



NEUROZNANOST I VODSTVO

GORAN VLAŠIĆ
gvlastic@innovation-institute.eu



Institut za inovacije
Innovation Institute

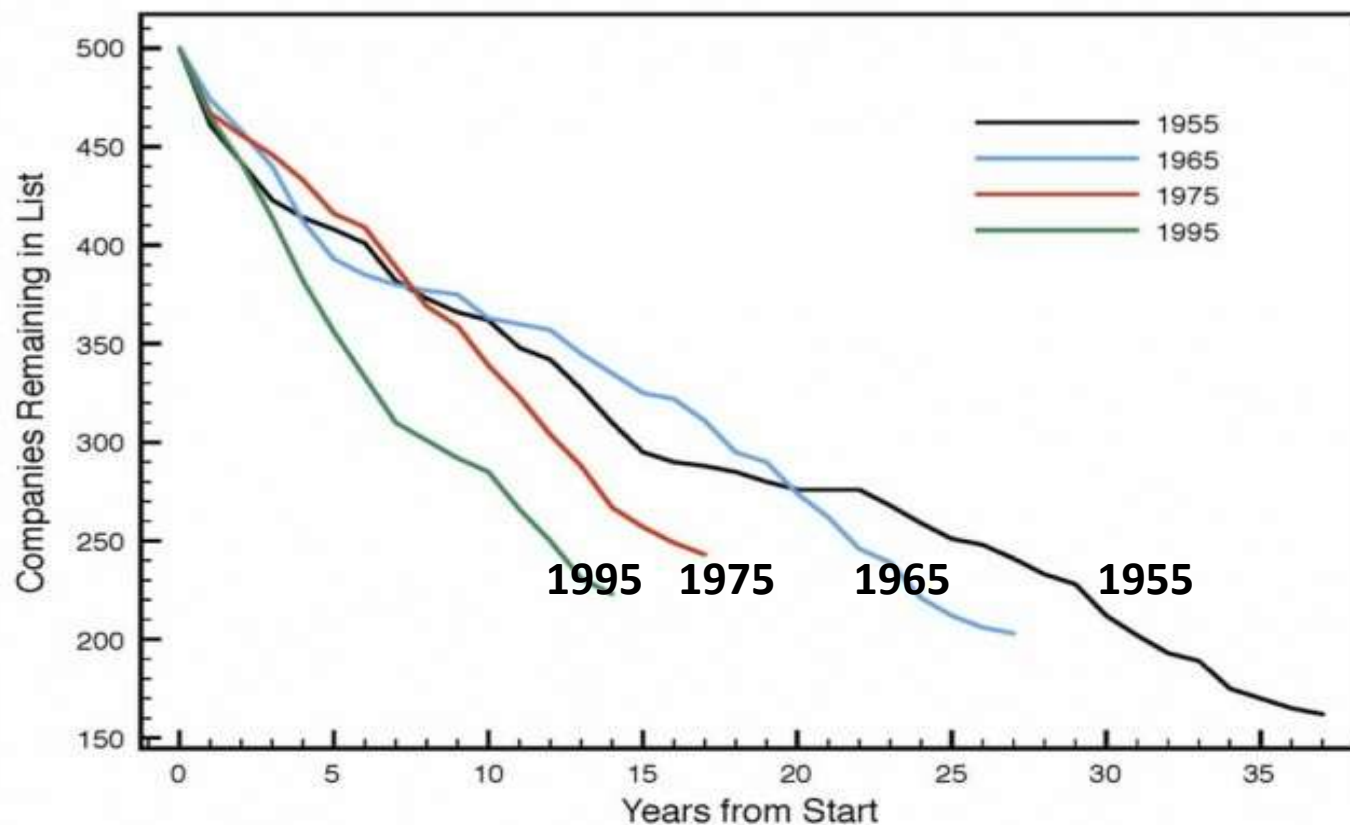


Sveučilište u Zagrebu
Ekonomski fakultet



15 kompanija
starijih od
150 godina

**Zašto
kompanije/
industrije
nestaju?**



**Zašto
kompanije/
industrije
nestaju?**

Prokletstvo uspjeha

**Zašto
kompanije/
industrije
nestaju?**



 BlackBerry.

 pets.com

ToysRUs

SONY

BORDERS

TOWER[®]
RECORDS • VIDEO • BOOKS

YAHOO!



 Polaroid



NORTEL



HITACHI

IBM



★ macy's

NOKIA



TOSHIBA



Jeff Bezos
Amazon CEO

"Amazon is not too big to fail !

In fact, I predict one day Amazon will fail.
Amazon will go bankrupt.

If you look at large companies, their
lifespans tend to be 30-plus years, not a
hundred-plus years.

We have to try and delay that day for as
long as possible."



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**Prof. Goran
Vlašić, PhD.**
Council Chair
University
of Zagreb



**Prof. John
Deighton, PhD.**
Harvard
Business
School



**Prof. William
Barnett, PhD.**
Stanford
University



**Prof. Jurica
Pavičić, PhD.**
University
of Zagreb



**Prof. Irene
Scopelliti, PhD.**
City University
London



**Prof. Gabriele
Troilo, PhD.**
Bocconi
University



**Prof. Zoran
Krupka, PhD.**
University
of Zagreb



**Prof. Daniella
Laureiro
Martinez, PhD.**
ETH Zurich



**Prof. Bulent
Gultekin, PhD.**
Wharton –
U Penn



**Prof. Ajay
Kohli, PhD.**
GA Tech



**Prof. Michael
Ahearne, PhD.**
University
of Houston



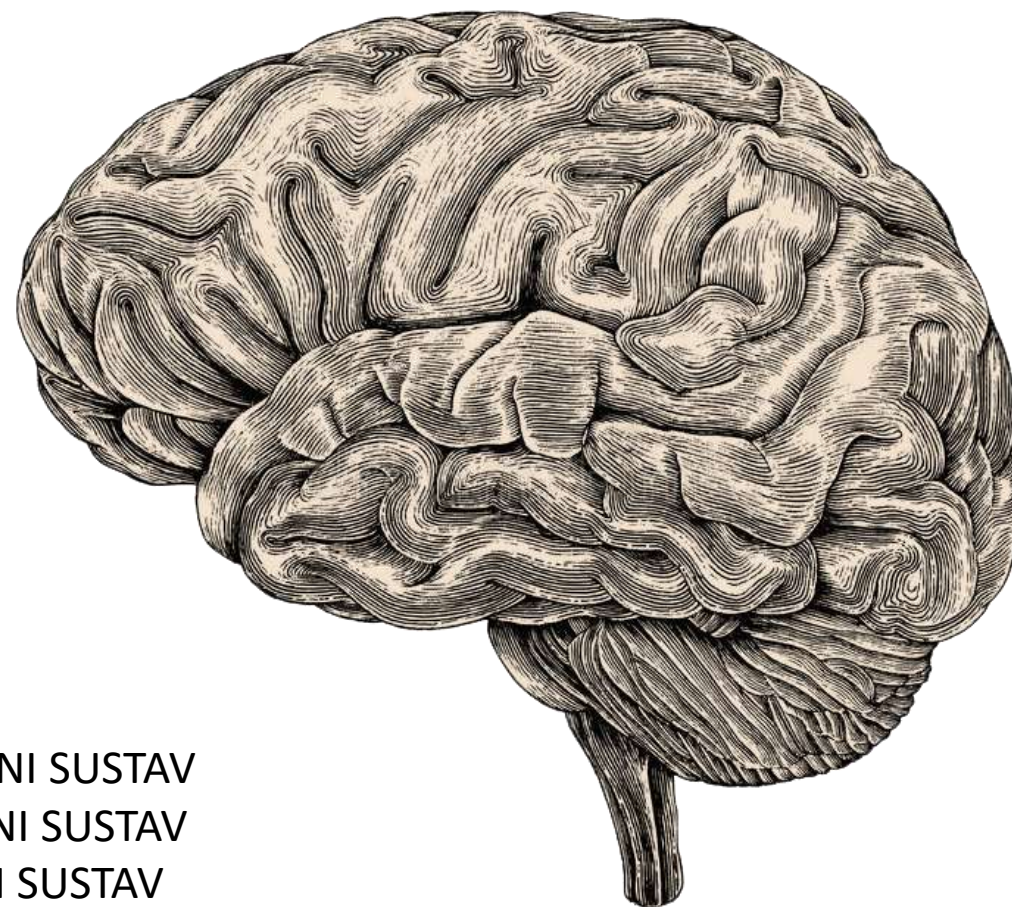
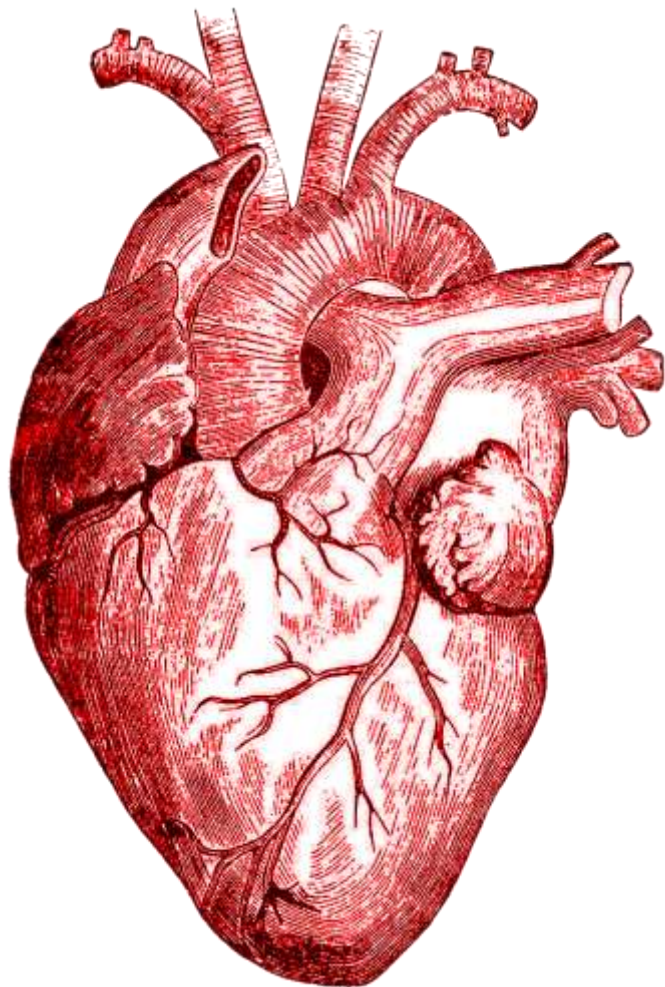
**Prof. Gregory
Carpenter, PhD.**
Kellogg –
Northwestern



**Prof. Joe
Hair, PhD.**
Mitchell
College
of Business



**Prof. Stephen
Bradley, PhD.**
Harvard
Business
School



ENDOKRINI SUSTAV
KRVOŽILNI SUSTAV
ŽIVČANI SUSTAV

AMBIGUITY
NEODREĐENOST

UNCERTAINTY
NEIZVJESNOST

Mind Game

Loptica i bat zajedno koštaju \$1,10.
Bat košta \$1 više od loptice.
Koliko košta loptica?



Mind Game

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Mind Game

Koliko košta loptica?

\$0,10



Hmm...



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Hmm...



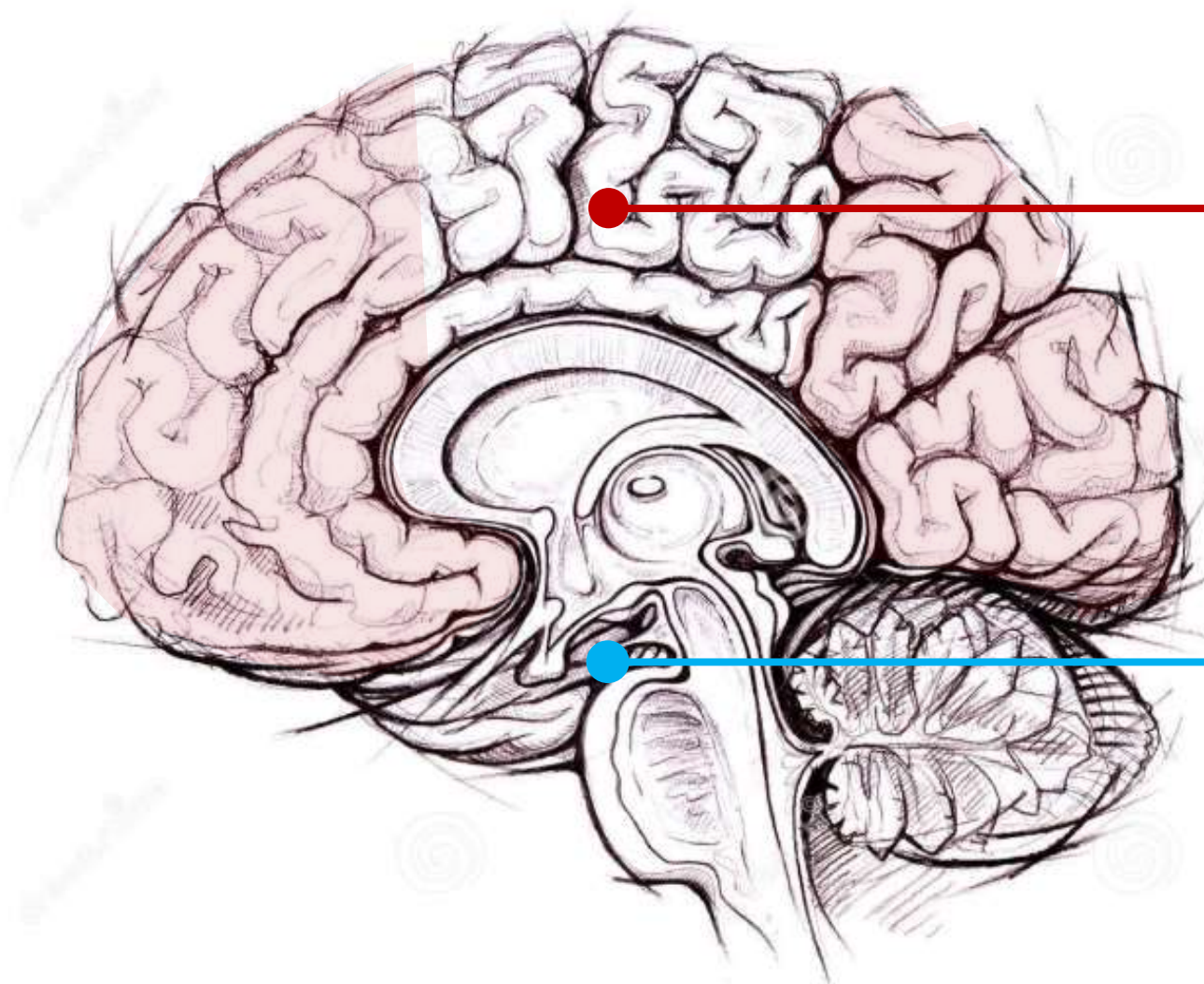
$$\text{Loptica} + \text{Bat} = 1,10$$

$$\text{Loptica} + (\text{Loptica} + 1,00) = 1,10$$

$$2x \text{ Loptica} = 1,10 - 1,00$$

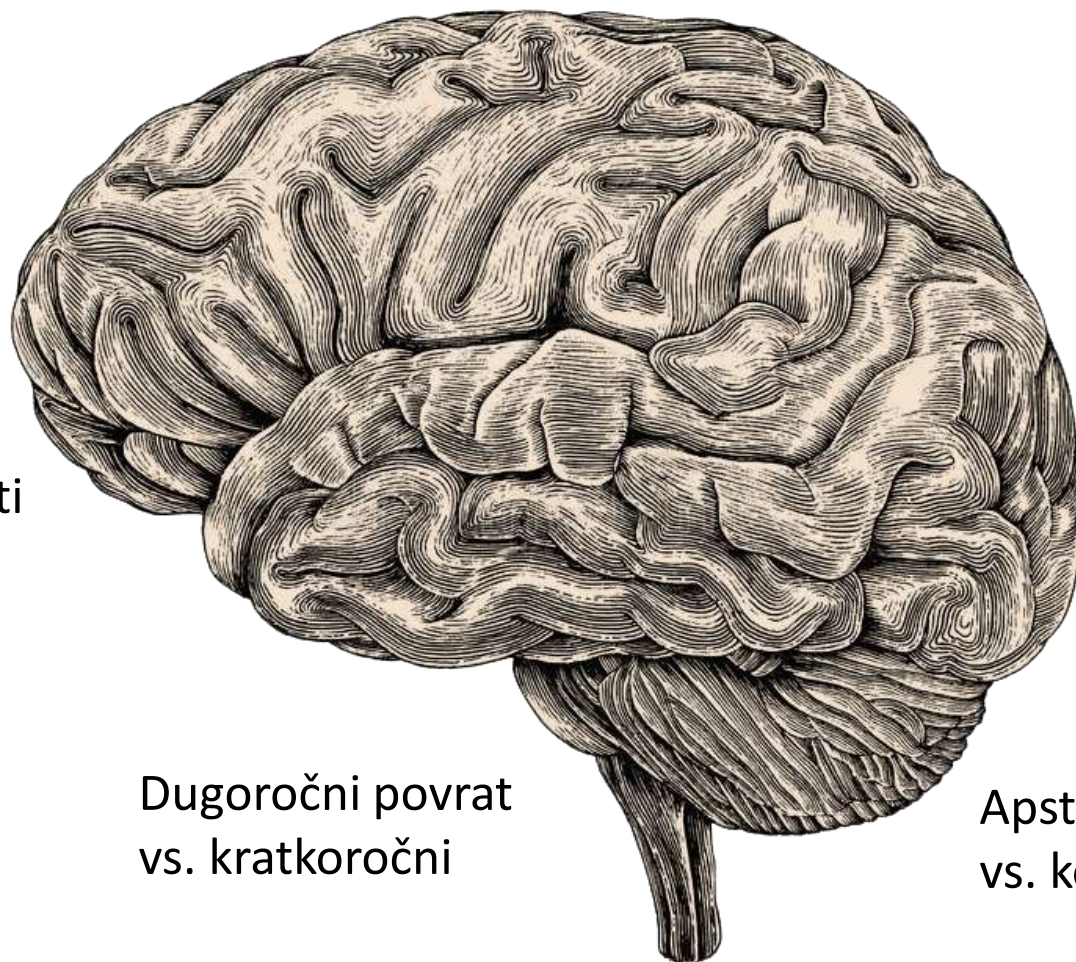
$$2x \text{ Loptica} = 0,10$$

$$\text{Loptica} = 0,05$$



Neocortex (Primate) Brain
(Higher Cognitive Functions)

Reptilian Brain
(Instinct / Analogies / Patterns)



Stvaranje vrijednosti
vs. preraspodjela

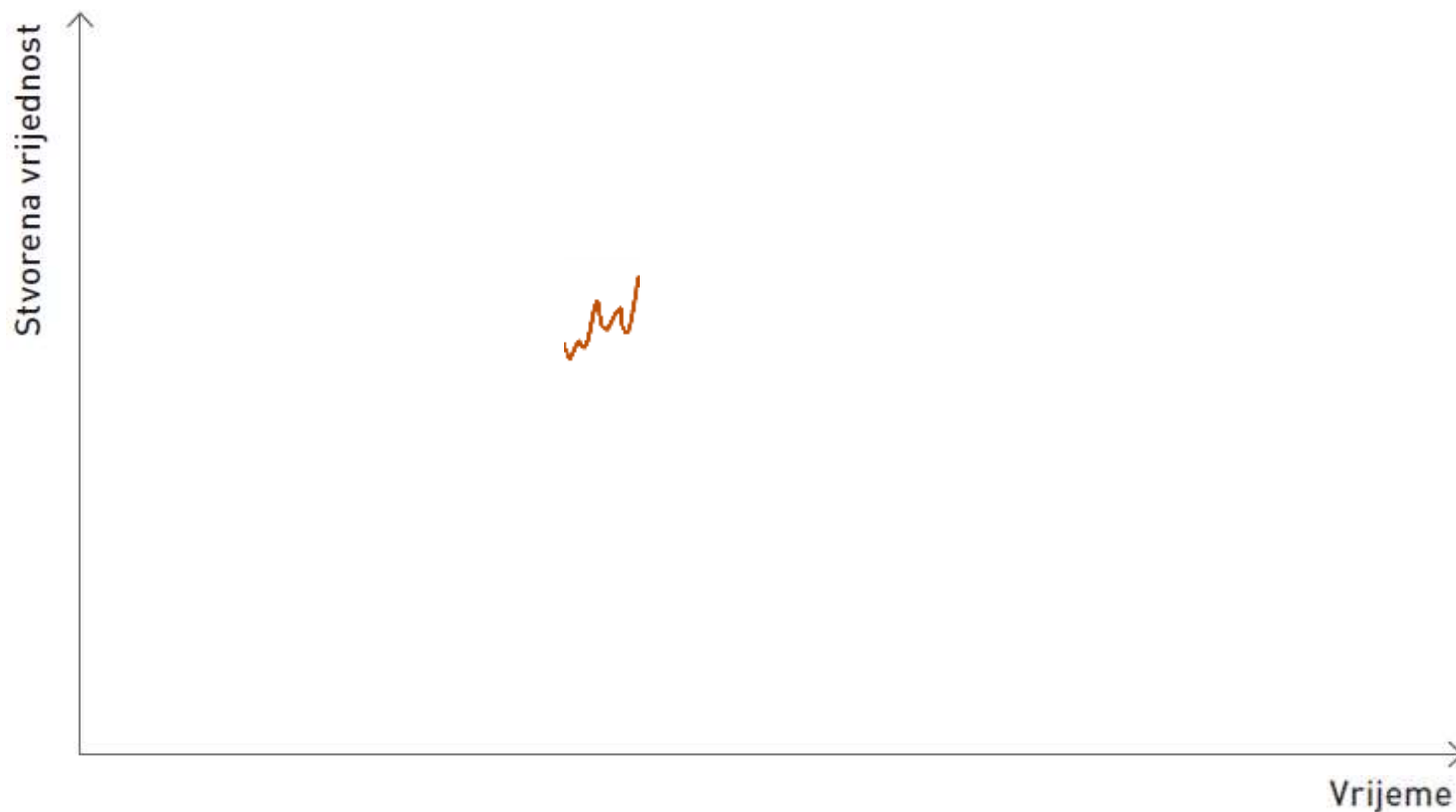
Novo i neočekivano
vs. poznato i očekivano

Dugoročni povrat
vs. kratkoročni

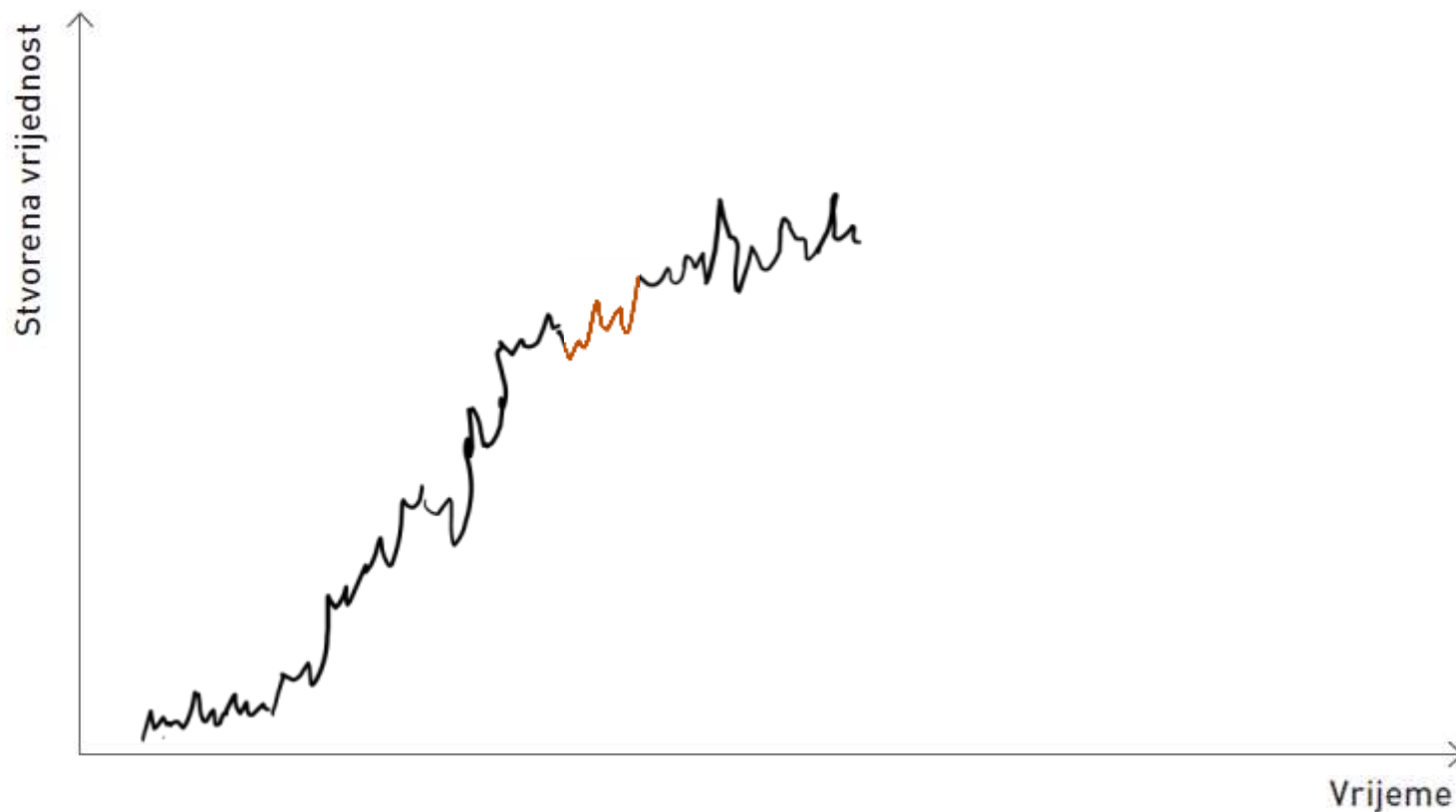
Apstraktno/strateško razmišljanje
vs. konkretno/operativno



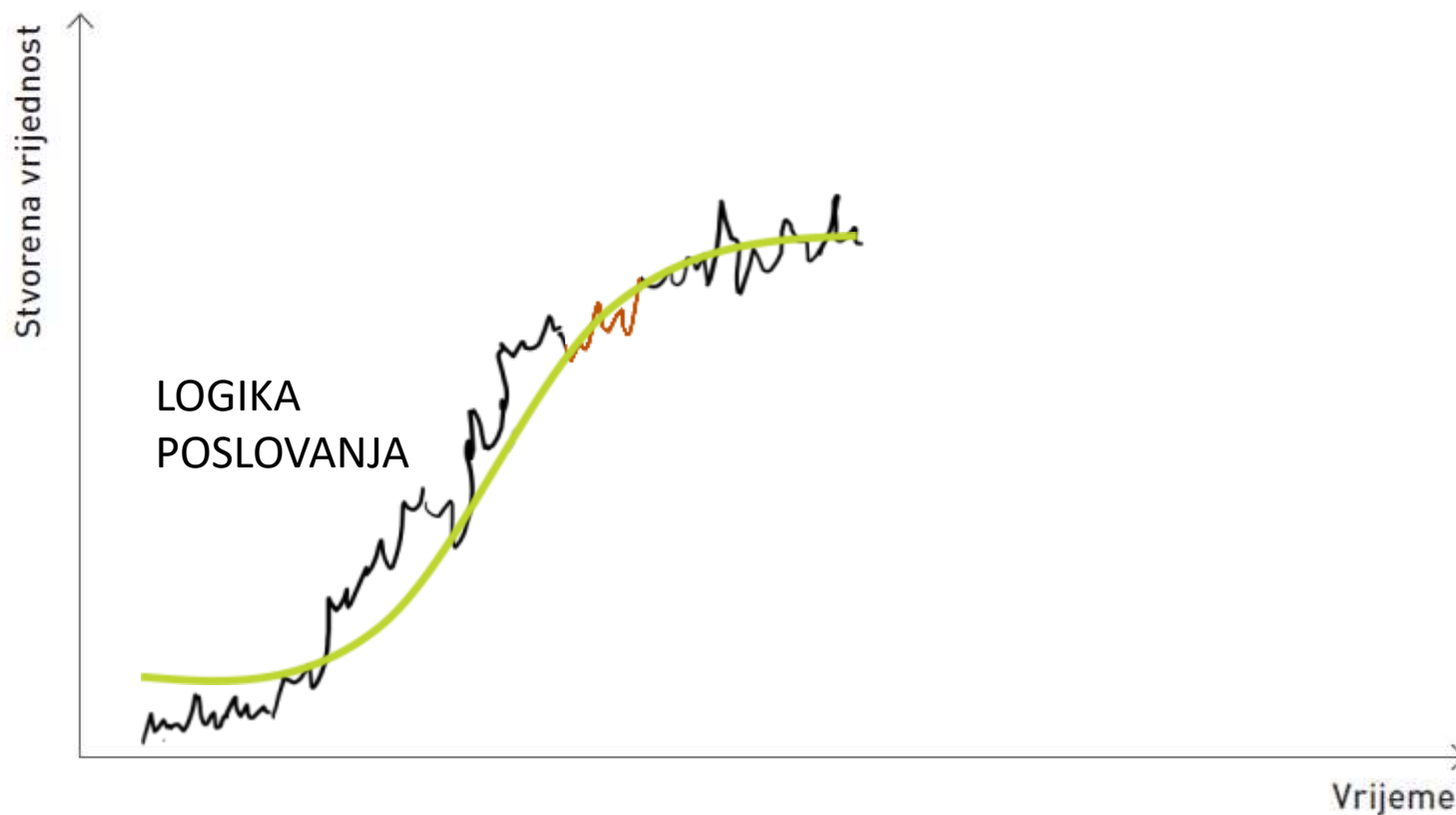
**Zašto
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industrije
nestaju?**



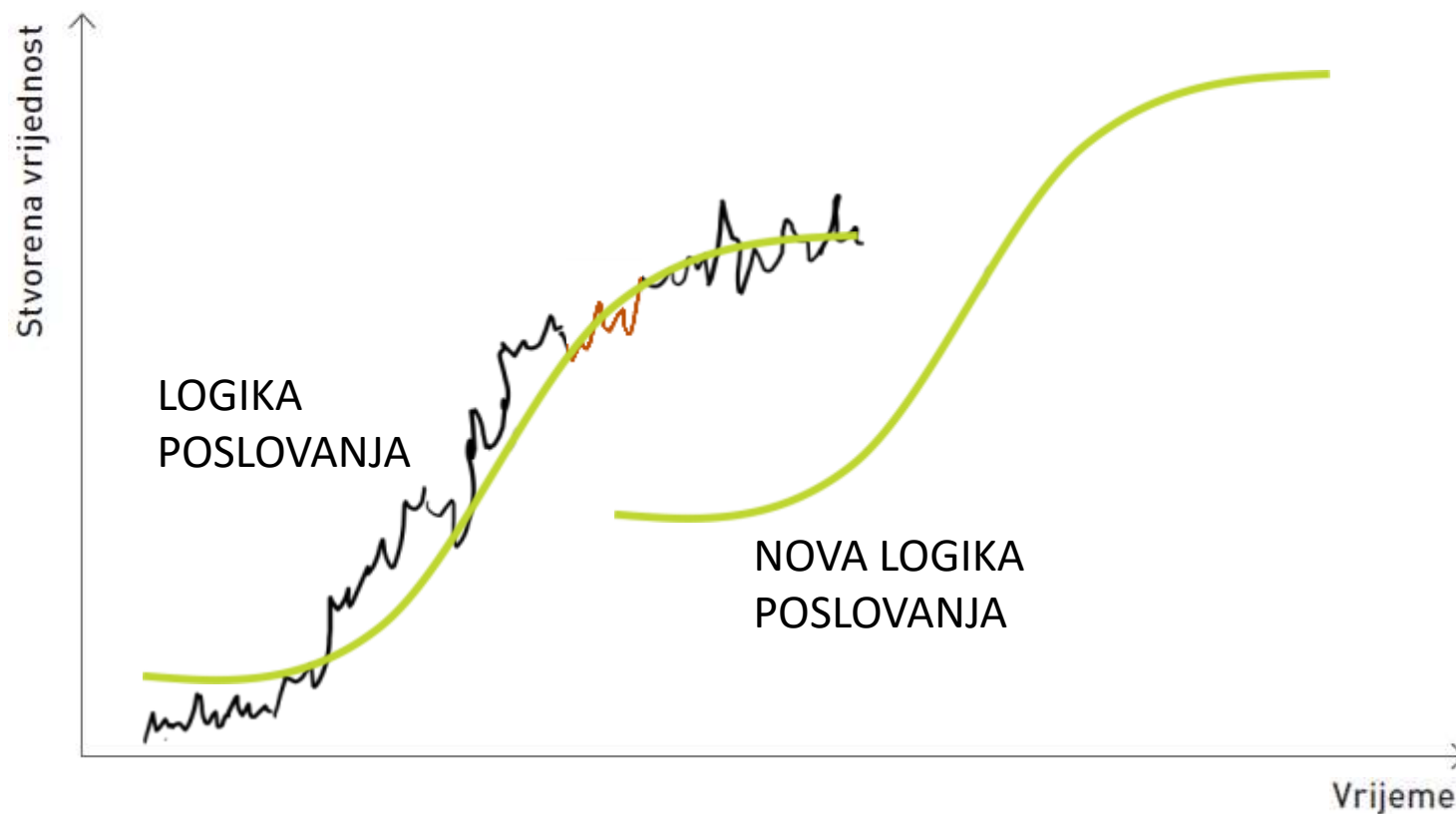
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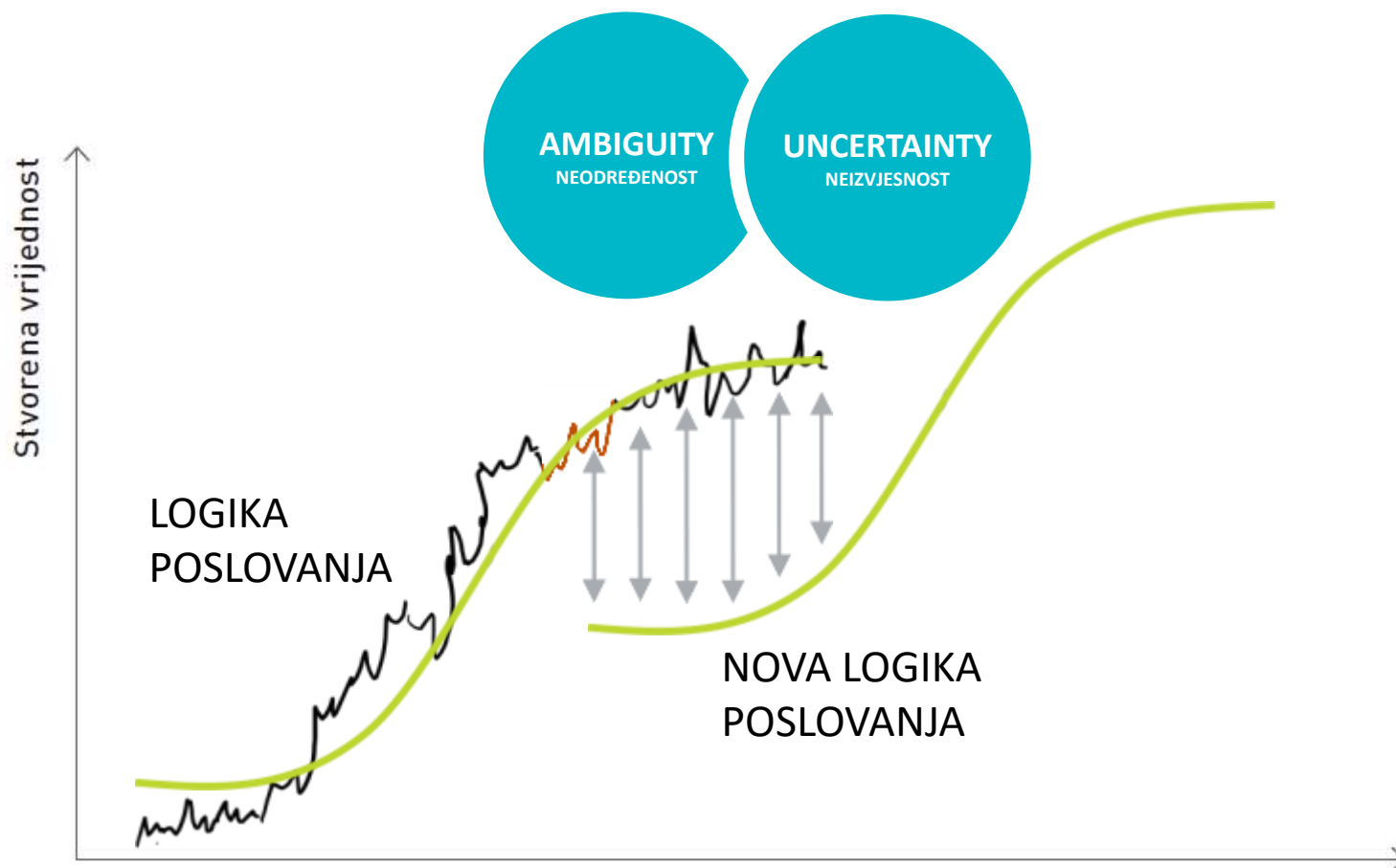
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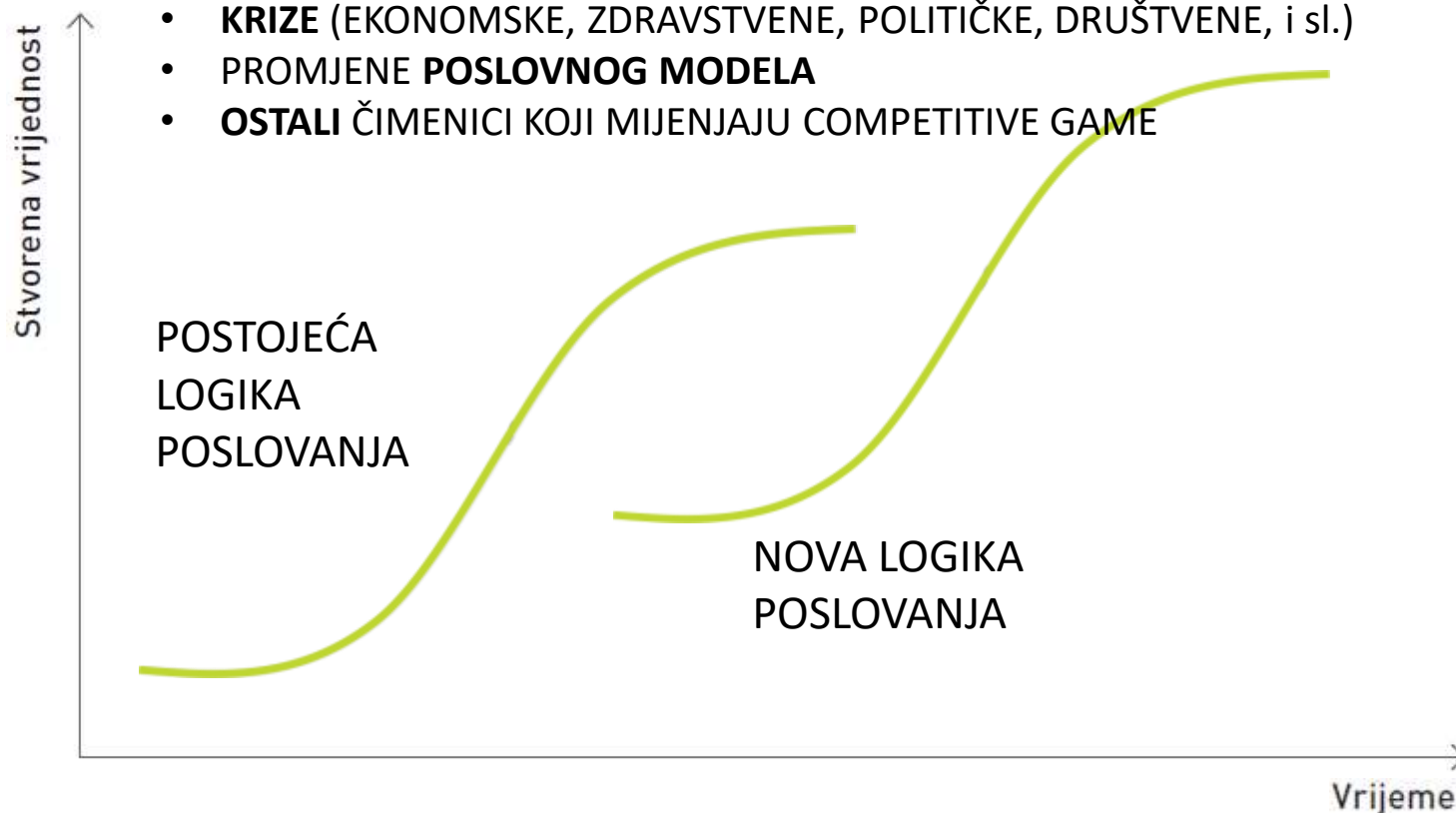
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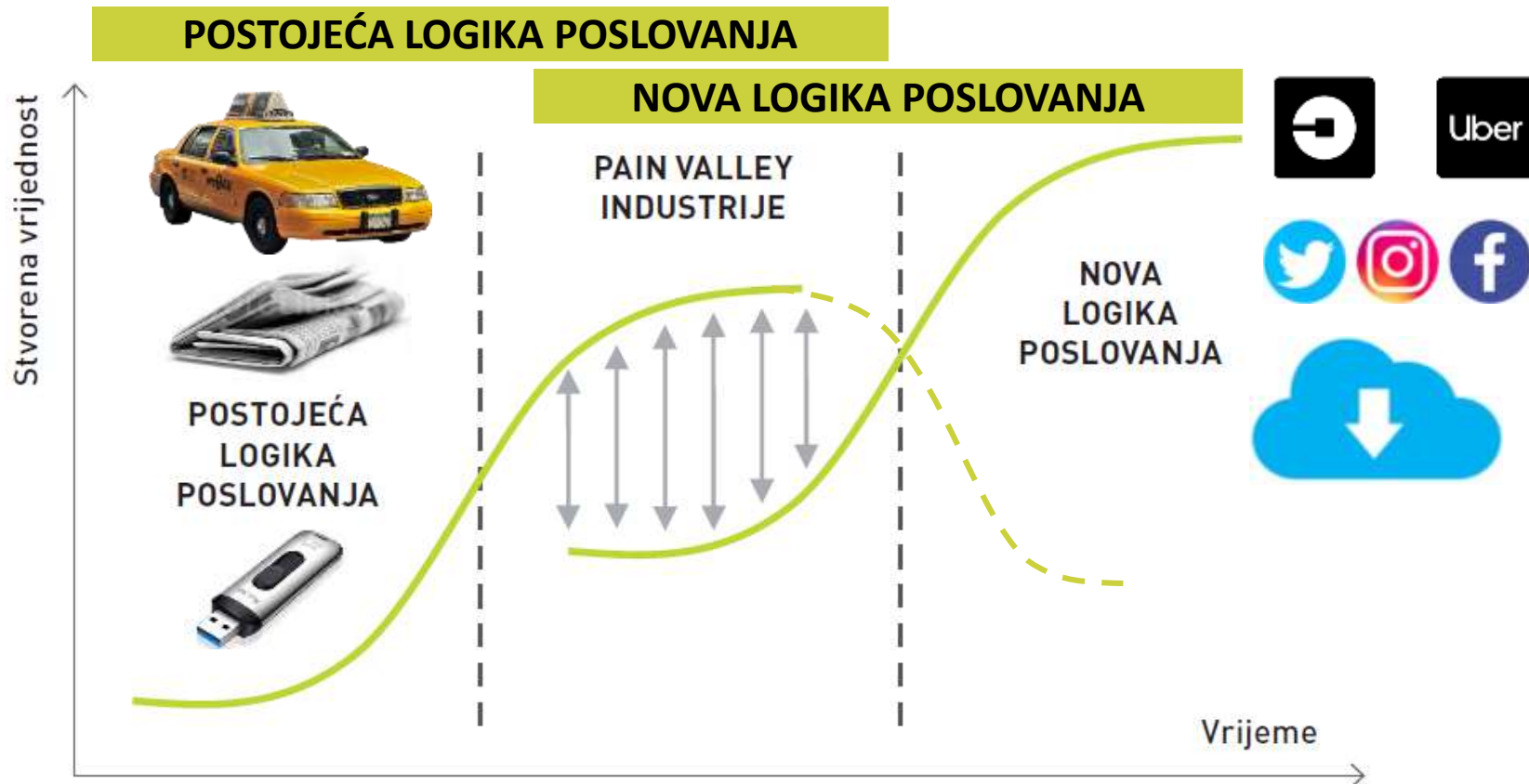
**Zašto
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DISRUPCIJA zbog:

- **REGULATORNE** PROMJENE
- **TEHNOLOŠKE** PROMJENE (GENERAL PURPOSE TECHNOLOGY)
- **KRIZE** (EKONOMSKE, ZDRAVSTVENE, POLITIČKE, DRUŠTVENE, i sl.)
- PROMJENE **POSLOVNOG MODELA**
- **OSTALI** ČIMENICI KOJI MIJENJAJU COMPETITIVE GAME



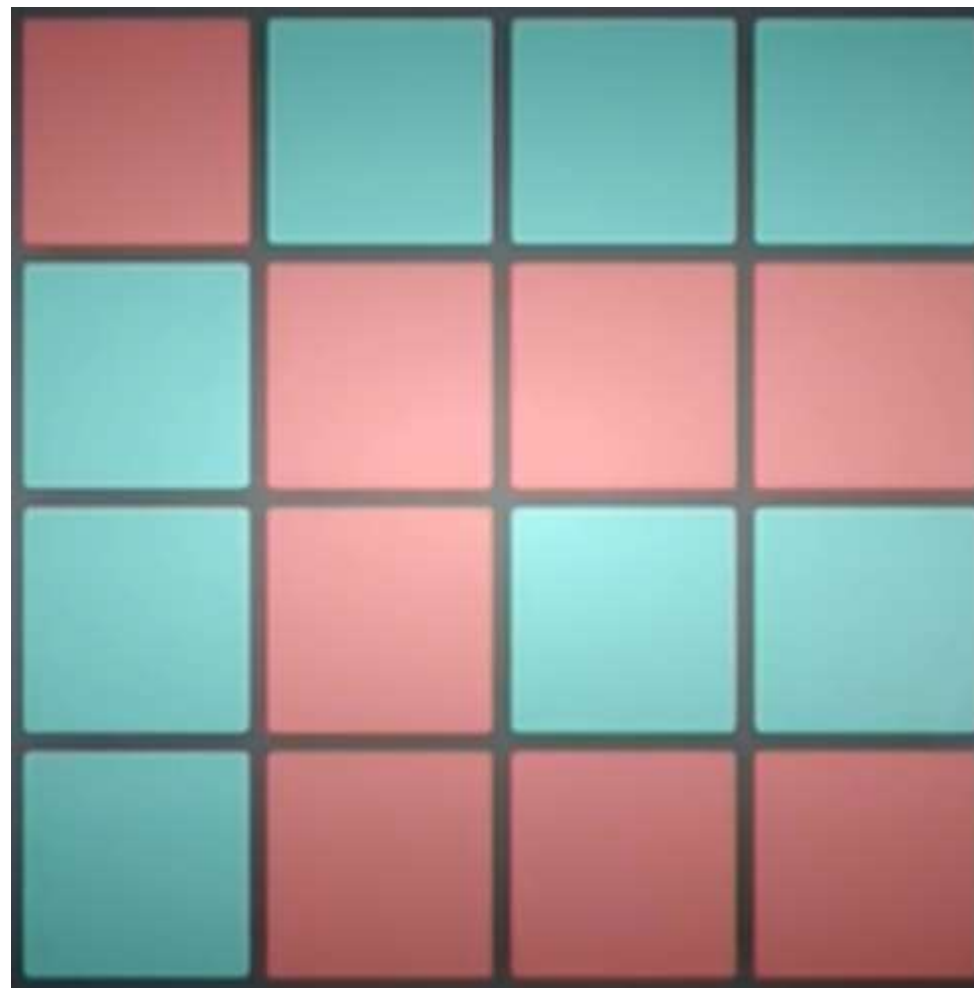
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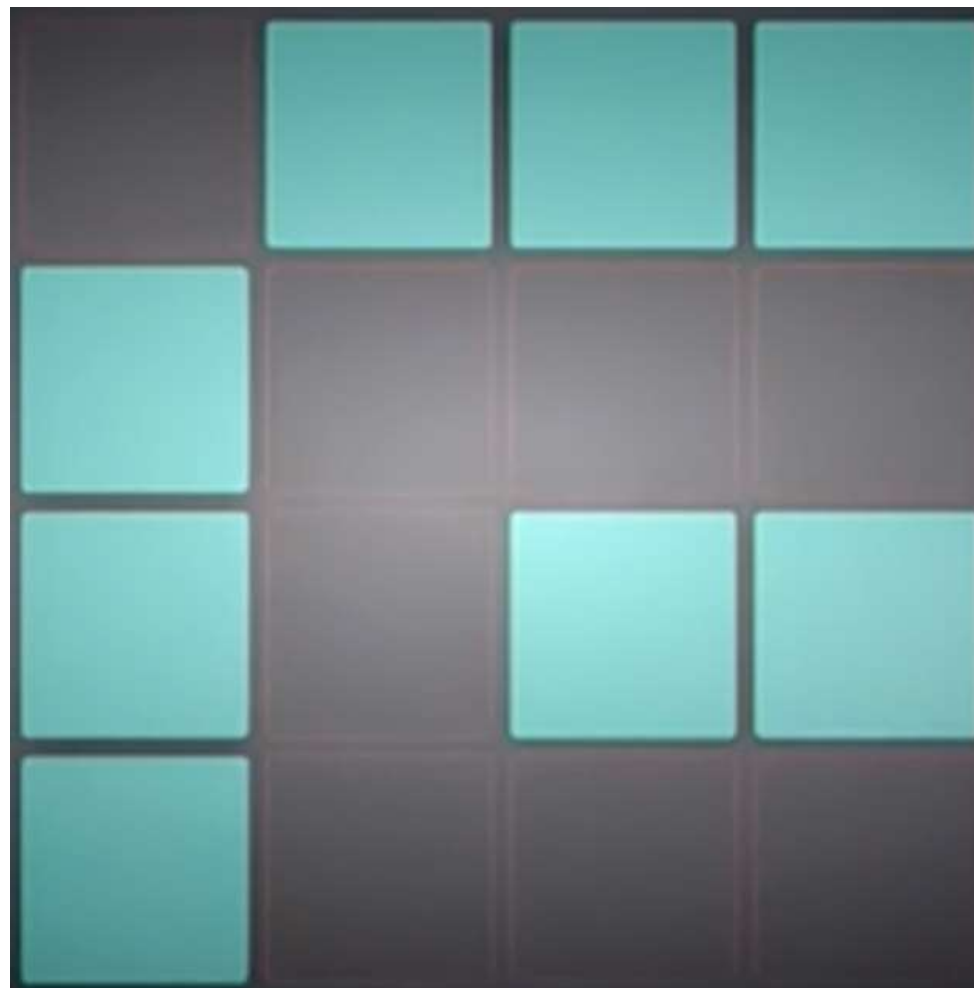
Mind Game

1. Započnite sa zelenim kvadratom
2. Pomaknite se lijevo ili desno do najbližeg crvenog kvadrata
3. Pomaknite se gore ili dolje do najbližeg zelenog kvadrata
4. Pomaknite se dijagonalno do najbližeg crvenog kvadrata
5. Pomaknite se dolje ili desno do najbližeg zelenog kvadrata



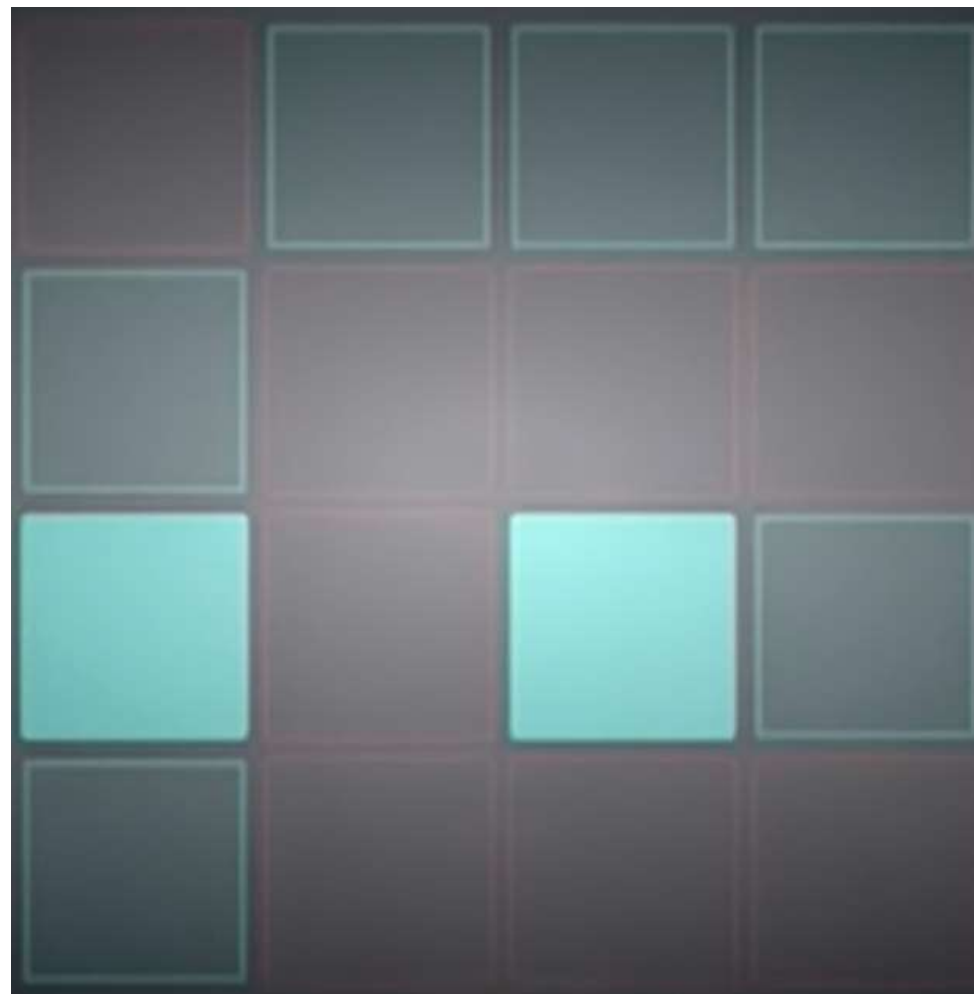
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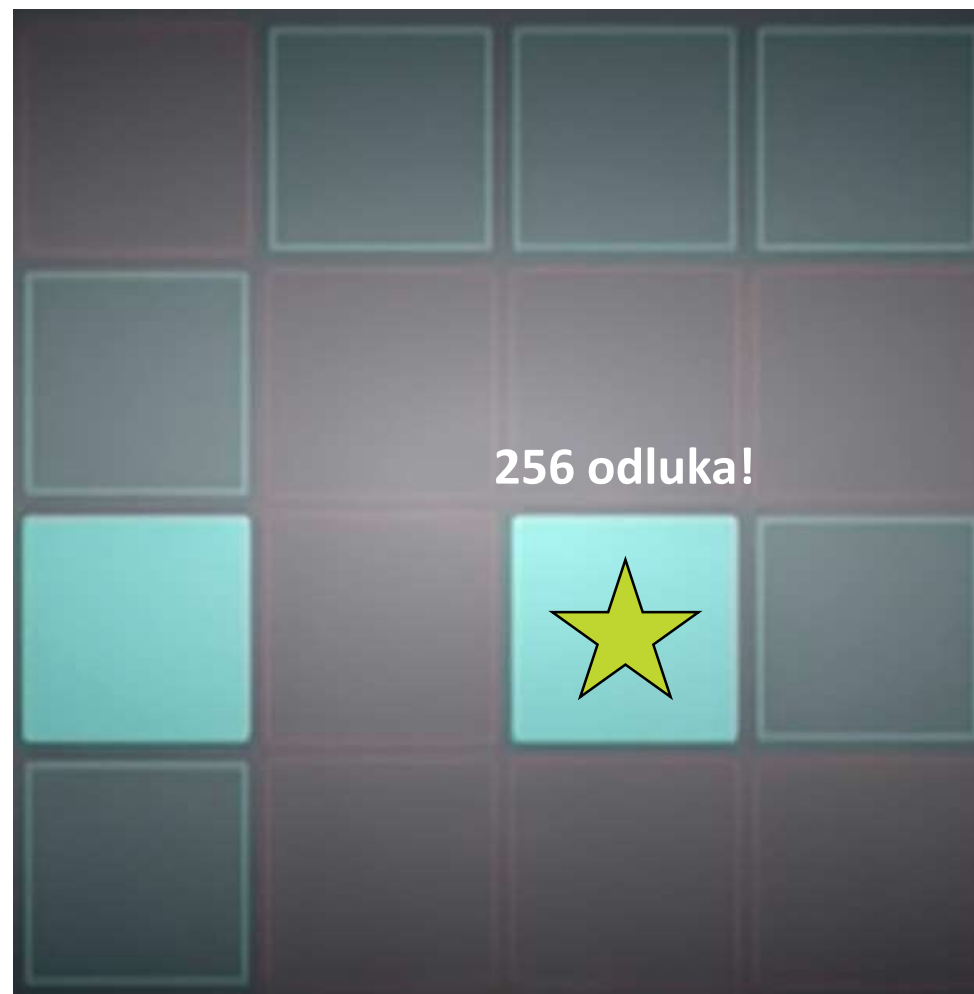
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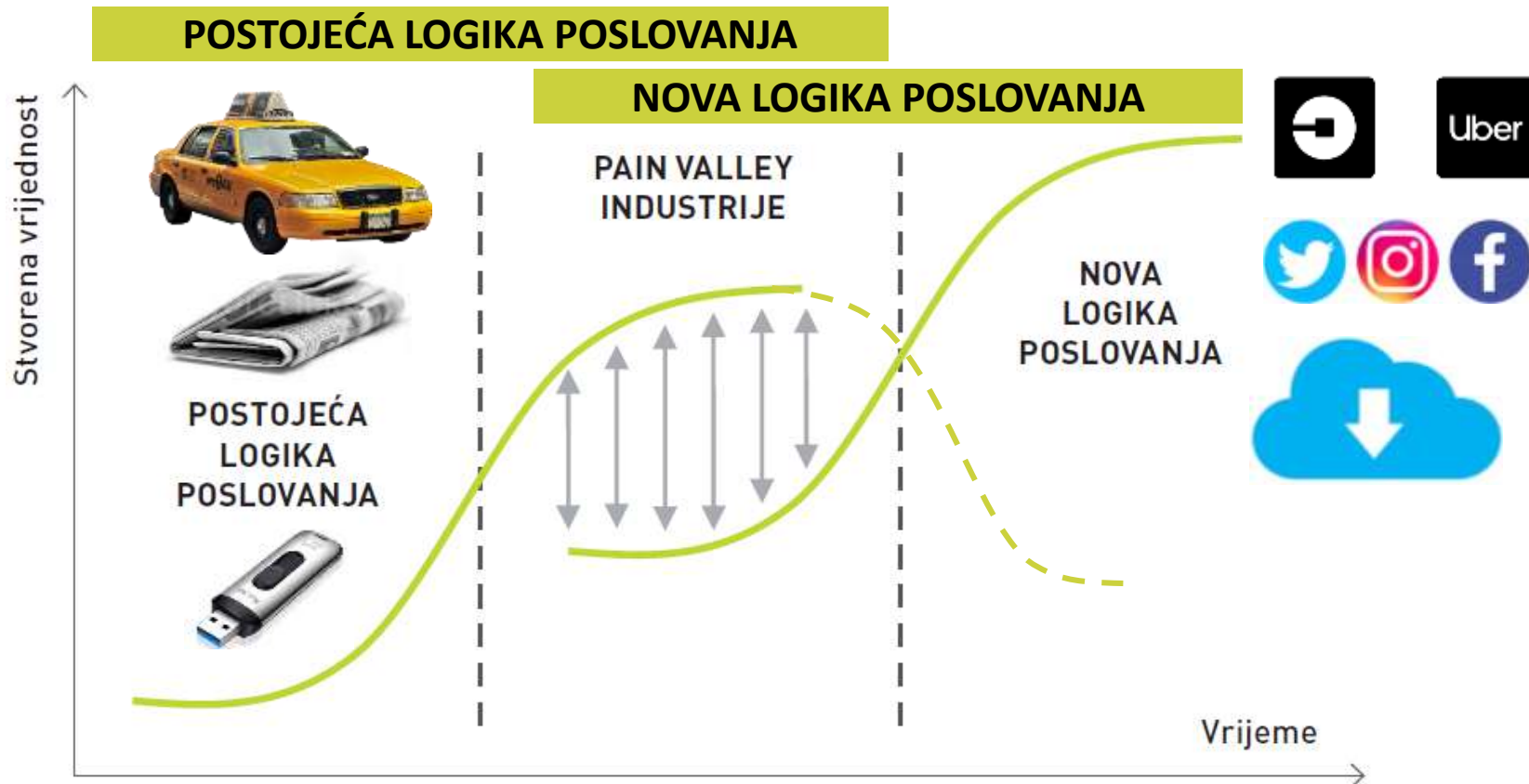
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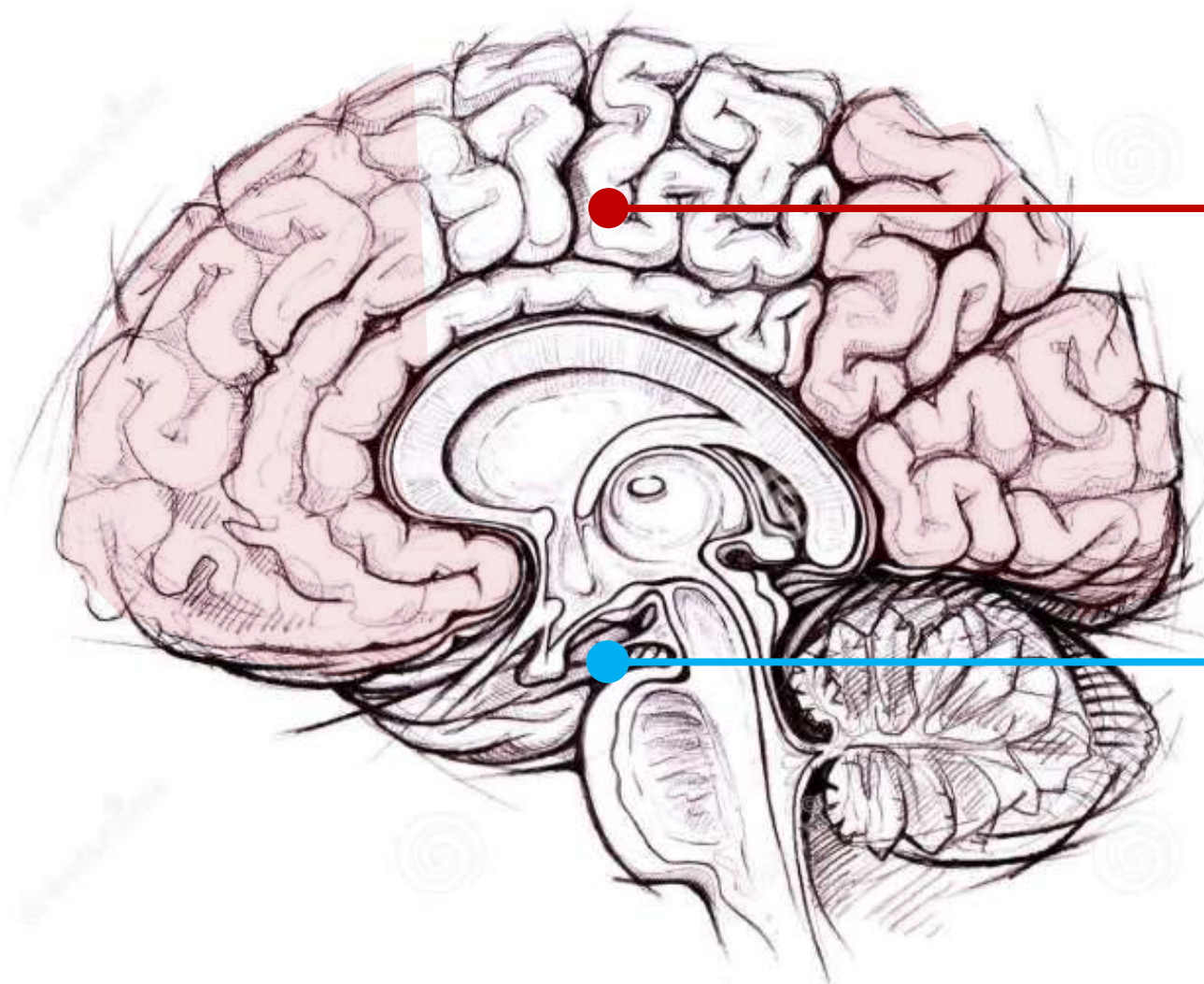
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(Higher Cognitive Functions)

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(Instinct / Analogies / Patterns)

ZAŠTO?

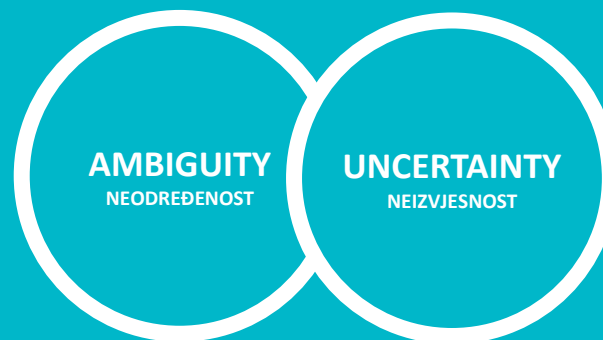
STVORITI NOVU VRIJEDNOST

NE SAMO PRERASPOREĐIVANJE I
OPTIMIZIRANJE POSTOJEĆE
VRIJEDNOSTI

STVORITI NOVU VRIJEDNOST ZA
ORGANIZACIJU / ZAPOSLENIKE
OSTALE DIONIKE

ŠTO?

MINIMIZIRATI
NEODREĐENOST I NEIZVJESNOST
ZA SEBE I DRUGE
SUŠTINSKI RAZUMJETI
SEBE I DRUGE



KAKO?

SUŠTINSKI RAZUMJETI

LOGIKU KONKURENTSKE
UTAKMICE I OGRANIČENJA
(POSTOJEĆU/POTENCIJALNE)

SEBE I ZAPOSLENIKE
(BIOLOGIJA/PSIHOLOGIJA/
SOCIOLOGIJA/EKONOMIJA)

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Koliko košta bat?



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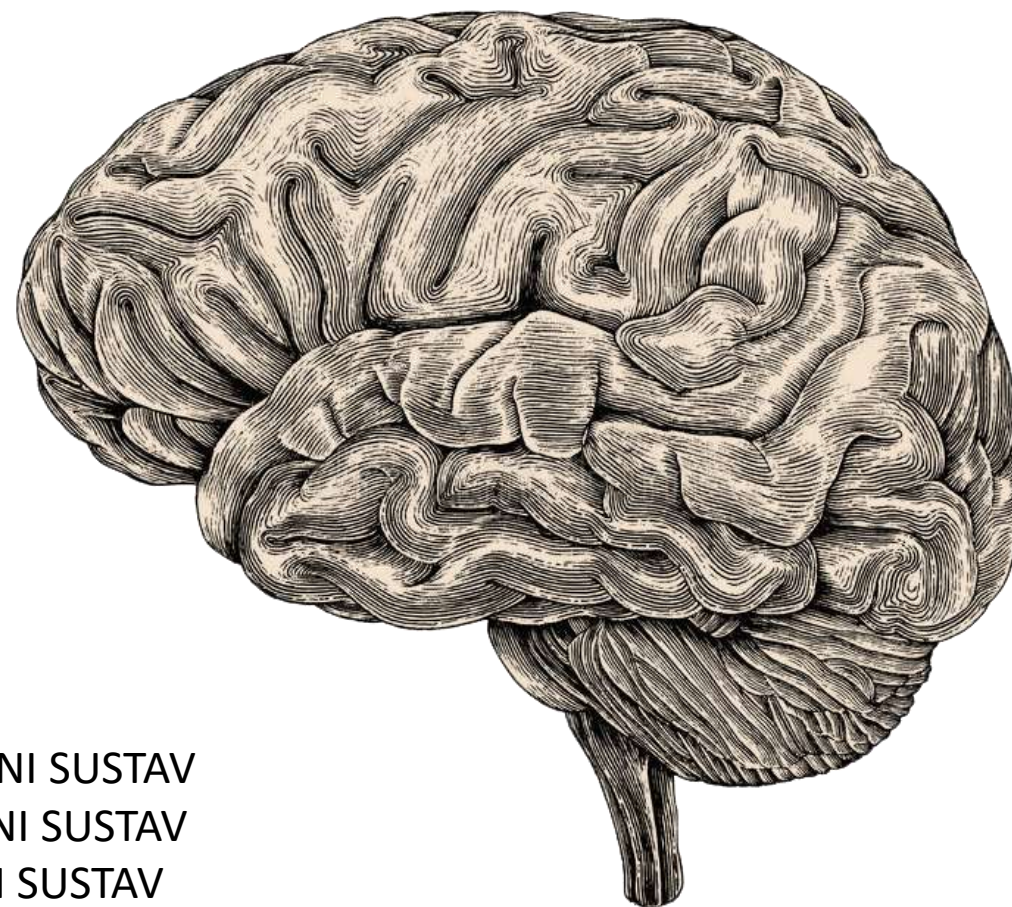
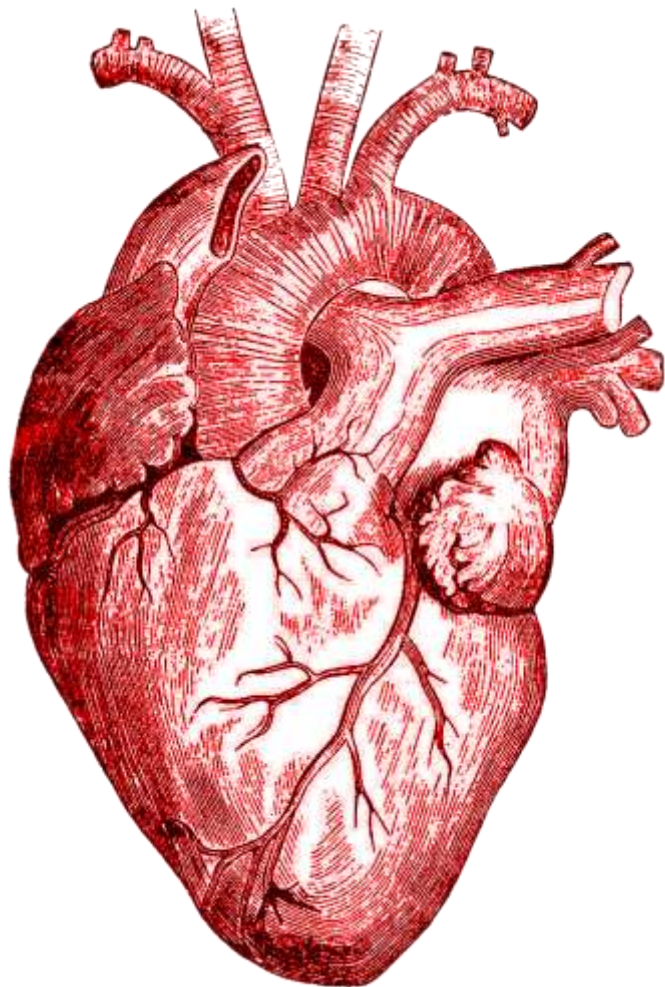
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$$2 \times \text{Loptica} = 0,10$$

$$\text{Loptica} = 0,05 \quad \text{----} \quad \text{Bat} = 1,05$$

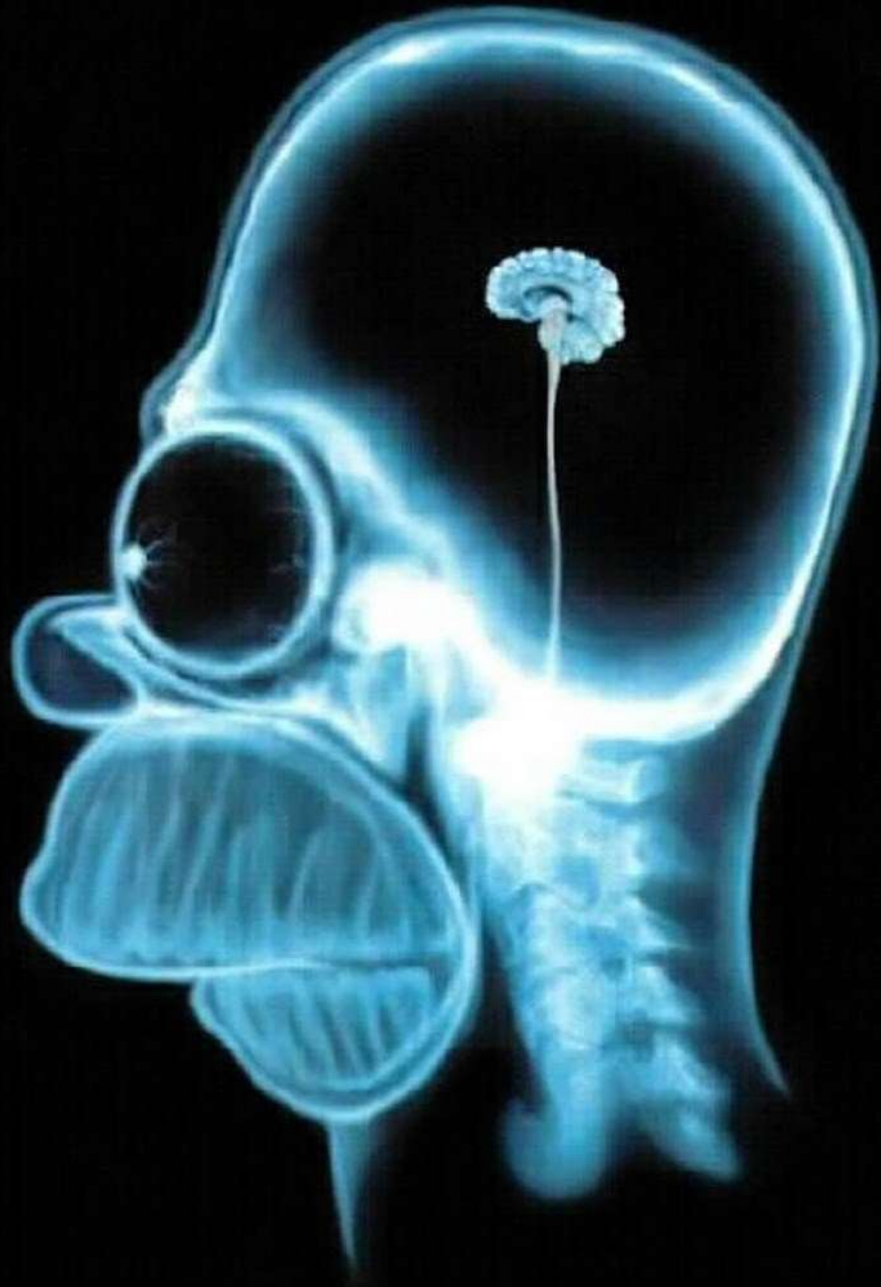


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ŽIVČANI SUSTAV



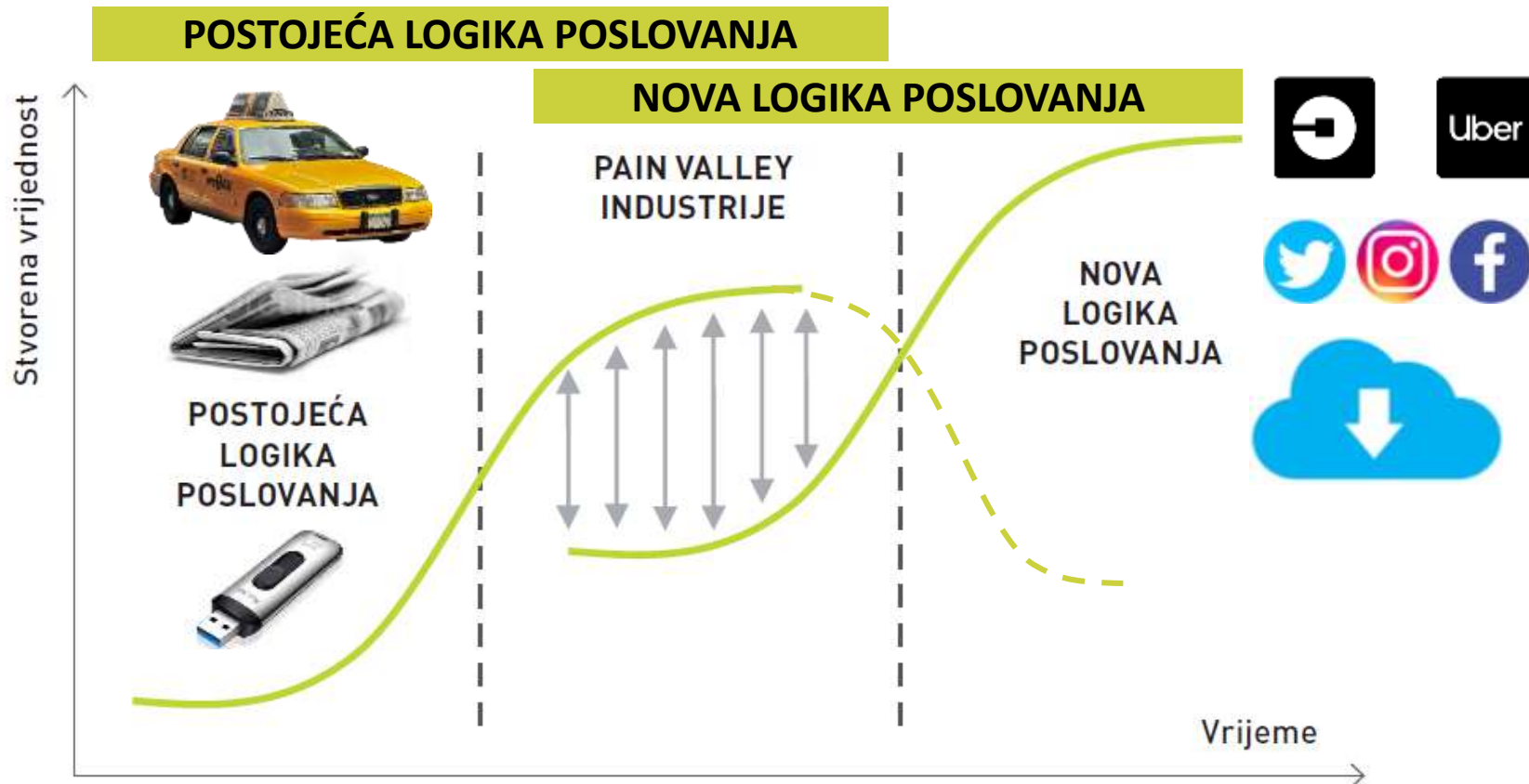
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Enhancing Human Endeavor toward Structured Value Creation



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**Zašto
kompanije/
industrije
nestaju?**

We are often

BLINDED BY CONQUERING OTHERS

that

WE FORGET TO CONQUER OURSELVES



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www.apb.hr
[#daretochallenge](https://twitter.com/daretochallenge)



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