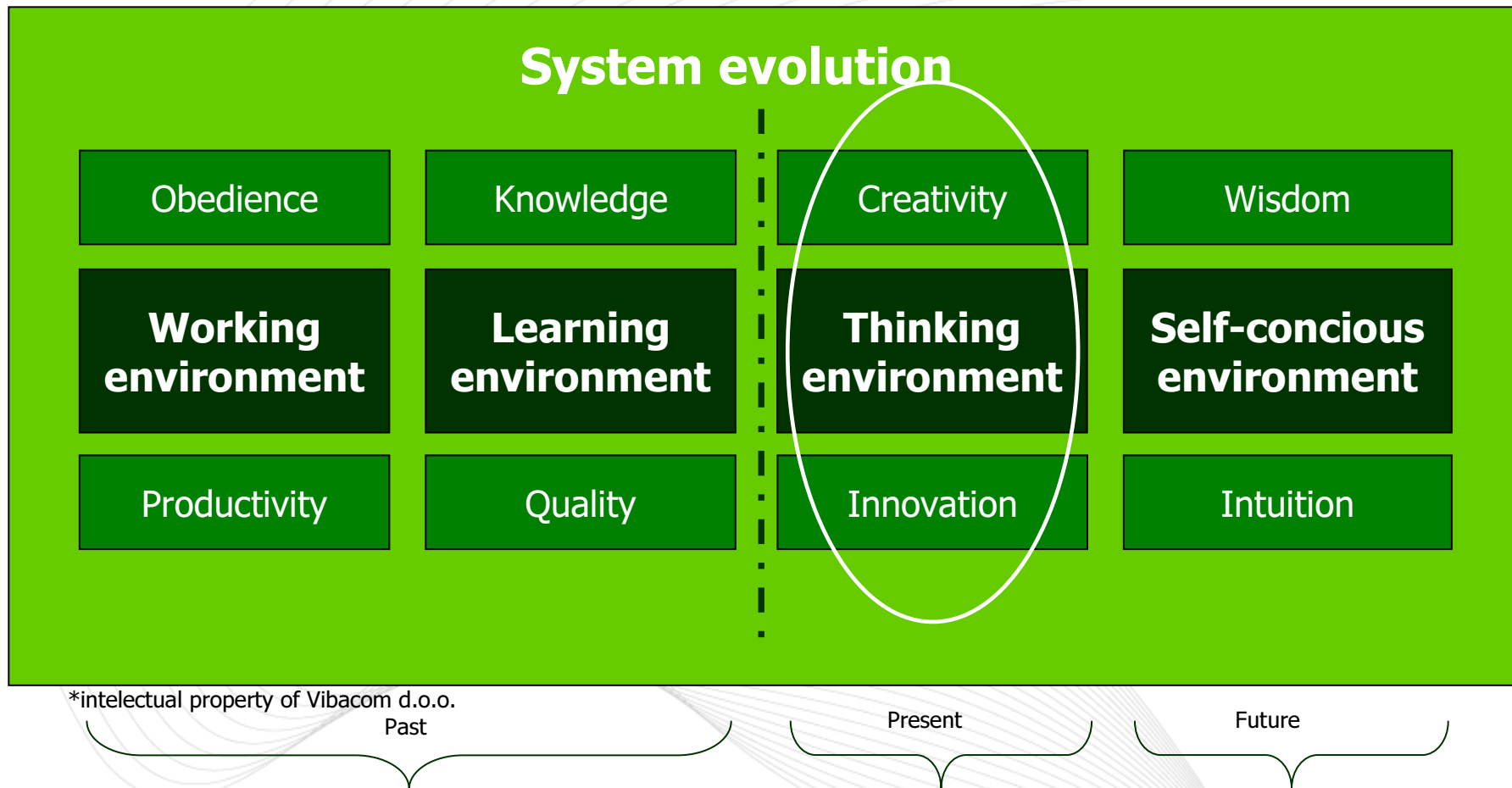
More we are connected, More we are free



Intellectual property of V.BULC, VIBACOM, 2009

CREATED BY NATURE

Model of system evolution



Model of system evolution

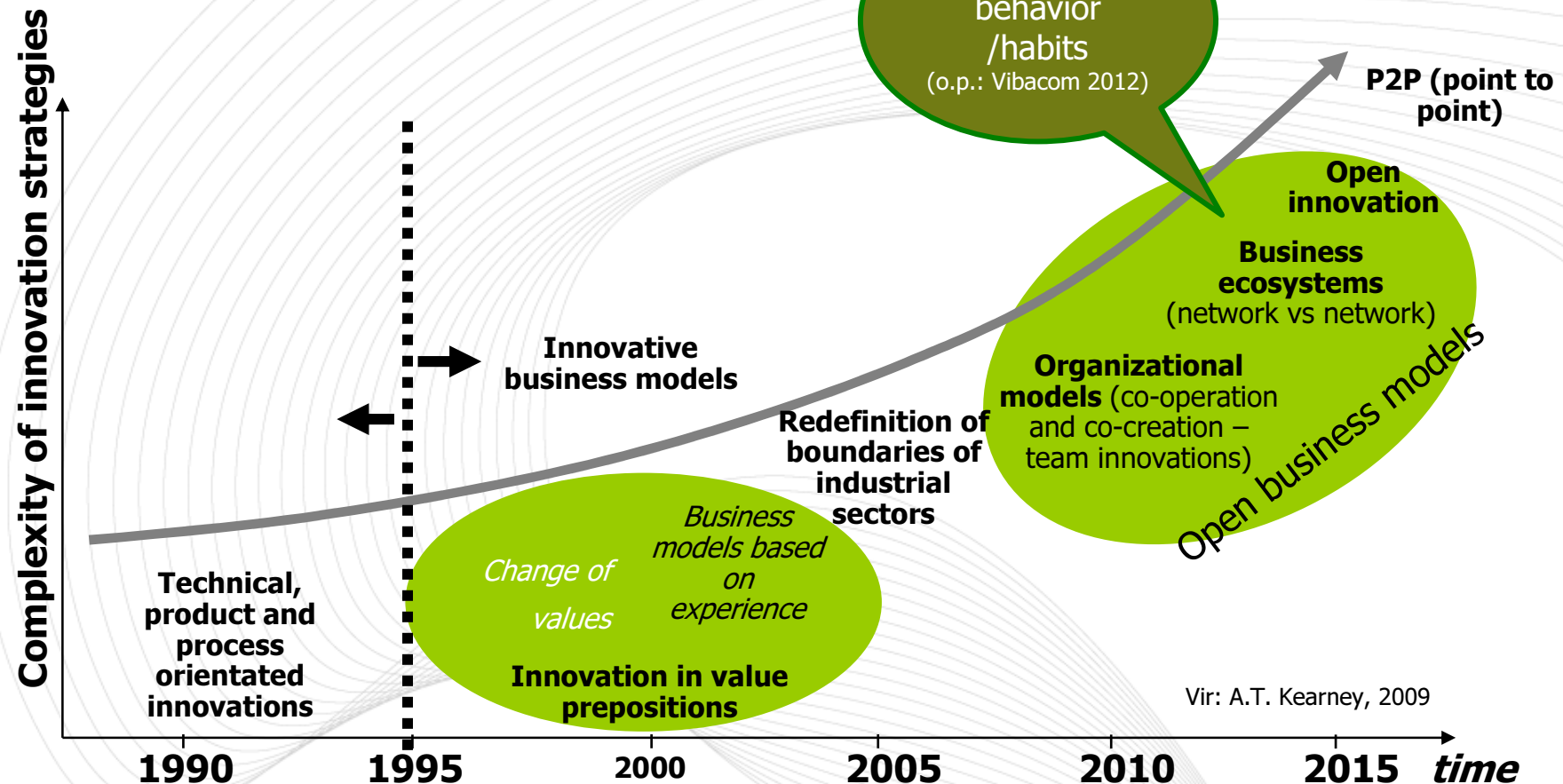
Model of System Evolution			
Obedience	Knowledge	Creativity	Wisdom
Working environment	Learning environment	Thinking environment	Self-conscious environment
Productivity	Quality	Innovation	Intuition
Steep hierarchy	Flat hierarchy	Networks	Spider net
Production facilities	Process	People	Opportunities
Top-down	In-front	Within	Be
Discipline	Co-operation	Co-creation	Co-existence

»Vibacom © 2011«

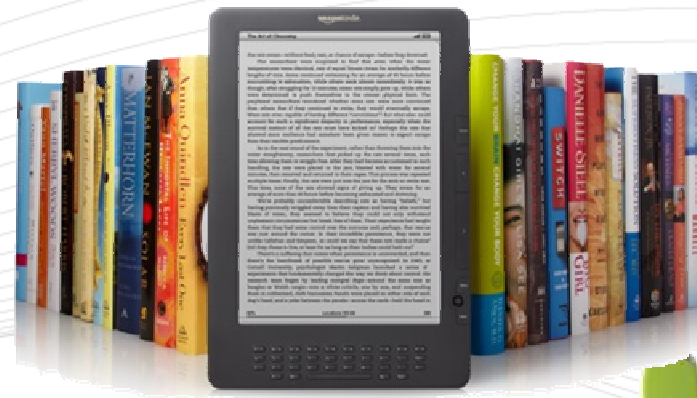
VIDEO: <http://www.youtube.com/watch?v=NxABDkVcdW0>

Evolution of the innovation concepts

Development of innovation and innovative concepts



Technical innovation is NOT prerequisite for innovation breakthrough. Successful market manifestation of innovation is related to innovative business modeling.



amazon.com



pavement



ibacorr

Key messages from the EU analysis

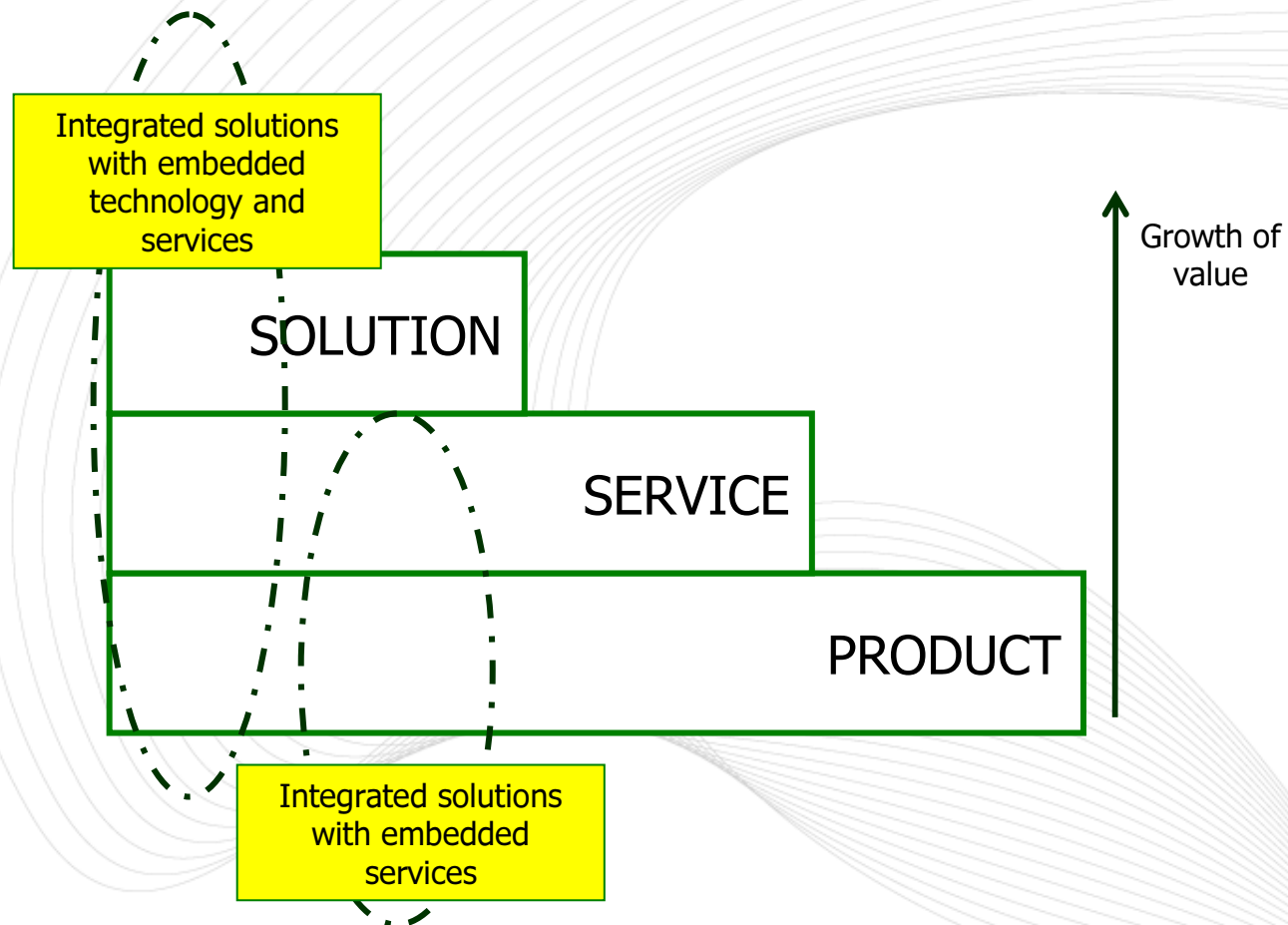
Fostering Innovation in services (EU position Paper) – some of the key messages*:

- EU economy – “service economy” (75% of EU GDP in 70% jobs)
- **Services are the key enabler of growth and new opportunities in** progressive economies (9 out of 10 new jobs is created by/in service industry)
- Only 33,1% service organizations in EU have introduced in 2006 new business models or some other innovations (and 41,1% production facilities)
- Close cooperation between technological and non-technological innovation
- Service innovation are more and more often cross-structural and multi layered
- Swedish** analysis has shown, that more than **50% of new ideas are a result of a good customer cooperation** (internal R&D bring only 3% of new ideas).

* BusinessEurope, FINAL 2011 PP Fostering innovation in services - a key driver for growth.pdf, 2011

** ALMEGA, “Innovation in service companies”, 2008

Value creation



Innovation in the industry sector

"Sector of the European **eco industry** is growing 8% per year and it reached in 2008 319 billion EURO revenues which comes to **2,5% European GDP**, which is more than steel industry, or automotive industry, pharmaceuticals industry...."

Vir: Borut Tavčar, Delo 28.5. 2012

Messages from “Does Corporate Social Responsibility Affects the Performance of Firms?”

http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2124932

“..... our work shows that some performance indicators are affected by a firm’s social responsible behavior and certifications. The main results seem to support the idea that **CSR* firms**, which are more virtuous, have **better long-run performance:** even if they have initial costs due to the certification, they achieve **higher sales volumes and profits,** thanks to the reputation effect, a reduction in long-run costs and increased social responsible demand.”

* CRS = Corporate Social Responsibility

Where to start...

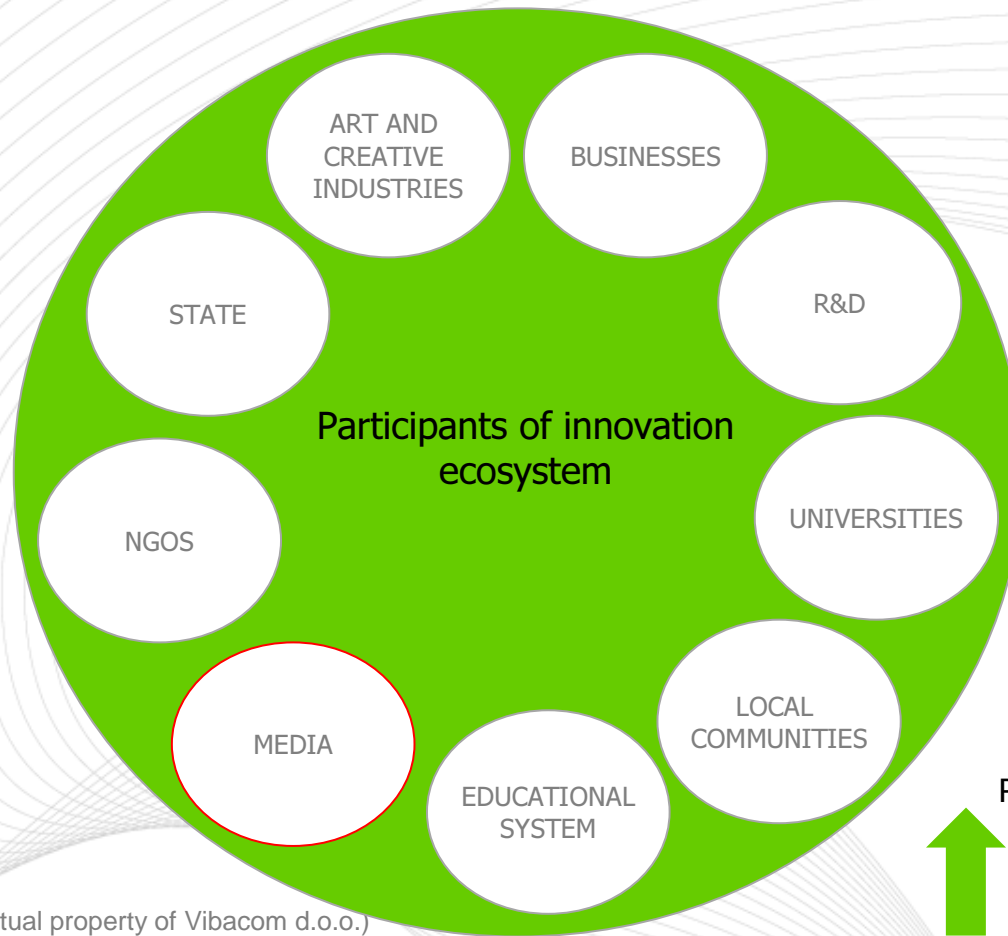
5 areas where to search for innovation:

- edge
- taboo
- foundations
- mergers
- revelation



Innovation: **from practice to theory**

Innovation in business model and service/process: InCo movement



(intellectual property of Vibacom d.o.o.)

www.incomovement.eu

RELATIONSHIPS/
DIALOGUE

PARTICIPANTS

vibacom

InCo – 2005-2011

From Sweden via Stanford to Slovenia and beyond

From Sweden via Stanford to Slovenia and beyond



Innovation in business model and service/process: InCo movement

Innovation journalism



Content	2005 (number of hits)	2010 (October); 2012 (January) (number of hits)
Innovation journalism in Google	0	439.000; 10.700.000
Innovation communication	N/A	98.800.000; 633.000.000
Inovacijsko novinarstvo (Slovenia)	0	2.870; 6.550
Inovacijsko komuniciranje (2008) (Slovenia)	0	7.800; 11.600
Number of articles on innovation (Dnevnik) 2006	2	417; 629
Number of articles on innovation (Delo) 2006	0	160; 223
Number of articles on innovation (Finance) 2006	0	1.536; 2.273

Figures 2011

5021 Participants
502251 schools
7 types of awards
2 publications
5 yearly events
13 Products

NO PUBLIC FUNDING

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Innovation in business model and service/process: InCo movement

Innovation communication

Is communication **about innovation**,
Innovations, innovative people,
Conditions and consequences of innovation,
About their impacts on present time and the future,
About the impact on the ecosystem.



Innovative communication

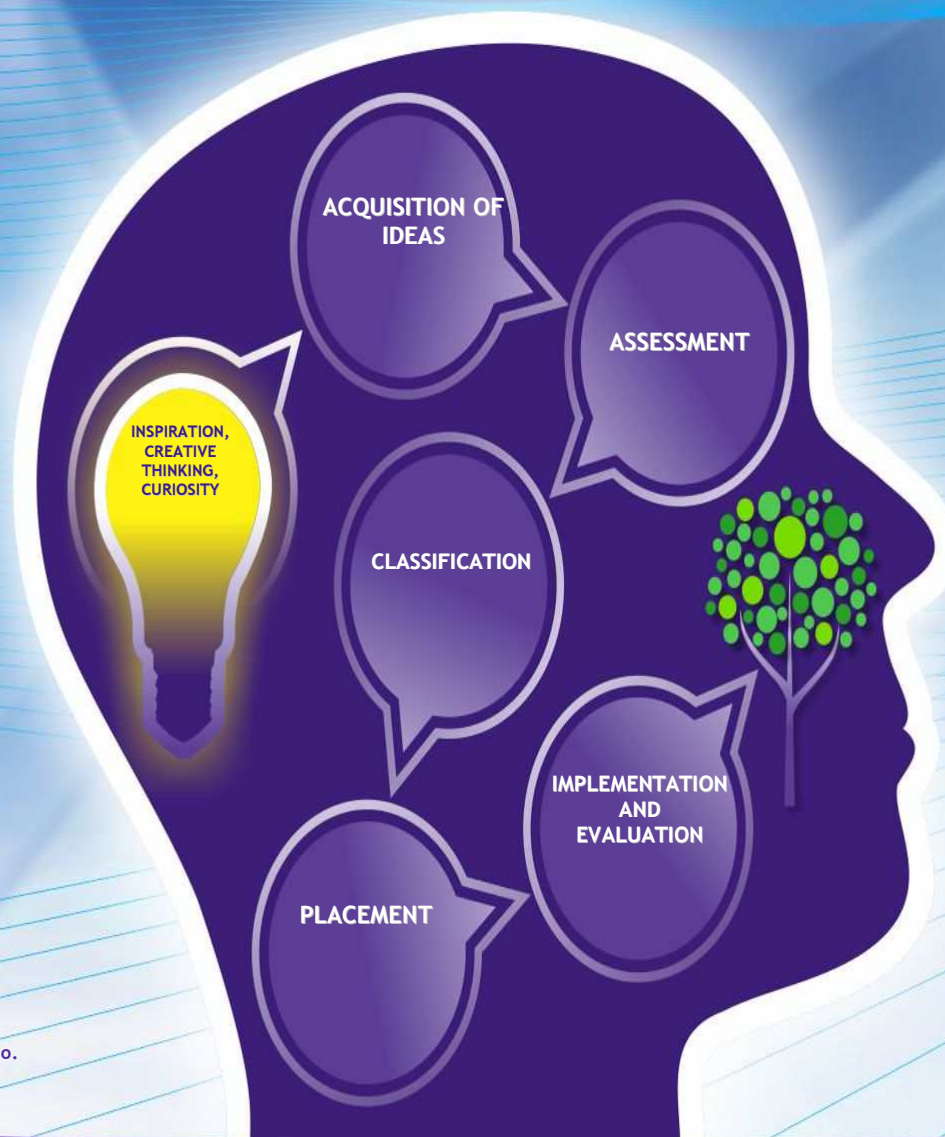
Is a communication in an **innovative way**.

The key enablers –

A **point access**, multichannel approach;
to spread the same **information**
to different target **groups**
via group authentic communication **channels**,
with using the group authentic **language/jargon**.

EVERYONE CAN BE INNOVATIVE

INNOVATION PROCESS



15
BLOCKS

7
ENABLERS

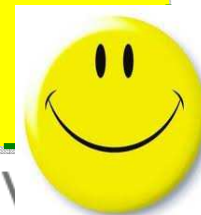
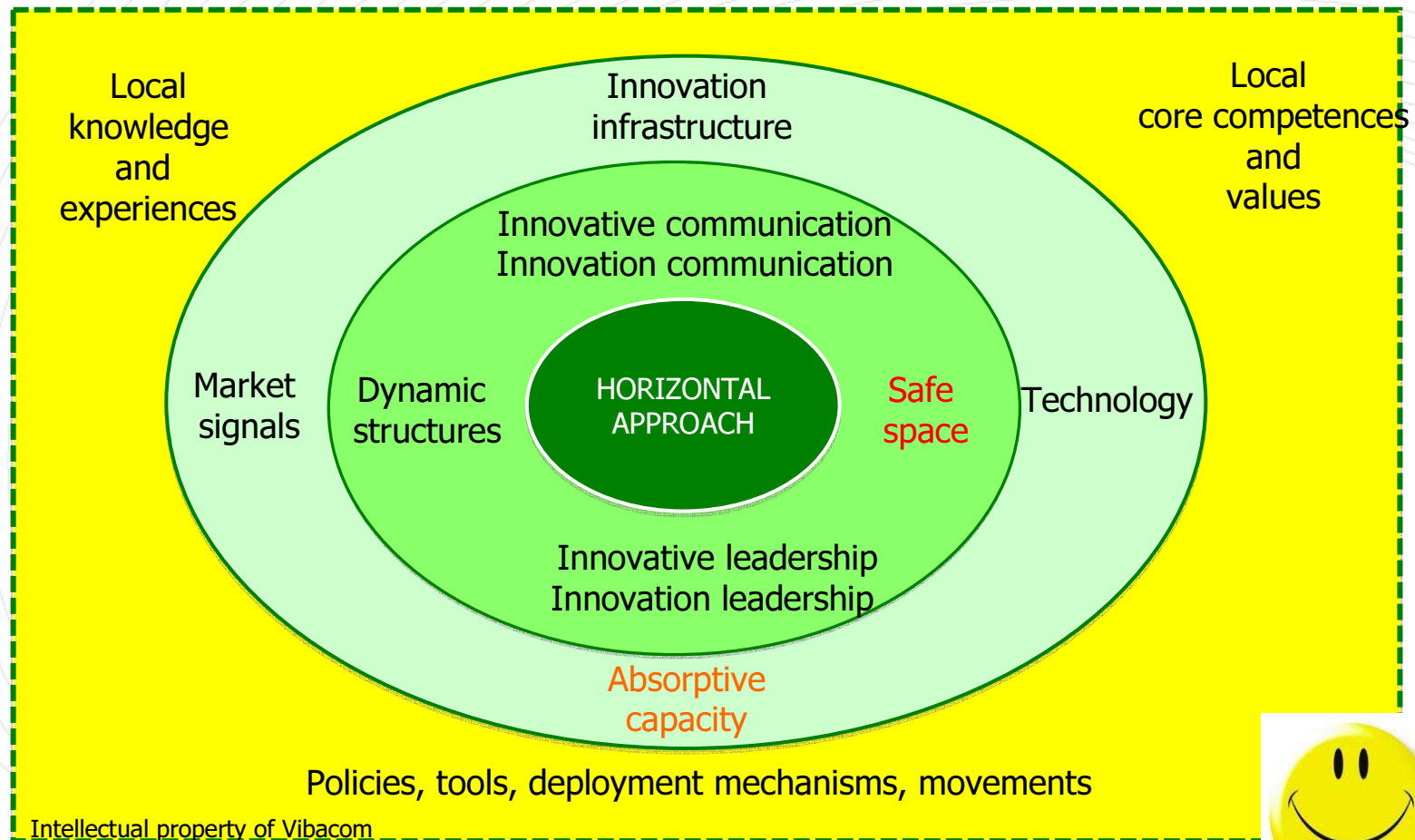
3
BUSINESS
RESULTS

4i

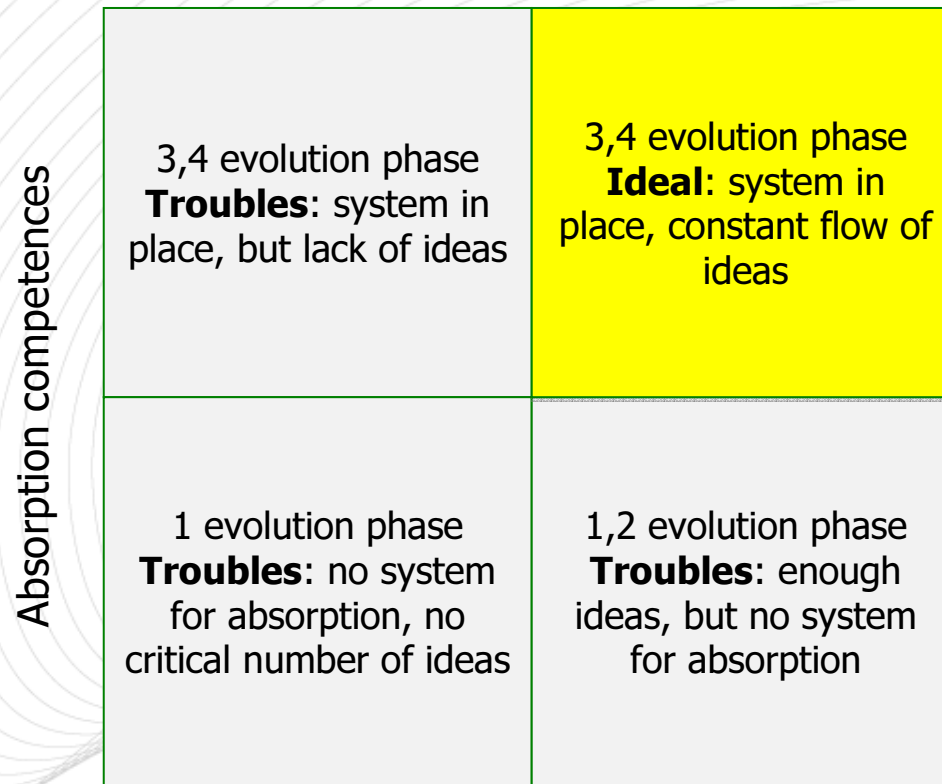
7
STEPS

Intellectual property of Vibacom d.o.o.

Mass innovation catalysts



Absorption



Absorption competences	3,4 evolution phase Troubles: system in place, but lack of ideas	3,4 evolution phase Ideal: system in place, constant flow of ideas
	1 evolution phase Troubles: no system for absorption, no critical number of ideas	1,2 evolution phase Troubles: enough ideas, but no system for absorption

Mass innovation

Elements of safety environment

INDIVIDUAL LEVEL	POINTS
Openess to new ideas	5
Expertise	4
Cooperation	6
TEAM LEVEL	
Relaxed atmosfere/relaxed relations	4
Teamwork	11
Collegiality	7
Trust of colleagues, superiors	12
Freedom (of expression, action, decision-making)	5
ORGANIZATIONAL LEVEL	
Communication, information	11
Knowledge sharing and professionalism	4
Stimulating environment (encouragement, motivation)	5
Personal development; possibility of self-realization	4
Measurable and clear objectives, achieving plans	8
Business skeleton (clear strategy, vision, mission)	7
Customers (permanent, loyal, satisfied)	4
Time, space to think, time to introduce	5
Social security, financial security, regular payment	7
Technical (IT) support	4

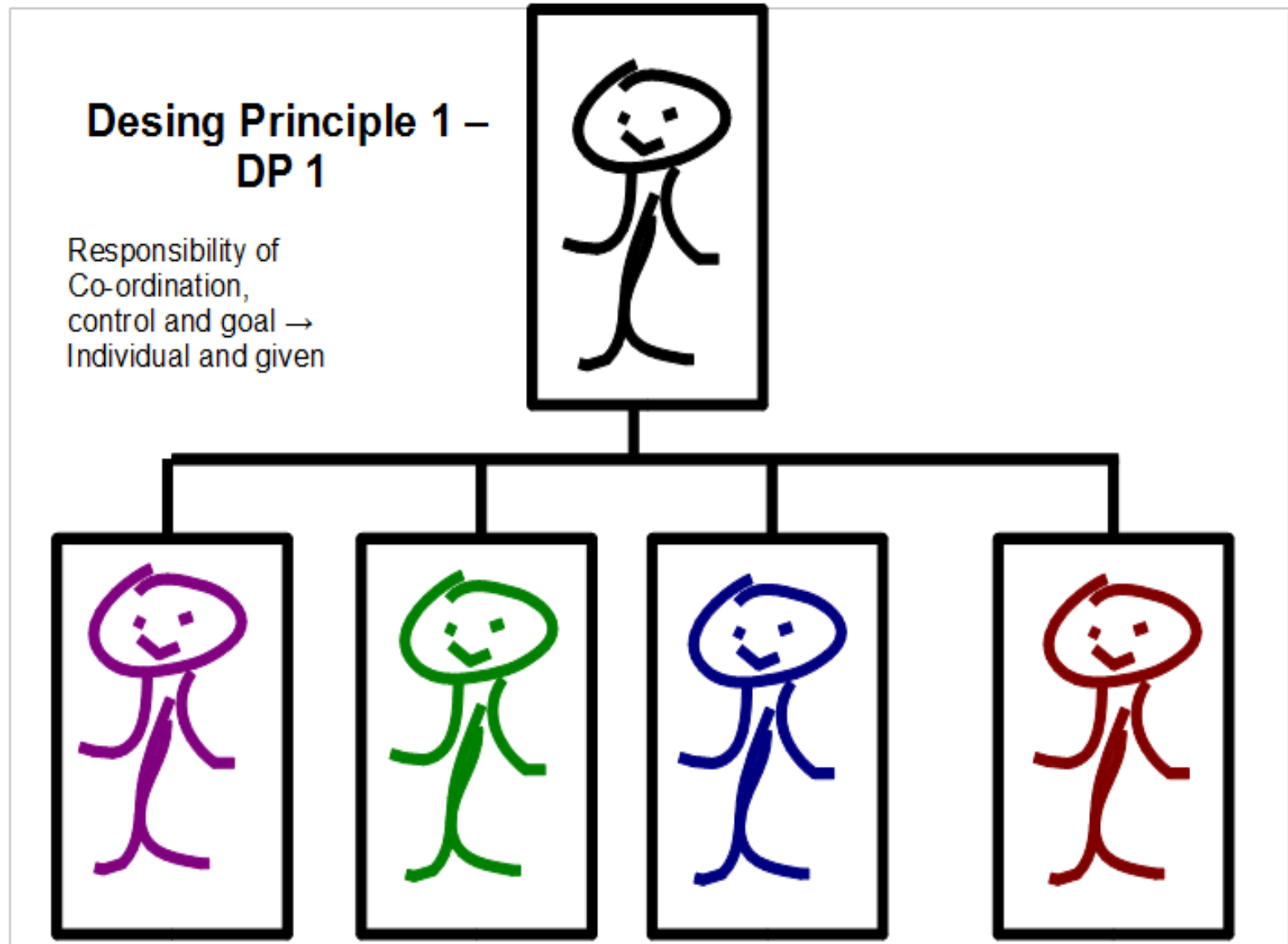
The most important elements: more than 10 points

Important elements: from 7 to 9 points

Potentially important elements: from 4 to 6 points

- 3 different levels: individual, team and organizational level
- Identified 79 important elements (40 % belongs to the individual level, 15 % belongs to the team level and 50 % belongs to the organizational level)

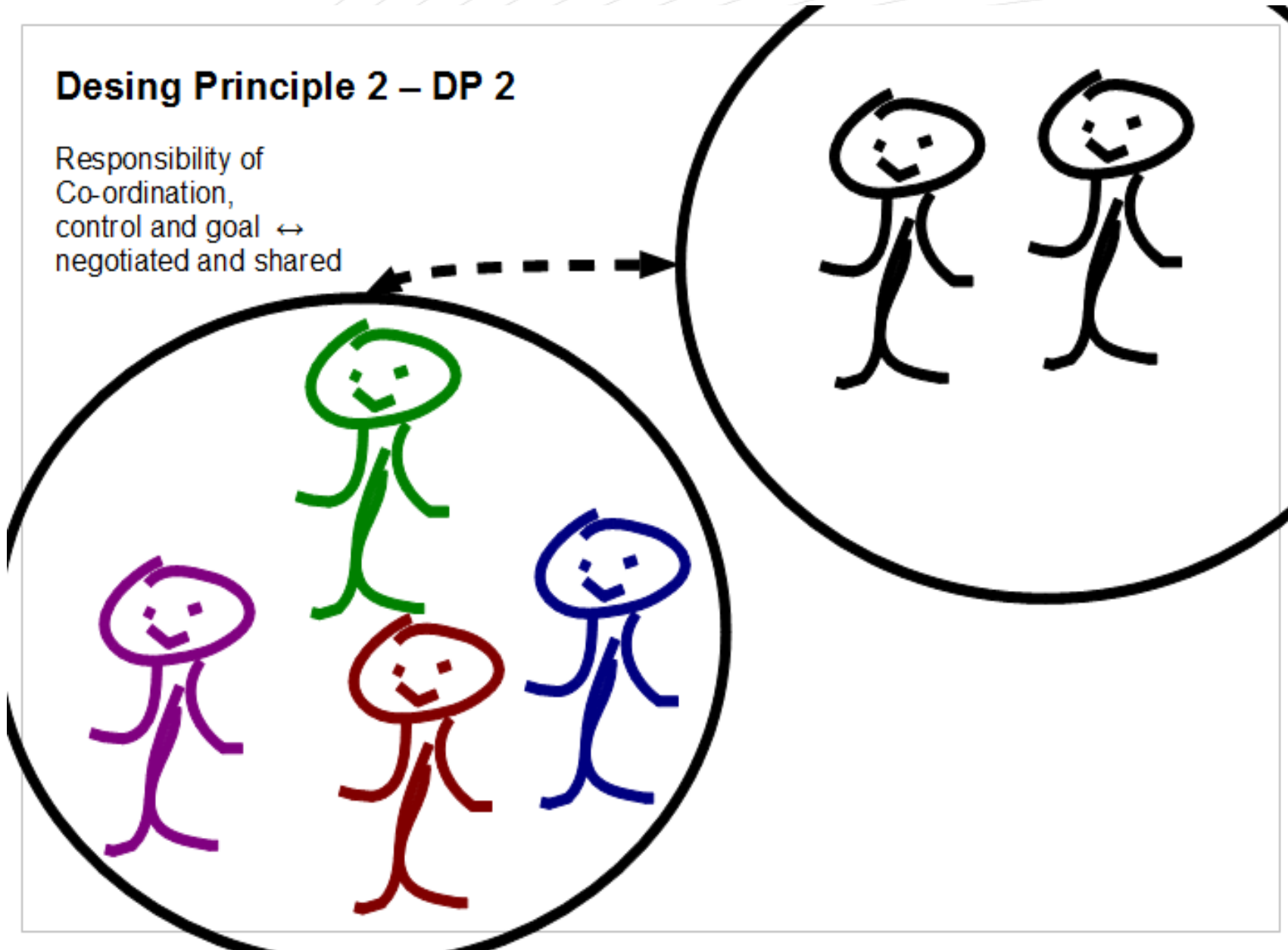
Innovation in structures



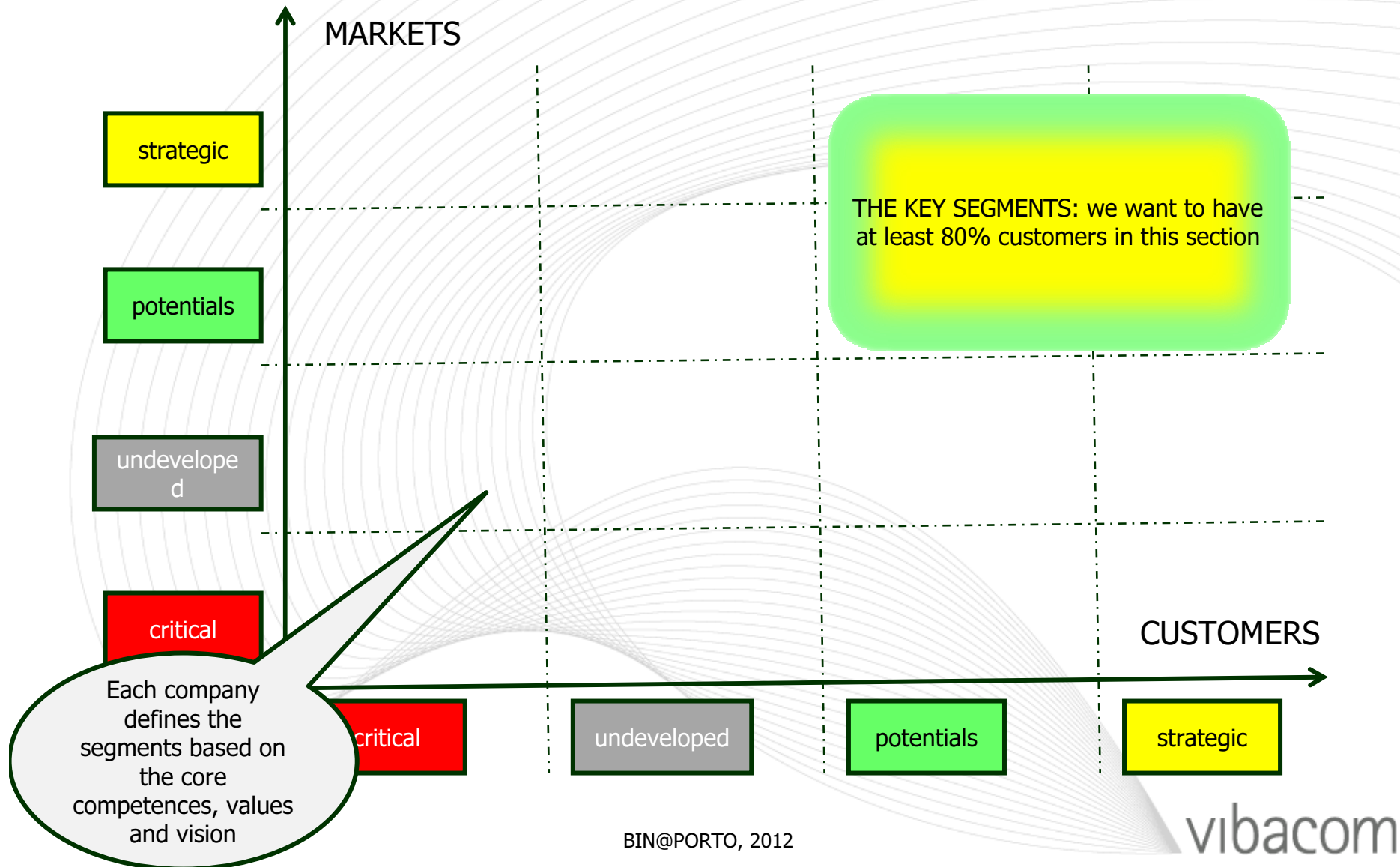
Innovation in structures

Desing Principle 2 – DP 2

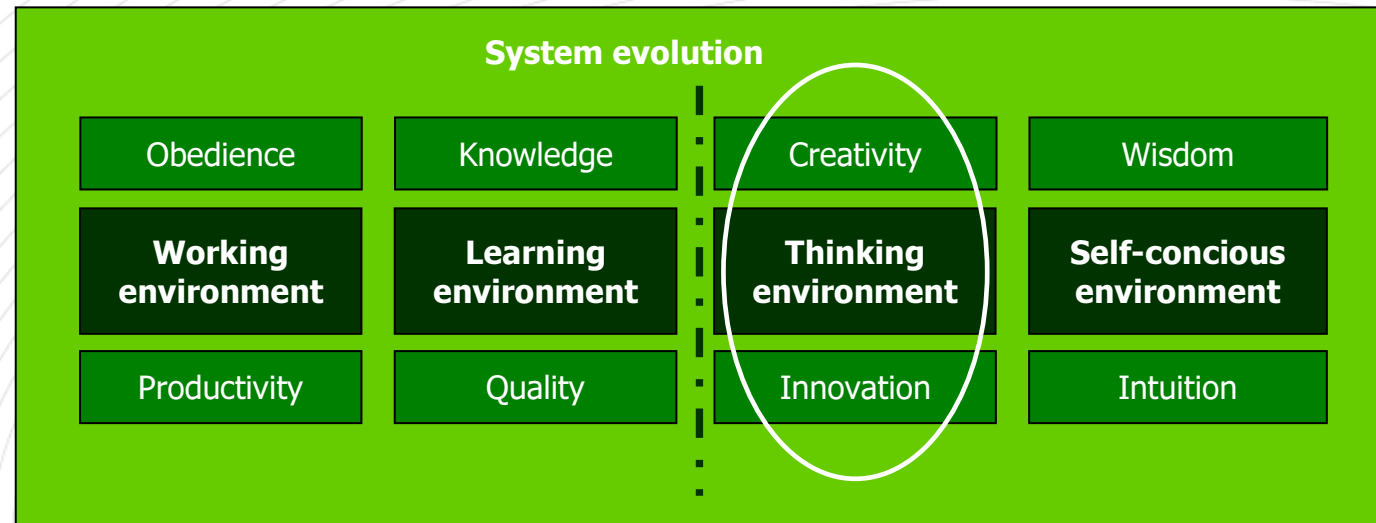
Responsibility of
Co-ordination,
control and goal ↔
negotiated and shared



Innovation in definition of a niche global strategy



JV and acquisitions – thinking environments



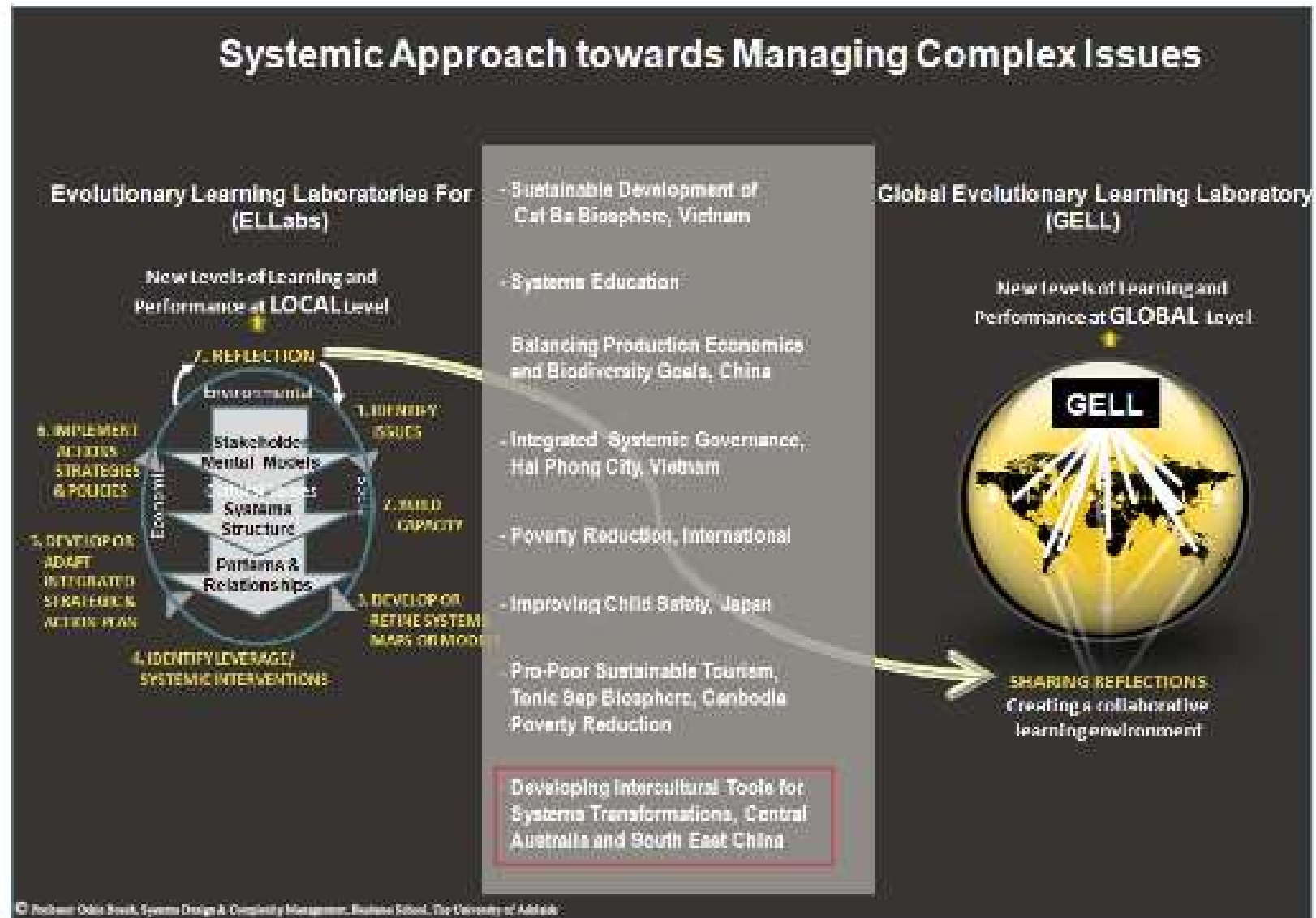
*intellectual property of Vibacom d.o.o.

"Analysis shows, than there is a high level of failure on JV and acquisitions; our experiences are showing that **there should not be more than a half a phase difference between the two merging companies** in order to achieve a sustainable merger; in today's world practice is indicating that **the most suitable environments for JV & A are thinking environments.**"

The Five Change Forces in the Evolution of Corporate Finance Function, V: Zagreb International Review of Economics&Business, Maj 2007, št. 01

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Innovation in definition of networks



Innovation in concepts/philosophy



What about the leadership?

- **Innovation leadership**..... the one that creates a safe space for people to fully innovate....
- **Innovative leadership** ... the one where leaders innovate – new models, ecosystems, relationships, processes, organizational architectures,...

But HOW?

[Video: http://www.youtube.com/watch?v=yvbW02JGDq4](http://www.youtube.com/watch?v=yvbW02JGDq4)

Key messages

Core competences (behavior innovation)

Values (behavior innovation)

Niche markets (business innovation)

Networks of knowledge (business innovation)

Networks of diversity (business innovation)

Project JV (business innovation)

Movements (social innovation)

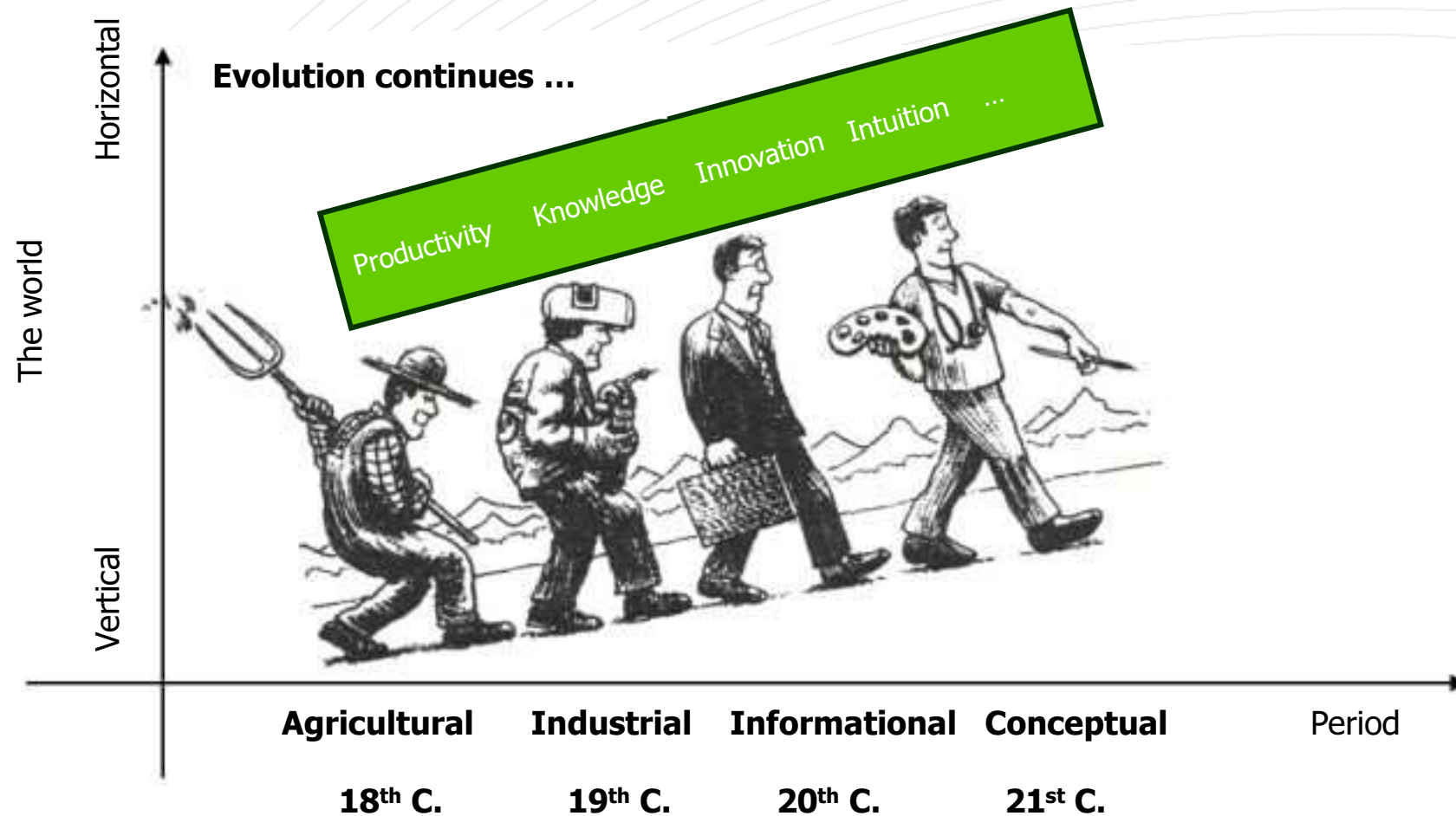
Technology as an enabler

Organic growth

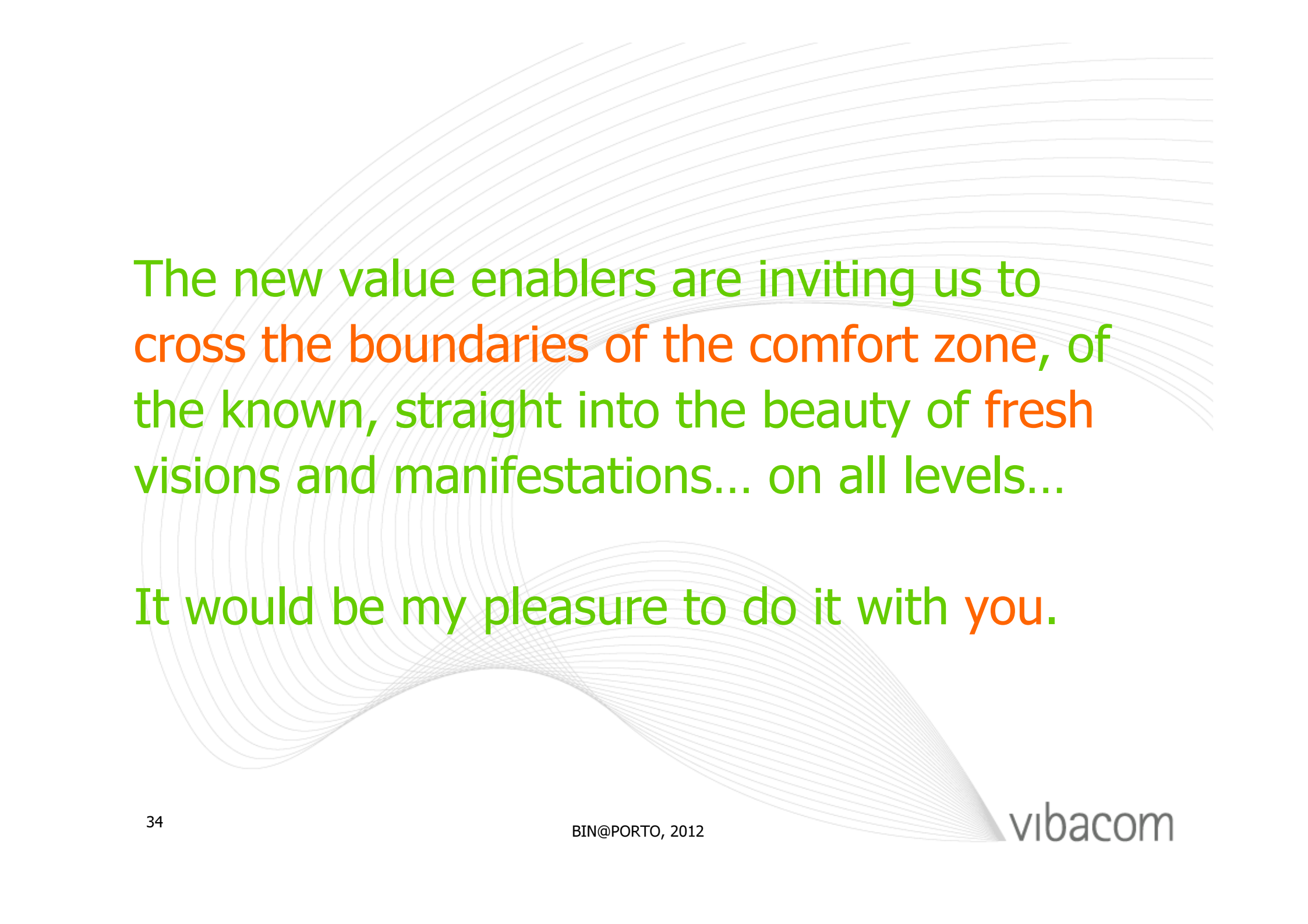
System approach

Focus

Evolution continues...



Nadgradnja Vira: A whole new mind, Daniel, H. Pink, str 50.; M. Dermastja & V.Bulc, feb 2006



The new value enablers are inviting us to
cross the boundaries of the comfort zone, of
the known, straight into the beauty of fresh
visions and manifestations... on all levels...

It would be my pleasure to do it with you.

Let's connect, let's create!

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vibacom

Violeta Bulc, MSc, PMBA



Violeta Bulc, founder and director of Vibacom (www.vibacom.si), expert on balanced sustainable development strategies, organic growth and innovation ecosystems. She believes in the power of networks, holistic individual, and positive energy. She has received national awards for business innovation (2004 – 2011), as well as, together with her clients, 4 national FENIKS Awards for consulting projects (2004, 2006, 2008, 2010). As entrepreneur she gets invited to different EU strategy and action groups. She is a member of management and supervisory boards of several professional associations (UN Chapter of Global Compact in Slovenia, Manager Association, Umanotera, and global “Change the game” initiative). She is also a member of Slovenian National Council for innovative society and an honorary member of Association of Slovenian Innovators. Among her special achievements is initialization and coordination of “InCo movement” which is an civilian initiative, connecting Slovenian professional community, as well as, systematically raising the awareness on innovation among youth (www.incomovement.eu). With partners she initiated 8 national rewards for innovation communication and journalism, and 4 yearly conferences on innovation: InLoCom (innovative local community), Innovation in education, InCo (innovation communication) conference, and international InJo workshop for journalists and PR professionals.

Violeta Bulc, MSc, PMBA



Ms. Bulc is an author of a popular business book "Ritmi poslovne evolucije", and co-author of several other professional publications and books. She is also a co-author of TV business series "Poslovni Ritmi«. She regularly contributes her thoughts and comments to local media on organic growth of organizations, progressive sustainable models, innovation ecosystems, and social entrepreneurship. She runs blog on innovation (www.violeta.si). She was a member of the Program Advisory Board of Stanford Research Center of Innovation and Communication at Stanford University, and an outspoken promoter of its mission in the Balkan region. She is a professor at DOBA University on Innovative and Innovation Management, professor at MCI Innsbruck on Social Skills, and a visiting professor at University of Applied Science Upper Austria on innovation ecosystems . She received an award for the lecturer of the year by the student vote.

She is a member of the organizing committee for the global International System Science (ISSS) conference in Vietnam 2013, and an active member of the Caux Round Table Group.

She volunteers over 50 professional hours per year in the NGO sector and for the young, searching for their paths. She is a blood downer and an active member of her local community.

Violeta Bulc continue....

Awards:



*Feniks national award for a **consulting project of the year 2004:***

Development story for BTC Logistics (short term and long term strategy for sustainable growth)

*Feniks national award for a **consulting project of the year 2006:***

Development story for Steklarna Hrastnik Opal (long term strategy and HRM strategy for sustainable growth)

*Feniks national award for an **outstanding consultant project 2008:***

Development story for Vinakoper: (organic and capital growth)

*Feniks national award for an **outstanding consultant project 2010:***

Development strategy for the InCo movement (business model, deployment model, sustainable strategy)

***7 national award for business and social innovations** created by Violeta Bulc and Vibacom partners in the last 9 years*

Award for exceptional achievements in the field of innovation in Slovenia, Association of Slovenian Innovators (2010),

Prometej award for promotion of science (Slovenian Foundation of Science) 2010;

Winner of the California Open in TaeKwanDo, professional basketball player, and the winner of Slovenian athletic championship in javelin

Violeta Bulc continue....

Formal education:

PMBA, IEDC Bled School of Management, Bled, Slovenia, 2004

MSc, Information Systems, Golden Gate University, San Francisco, California, 1991

Elektro Fakulteta, Univerza v Ljubljani, Ljubljana, Slovenia, 1988



Other certifications:

Sundoor trainer certification for personal growth and development, Sierra Nevada, California, 2008

Shamanic Academy, Scotland, 2008

Academy of Martial Arts (black belt in Tae Kwan Do & Hap Ki Do), California 1994

Key links:

www.vibacom.si

www.movement.eu, www.incogibanje.si

www.violeta.si, www.aktualno.biz

<http://www.youtube.com/watch?v=NxABDkVcdW0>

<http://www.youtube.com/watch?v=yvbW02JGDq4>

39 <http://www.youtube.com/watch?v=18VM3pXiA9U>

BIN@PORTO, 2012

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Violeta Bulc continue....



Work experiences:

- Information Systems Engineer, Metalka, Ljubljana, Slovenia 1988-89
- Network performance engineer, DHL Systems, Burlingame, California 1991 -1994
- Director for carrier business, Telekom Slovenije, Ljubljana, Slovenia, 1994 – 1999
- Vice president for sales, marketing and development, Telemach, Ljubljana, Slovenia 1999 – 2000
- Owner and director, Vibacom, Ljubljana, Slovenia 2000 - today

Violeta Bulc continue....

Professional Publications:

- Bulc V. (oktober 2012). Nismo le družba znanja, zorimo v družbo zavedanja. Dnevnik, Poslovno izobraževanje, 1.10.2012
- Bulc V. (marec 2012). New organizational and social paradigm: From cooperation to co-creation and sustainable coexistence. Journal of Organisation Transformation & Social Change, Volume 9, Number 1.
- Bulc V., Kovačič V., Kocjan Stjepanović T. (marec 2012). Mreženje predmetov: moč povezovanja misli, izkušenj in modelov. Revija Mednarodno inovativno poslovanje.
- Bulc V. (2011). Pomen podjetnosti za razvoj inovativne lokalne skupnosti. Polšnik: Center za zunanjo ureditev. "V poslanstvu dreves"
- Bulc V. (2011). S povezovanjem malih trgovcev do nižjih logističnih stroškov. Časnik Finance, 6.10.2011
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- Bulc V. (junij 2011). Ustvarjam torej sem ali Zakaj je odnos do nas samih eden ključnih za blaginjo sveta. *Pri nas zmleto, Glasilo Zavarovalnice Maribor*
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- Bulc V. (2010). BTC z vizijo - model trajnostnega inoviranja družbe BTC. *MOJ BTC, glasilo BTC d.d.*, december 2010
- Bulc V. (2010). Ko produktivnost in kakovost srečata inovativnost in se nasmehmeta. Dnevnik, Gazeta 2010, oktober 2010
- Bulc V. (2010). Inovacijsko komuniciranje znotraj podjetij (InCo Corp). *Revija Znanje*, julij-oktober 2010
- Bulc V. (junij 2010). Med znanjem in modrostjo. Prepletanje, ZM, št. 05.
- Bulc V. (maj 2010). Družbena inovacija: InCo gibanje - gibanje za inovativni preboj Slovenije. *Zbornik prispevkov*, GZS
- Bulc V. (marec 2010). V odnosih sta lepota in moč. *Revija Naša žena*
- Bulc V. (zima 2009). Trajnostni razvoj je stanje duha. *Revija Azimut*
- Bulc V. (Maj 2009) : Slovenian Innovation Journalism initiatives, INCO JR., A lecture for IJS Conference, Stanford University

Violeta Bulc continue....

Professional Publications:

Štepic, M. & Bulc, V. (November 2009). "Projekt BTC z vizijo". *HRM*, 7(32)

Bulc V. (24. februar 2009) Zaradi dela ne krajšajte počitka, *Finance*, št. 37

Bulc V. & Novak, P. (2008). Zaposleni v BTC-ju smo vključeni v projekt Ideje z vizijo, *MOJ BTC, glasilo BTC d.d.*, december 2008

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Bulc V., Bertonec A. (2007): The Five Change Forces in the Evolution of Corporate Finance Function, V: Zagreb International Review of Economics&Business, Maj 2007, št. 01

Bulc V.: Slovenian InJo initiative and story of InJo impact on the development of innovation ecosystem, innovative local community case. Maj 2007. A lecture for IJS Conference. Stanford university

Bulc, V.: (2007): Učinkovito vodenje in razvoj medsebojnih odnosov v šolstvu, Fit Slovenija, "Svet gibanja, svet veselja", (10. – 12.4.2007)

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Bulc V.(2007): V 14 dneh od profesorja antropologije do najprodornejše zgodbe s področja Web 2.0, V: Dnevnik, 22.3.2007

Sušnik M., Bulc V.(2007), Za posel sta potrebna dva, Sistem, (jan 2007)

Kuhelj Krajnovič E., Bulc V.(2007): Kjer se pojavi tla zavibrirajo, MQ (jan 2007)

Bulc V. (2007): 14 days from an excellent anthropology professor to a number one Net 2.0 stories. Dnevnik, 22.3.2007

Bulc V.(2006): Ciljno izobraževanje kot vstopni dejavnik za razvoj mislečih okolij, HRM, November 2006

Bulc V., Kovač D., Bertonec A. and Godina Košir L.(2006): Human Resource Development from the Aspect of Evolution of Business Environment. An article for IREC Conference.

Bulc V. (2006): IT je gonilo ali cokla razvoja, Finance, 12.12.2006

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Bulc V., Dermastia M. (2006): Inovativni mikrokozmos. Prepletanje, Oktober 2006, št. 01.

Blog: blog v angleškem jeziku na temo inovativnosti in aktualnih družbenih trendov www.violeta.si , (2006 - danes)

Bulc V.(April 2006) : Innovation Journalism and Corporate Environment, An Article for IJS Conference, Stanford University

Violeta Bulc continue....

Professional Publications:

- Bulc V. (2006): Letting innovation happen: Slovenian company Vibacom has developed a new business mode and the jargon to go with it. Slov. bus. rep., str 14-15
- Bulc V., Kovač D. (November 2005): Inovativnost je proces, ki ga je potrebno upravljati. 7. letna konferenca kakovosti Gorenjske 2005, Kranj, 3. november, str 29-35
- Bulc V. (2005): Thinking organisations: the new milestone in corporate behaviour – can IT support it? Compano, Ramon, Pascu, Corina. IST is the service of a changing Europe by 2020: learning from world views. Bucharest: The Publishing House of the Romanian Academy, str 204-206
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- Bulc V., Kovač D. (2005): Innovation is a process that needs to be managed. Article for the 7th yearly conference of quality of the Gorenjska region, 03.11.2005.
- Aktualno 2.0: pisec priljubljenega elektronskega mesečnika Aktualno 2.0 www.aktualno.biz, (2004 - danes)
- Bulc, V. Object-Oriented Concepts with an Emphasis on possibility of Joining Relational and Object-Oriented Databases. Elektrotehniški vestnik, 58, št. ¾ (1991), str. 171-174
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- Bulc V. (Marec 2003): Naj žarijo!: poslovna inovacija – neizkoriščen vir uspeha. Glas gospod., št. 3, str. 17-21
- Bulc, V. (Marec 2003): Spletne igre kot inovativni poslovni model. Mobinet (Grosuplje), št. 46, str 45-47
- Bulc V. (Junij 2003): Storitvena omrežja: manjkajoči člen v spletnih storitvah. Mobinet (Grosuplje), št. 49, str 44-46
- Bulc V., Lah E. (Julij-avgust 2003): Data garbage: govorica digitalnih odpadkov. Mobinet (Grosuplje), št. 50-51, str 70-73
- Bulc V. (Julij 2003): Poslovna inovacija – vzvod za povečanje vrednosti podjetja. Finance, št. 132, str. 8
- Bulc V., Lah E. (september 2003): Orodje nove generacije: programska oprema za socialno okolje. Mobinet (Grosuplje), št. 52, str 46-48
- Bulc V. (November 2002): Motiv za uporabo IT naj bo povečanje produktivnosti. Finance, št. 211, str. 18
- Bulc V. (Januar 2001): Tesla se je gora. Telekom pa je še monopolist. Finance, št. 3, str. 18
- Bulc V. (Junij 2001): Mobilna telefonija napada fiksno. Finance, št. 104, str. 3

Violeta Bulc continue....

CONFERENCE CONTRIBUTIONS

- New solutions, new approaches, fresh perspective, International Conference for Youth, Zavod Y, october 2012 (eng)
- Mass innovation - the key to sustainable success and satisfaction organizations, International Conference »Dynamic entrepreneurship for economic growth“, DOBA, May 2012 (slo)
- Catalysts that facilitate mass innovation, A working meeting "International Federation For Systems Research", Linz, april 2012 (eng)
 - Mass innovation, European meetings on cybernetics and systems research EMCSR, Vienna, April 2012 (eng)
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Violeta Bulc continue....

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