

Indovation > Reverse Innovation

>> Südnovation

(Wolfgang Bergthaler)

Wolfgang Bergthaler

- Studium in Graz: IT & Business
 - FH Joanneum: Information Management
- Seit 2004 Arbeit mit/in Indien
 - 2 Jahre in Indien
- Berater für Markteintritt
 - Fokus auf Marketing, Technologie & Innovation
- Blogger
 - www.indische-wirtschaft.de
- Autor: Indovation
 - Produkte für den indischen Markt erfolgreich entwickeln und verkaufen

4 ½ Phasen der Globalisierung

Seit der industriellen Revolution gingen Innovationen und deren Vermarktung immer vom Westen aus

- (1) Globalisierung
 - Europa → USA → Japan → CEE → BRICS(?)
- (2) Glocalisation
- (3) Indovation & Lokale Innovation in emerging m.
- (4) Reverse Innovation
 - Emerging Markets werden zum Innovationstreiber
 - BRICS → CEE → Japan → USA → EU
- **(4 ½) Südnovation!?**

Phase 1: Globalisierung, Export

- Stagnation => Suche nach neuen Absatzmärkten
 - Europa → USA → Japan → CEE → BRICS(?)
 - Gleiche/ähnliche Produkte (weil Kundenbedürfnisse gleich sind)
 - Geringere Stückkosten
- Regionale Firmen => Globalisierung => MNC



Phase 2: Glocalization

- Globalisation/Export + Localisation/Customising
- Qualität
 - Anpassung der Produkte an neuen Zielmarkt
 - Down-sizing, aber keine neuen Technologien
- Preis: geringere Stückkosten
 - Economy of scale
 - Billiglohn etc



Phase 3: Innovation 1/2

- Indische Mittelklasse
 - gleiche Bedürfnisse wie im Westen
 - Wesentlich geringere Kaufkraft
- Globalisation ist zu wenig!
 - => Quantensprünge bei Innovation (Technologie, Prozess, Vertrieb etc)
- Bessere Produkte
 - zu Bruchteil des Preises



Phase 3: Indovation 2/2

- Produkte für den indischen Markt erfolgreich entwickeln und verkaufen
 - Darshan: Market intelligence
 - Maya: Development of India-centric product
 - Pragati: Market entry and scaling
 - (Case Studies, Gastbeiträge)

WOLFGANG BERGTHALER

INDOVATION 

Produkte für den indischen Markt
erfolgreich entwickeln
und verkaufen.

Phase 4: Reverse Innovation (1/2)

- Indische Produktinnovationen werden in Zukunft auch im Westen reüssieren
- Schon heute
 - Netbooks (getriggert von 100 EUR Laptop)
 - „Tata Nano Europe“ (coming soon) bzw Logan
 - Grameen Bank in NYC (Micro Finance im Westen)

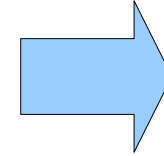
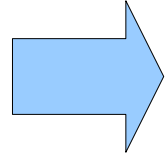


Reverse Innovation (2/2)

- http://www.youtube.com/watch?v=ztna1lt_LZE



Reverse Innovation



Von der Kolonisation zu **Südnovation**

- Kolonisation: Import von Rohstoffen
 - Kaffee-Bohnen, Tee, Baumwolle etc
- **Fairer Handel**
 - Fair-Trade
- **Import von Ethnic Products**
 - Deko, Kleidung, Schuhe, Schmuck, Möbel etc
 - Geniales Kunsthandwerk, Materialien, Farben etc
- **Soft-Power**
 - Ideen, Know-How, Philosophie
 - Ayurveda, Yoga, Bollywood, Astrologie, Meditation, Curry
- **Südnovation!?**

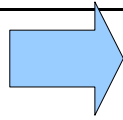
Südnovation!?

Südnovation =

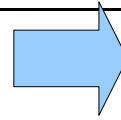
(Fairtrade + Ethnic + Soft Power) x kreativer Leistung(Nord + Süd)
+ Prozess Innovation
+ Business Model Innovation



Welthandel



Ethnic/fair



Südnovation



no nasties™
guilt-free green tees

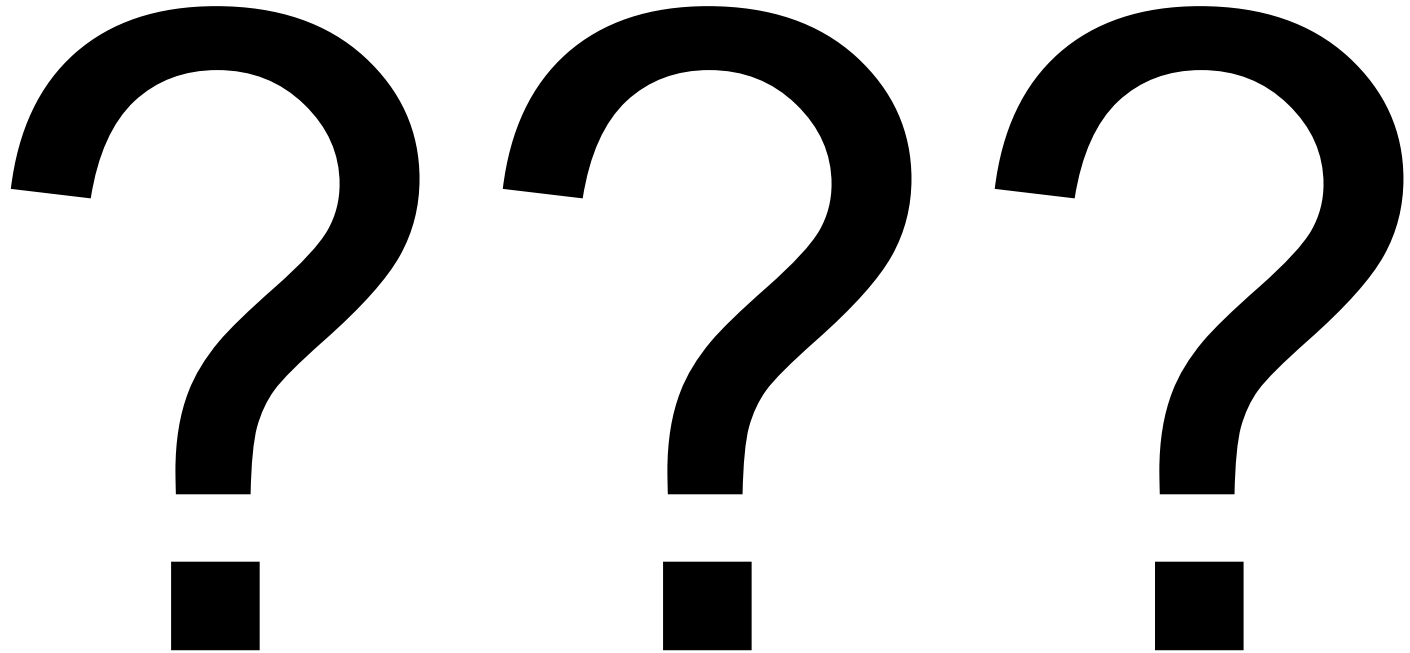
fabindia
Celebrate India



तोफे तेहा



Welche Produkte & Innovationen
aus dem Süden sind interessant?



Was können wir von den Indern lernen?

- Händlermentalität & Unternehmertum
- Think big / the sky is the limit
- Have different sources of income
- Multitasking
- Flexibilität & Improvisationstalent
- Fokus auf Kosten/Nutzen
- **Frugal Innovation & Jugaad: do more with less**

Frugal Innovation & Jugaad

- Mit minimalem Ressourcenaufwand das Maximum zu erreichen
- ... unter Ausnützung aller Regeln, Improvisationskunst und unter Zuhilfenahme aller Tricks und “Workarounds” eine geschickte und kostengünstige Lösung zu schaffen, die den Bedürfnissen genügt.



- Beispiele

http://www.youtube.com/watch?v=m_ho7xhgWV8



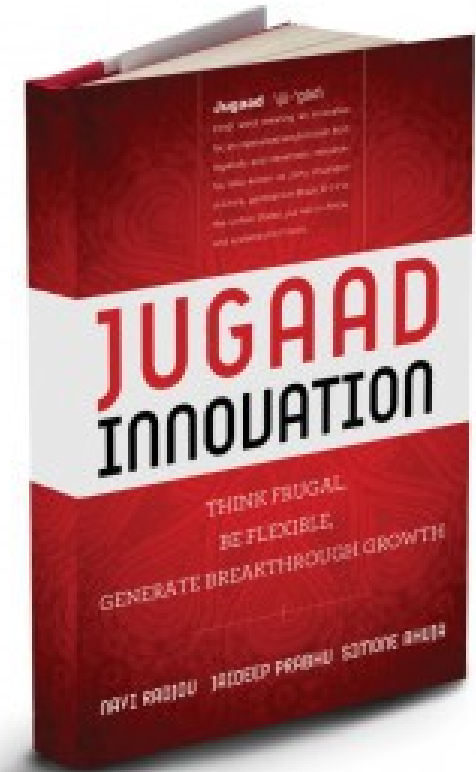
Jugaad Innovation



Jugaad 2.0

6 Prinzipien von Jugaad

- Seek opportunity in adversity
- Do more with less
- Think and act flexibly
- Keep it simple
- Include the margin(al)
- Follow your heart
(not market research)



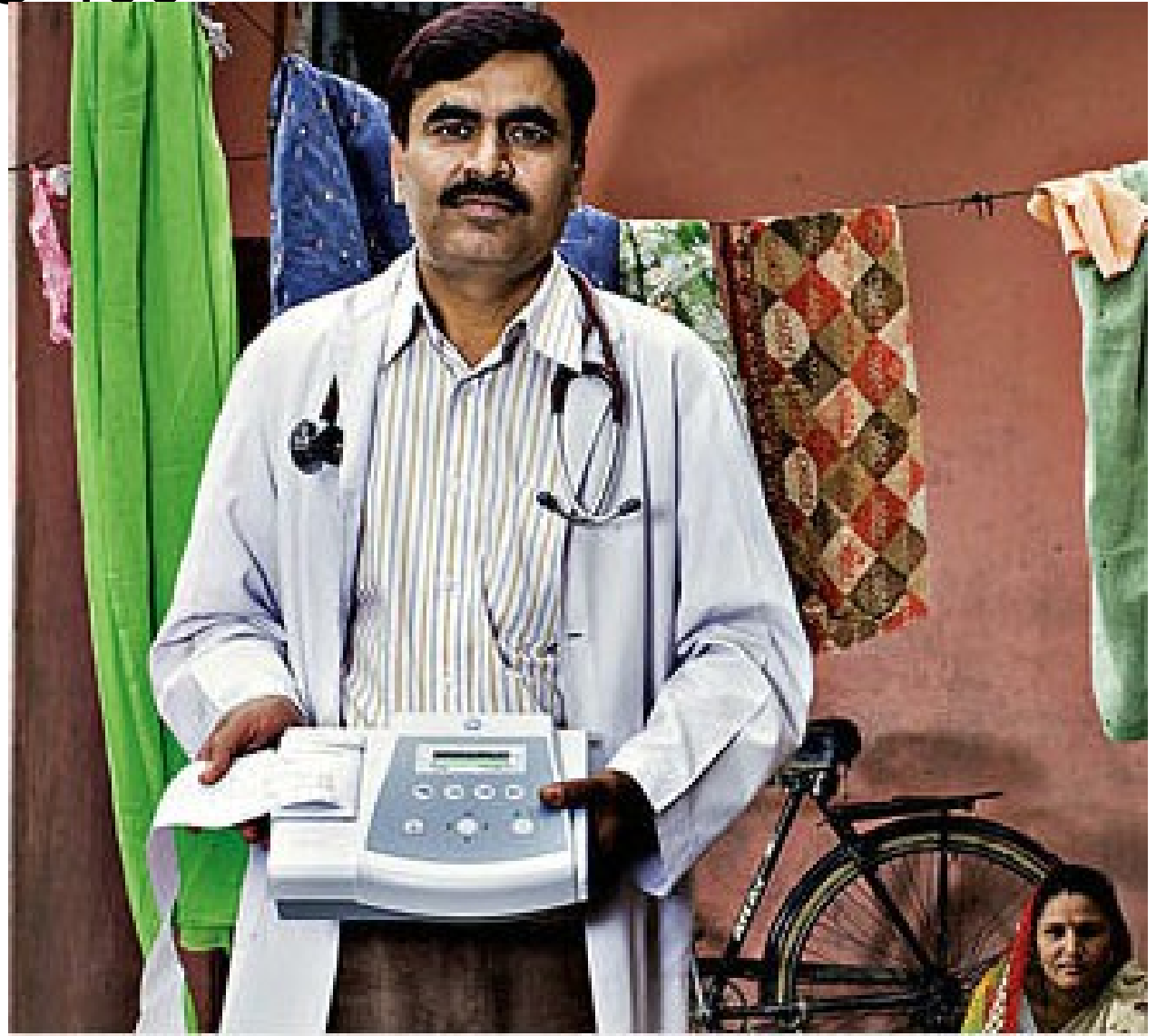
(1) Seek opportunity in adversity, IN

- Water Purification (Waterlife India, Tata Swach)



(2) Do more with less, IN

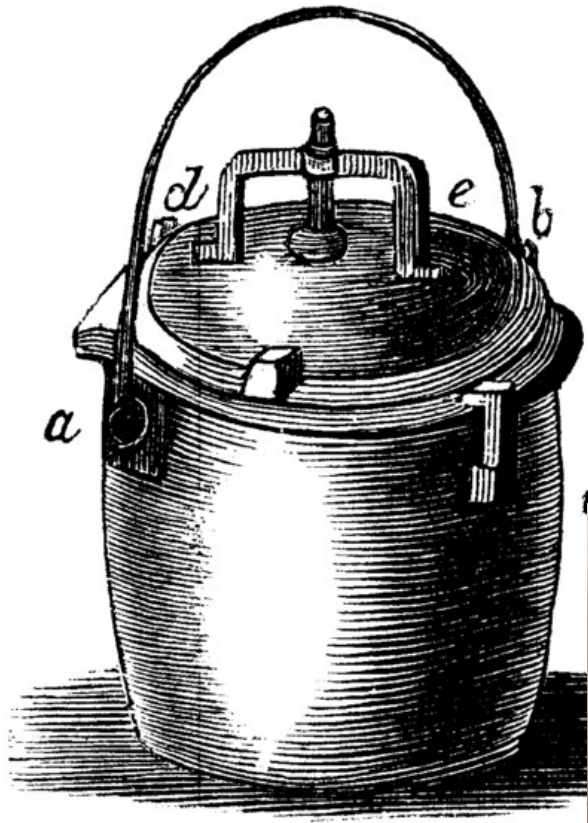
- GE ECG MAC 400



(3) Think and act flexibly, IN



(4) Keep it simple



(5) Include the margin(al), EU

- Inspired by India et al



(6) Follow your heart (not market research), US



Tools/Werkzeuge zur Umsetzung









The Business Model Canvas

Designed for:

Designed by:

On:

Iteration:

<h3>Key Partners</h3>  <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>Key Partnerships: Co-opetition Complementarity Vertical integration Horizontal integration Strategic alliances</p>	<h3>Key Activities</h3>  <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>Key Activities: Production Problem Solving Platform Network</p>	<h3>Value Propositions</h3>  <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>Value Propositions: Newness Performance Customization "Convenience, the 8th Sense" Design Brand/Status Price One-to-One Risk Reduction Accessibility Intermittent/Temporary</p>	<h3>Customer Relationships</h3>  <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p>Customer Relationships: Personal Assistant Self-Service Automated Personal Assistance Self-Service Automated Personal Assistance Self-Service Co-Creation</p>	<h3>Customer Segments</h3>  <p>For whom are we creating value? Who are our most important customers?</p> <p>Customer Segments: Mass Market Niche Market Segmented Individual Multi-Sided Platform</p>
	<h3>Key Resources</h3>  <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>Key Resources: Channels Human Intellectual/Technical Property, Logistics, Asset Finance Physical Process</p>		<h3>Channels</h3>  <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p>Channels: 1. Distribution How do we reach our customers? How do we integrate our channels? 2. Production How do we integrate our channels with our production process? 3. Channels How do we integrate our channels with our production process? 4. Delivery How do we deliver our products/services? 5. After-Sales How do we integrate our channels with our after-sales support?</p>	
<h3>Cost Structure</h3>  <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>Key Resources: Human Intellectual/Technical Property, Logistics, Asset Finance Physical Process</p> <p>Key Activities: Production Problem Solving Platform Network</p> <p>Key Partnerships: Co-opetition Complementarity Vertical integration Horizontal integration Strategic alliances</p>		<h3>Revenue Streams</h3>  <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <p>Revenue Streams: Usage-Based Subscription Lump-Sum Freemium Advertising Transaction Fees Rental/Leasing Commission Licensing Royalties Intermediation Asset Sale Product Sales (Hardware) Customer Support/Alignment Platform/Software Usage-Based Subscription Lump-Sum Freemium Advertising Transaction Fees Rental/Leasing Commission Licensing Royalties Intermediation Asset Sale</p>		



Business Planning

- Produkt- & Dienstleistungs-Beschreibung
- Wertschöpfungskette: Einkauf, Produktion, Vertrieb
- Kalkulation & Preis
- Marketing & Vertrieb
 - Positionierung & Wettbewerb
 - Vertriebskanäle
 - „Werbung“
- Team, Organisation, Partnerschaften
- Finanzierung, Finanzplanung
- Risiko-Planung & Alternativ-Szenarien

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