

KIVI NIRIA Ondernemersdag 18 maart 2010
Eindhoven Den Haag Zwolle 14.45 - 15.10

De ingenieur als innoverende ondernemer
Eindhoven: Ondernemen met nieuwe media

De inzet van Nieuwe Media voor een ondernemer

The question is no longer what PPL can do with telecom
but what networks do to (groups of) People

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“Let the beauty we love be **what we do**. There are 00s of ways 2 kneel & kiss the ground.”
Rumi, 13th century Sufi poet

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Boodschap:

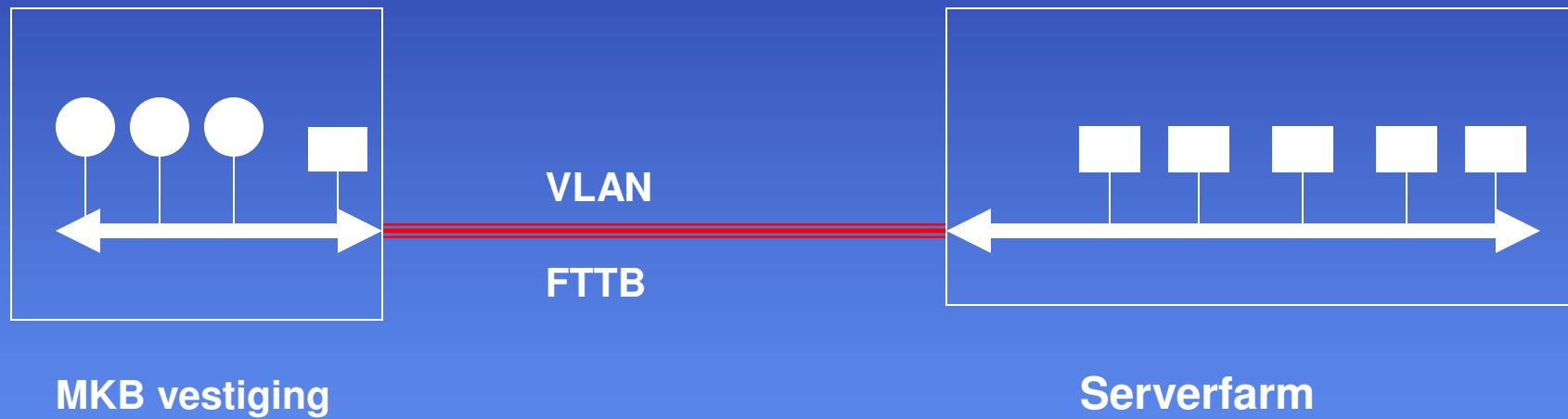
- **Succesvolle bedrijven keren zich via nieuwe media**

Binnenste- Buiten & Buitenste – Binnen

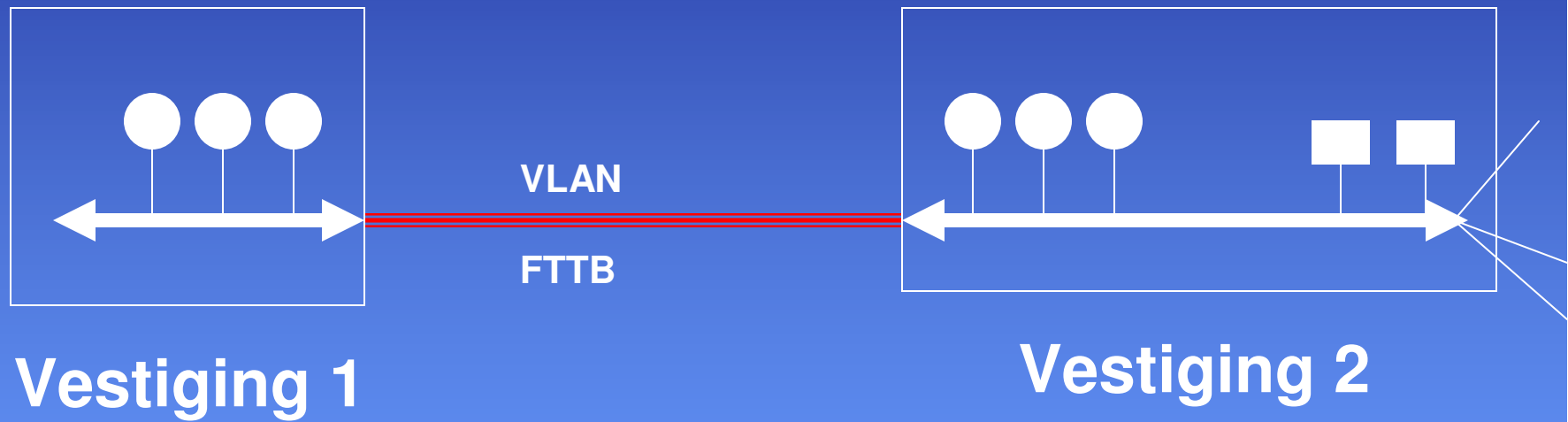
gebruikmakend van ICT netwerken met hoge capaciteit

Vereist een nieuwe mindset !

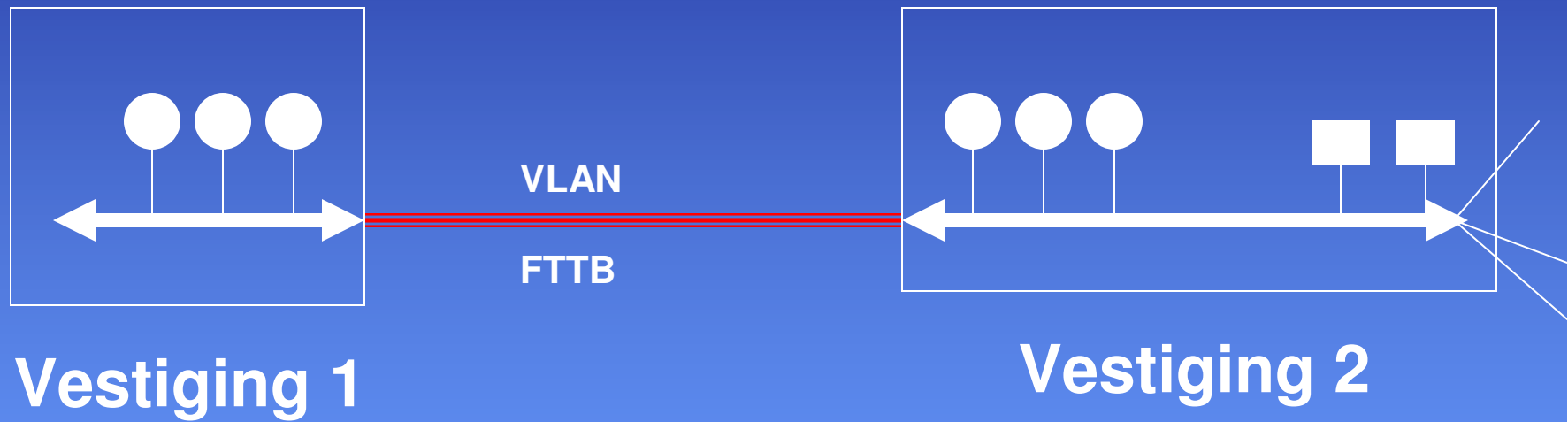
Verplaatsen van Hardware



Meerdere vestigingen : concentratie van ICT services: verplaatsen van diensten

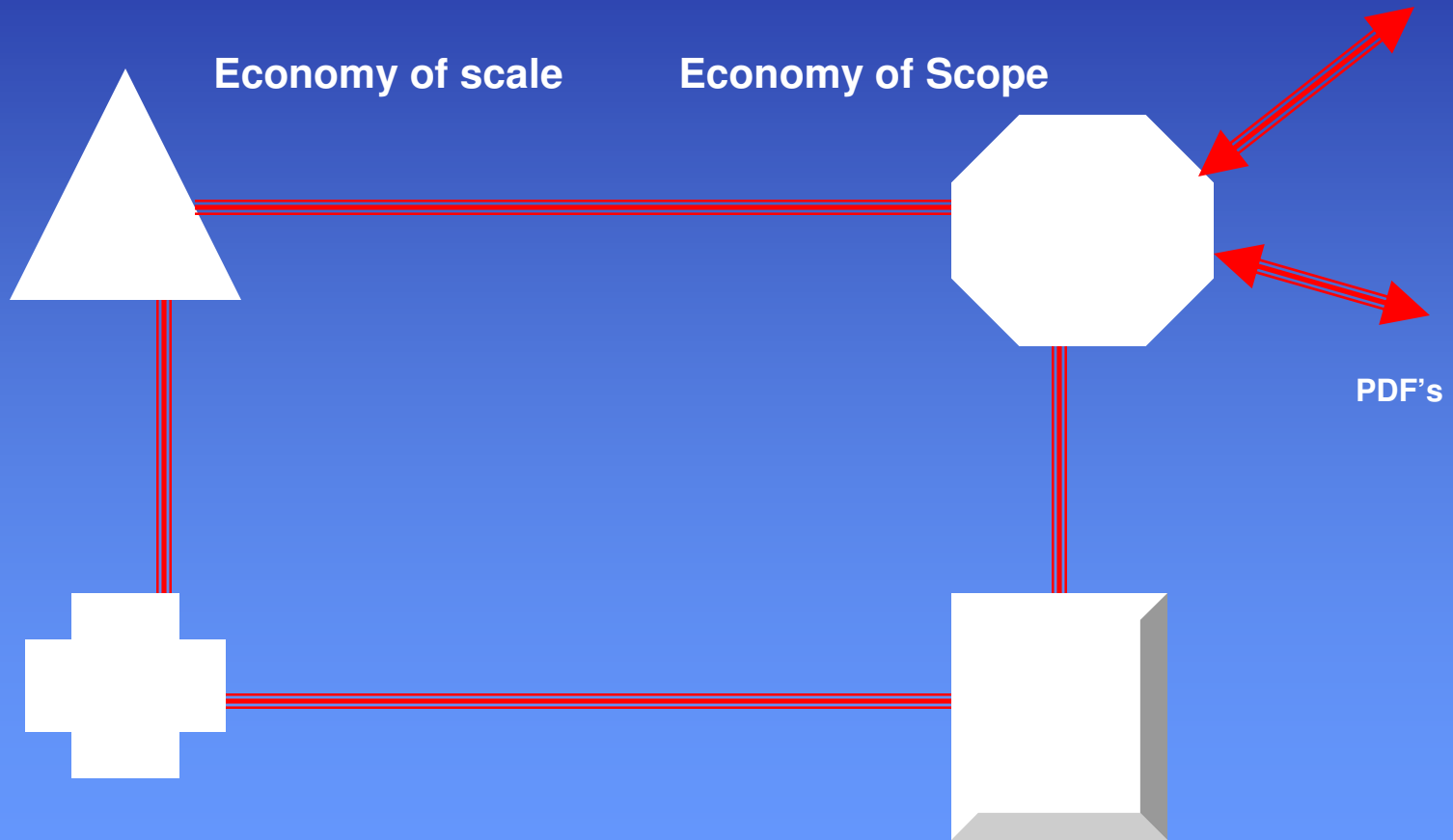


Meerdere vestigingen : concentratie van ICT services: verplaatsen van diensten



Netwerk van vestigingen met speciale functies: synergie

Voorbeeld: Drukkerij Weevers (HQ: Vorden)



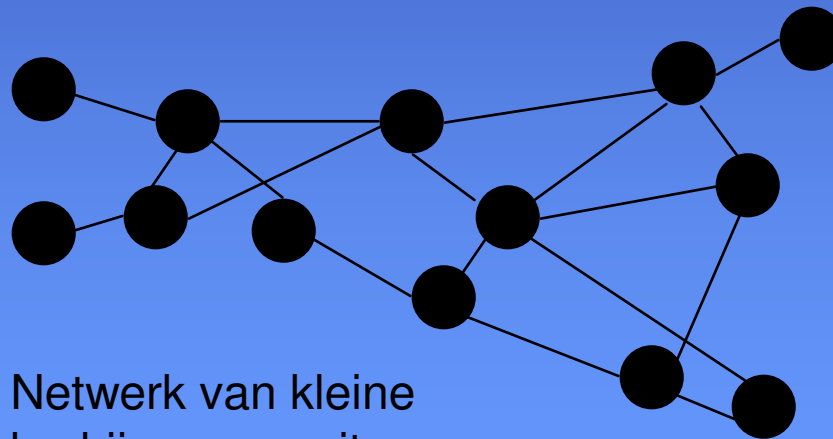
Omslag naar het duale

Van

- “wat doen bedrijven met telecom/netwerken/social media?”

naar:

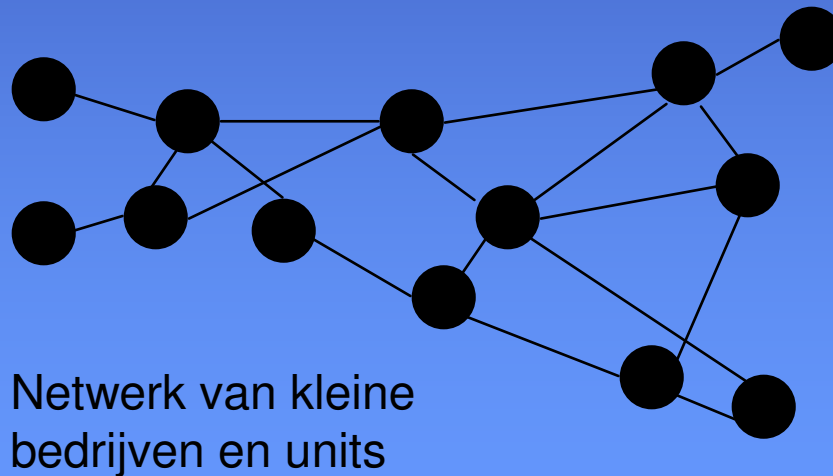
“ Wat doen netwerken met mensen en bedrijven ?



Netwerk van kleine
bedrijven en units

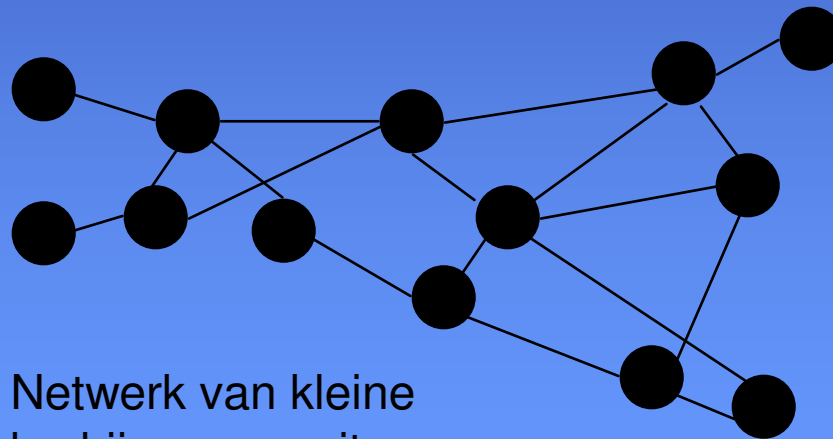
Spelregels Netwerk-Economie (persoonlijk en als organisatie) (Net anders als men vroeger dacht)

- Kan hij/zij echt wat hij/zij zegt ??



Spelregels Netwerk-Economie (persoonlijk en als organisatie) (Net anders als men vroeger dacht)

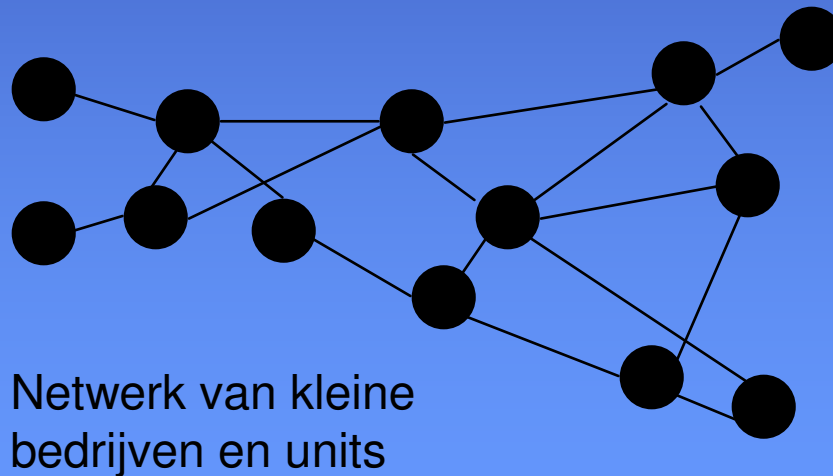
- Welk **PROBLEEM** los je op?
- **Specialisatie, Inhoudelijk, Werkt het wat je maakt/ bijdraagt?**



Netwerk van kleine
bedrijven en units

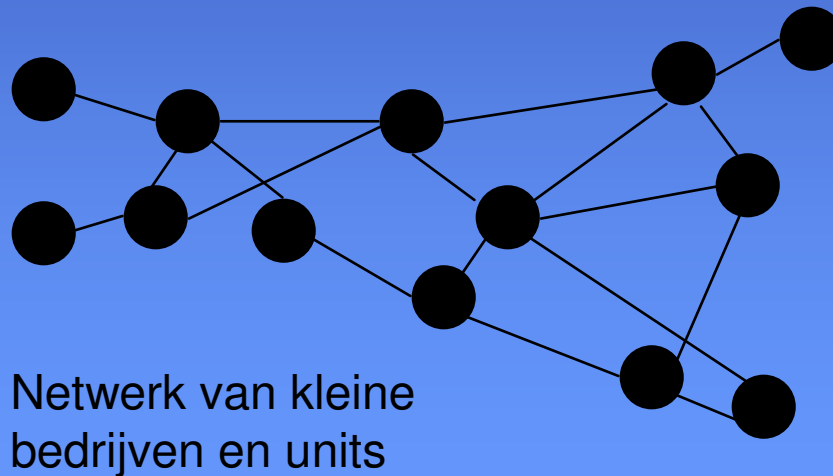
Spelregels Netwerk-Economie (persoonlijk en als organisatie) (Net anders als men vroeger dacht)

- Kan je nuttig samenwerken met anderen, met andere skills?
- Kan je samen snel leren?



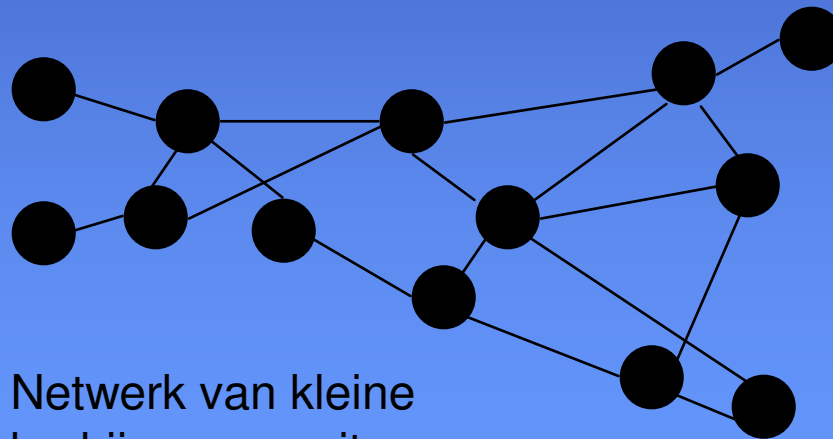
Spelregels Netwerk-Economie (persoonlijk en als organisatie) (Net anders als men vroeger dacht)

- Verwijs je goed door naar anderen die iets wel kunnen
- Plus aanbeveling?
- Geloofwaardigheid !



Spelregels Netwerk-Economie (persoonlijk en als organisatie) (Net anders als men vroeger dacht)

- **Delen = Vermenigvuldigen**
- **Bundel je krachten met anderen**
onafhankelijk van tijd en plaats



Netwerk van kleine
bedrijven en units

- **Wij wensen u goede verbindingen !!**

Buiten = Binnen

Jaap van Till

THE NEW vs. THE TRADITIONAL PARADIGM (Perez [12] A RADICAL AND DIFFICULT SHIFT IN MANAGERIAL COMMON SENSE (part 1)

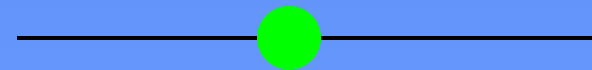
	CONVENTIONAL COMMON SENSE	NEW EFFICIENCY PRINCIPLES AND PRACTICES
COMMAND AND CONTROL	<ul style="list-style-type: none"> •Centralized command •Vertical control •Cascade of supervisory levels •"Management knows best" 	<ul style="list-style-type: none"> •Central goal-setting and coordination •Local autonomy/Horizontal self-control •Self-assessing/self-improving units •Participatory decision-making
STRUCTURE AND GROWTH	<ul style="list-style-type: none"> •Stable pyramid, growing in height and complexity as it expands 	<ul style="list-style-type: none"> •Flat, flexible network of very agile units •Remains flat as it expands
PARTS AND LINKS	<ul style="list-style-type: none"> •Clear vertical links •Separate, specialized functional departments 	<ul style="list-style-type: none"> •Interactive, cooperative links between functions, along each product line
STYLE OF OPERATION	<ul style="list-style-type: none"> •Optimized smooth running organizations •Standard routines and procedures •"There is one best way" •Definition of individual tasks •Single function specialization •Single top-down line of command •Single bottom-up information flow 	<ul style="list-style-type: none"> •Continuous learning and improvement •Flexible system/Adaptable procedures •"A better way can always be found" •Definition of group tasks •Multi-skilled personnel/<i>Ad hoc</i> teams •Widespread delegation of decision making •Multiple horizontal and vertical flows
PERSONNEL AND TRAINING	<ul style="list-style-type: none"> •Labor as variable cost •Market provides trained personnel •People to fit the fixed posts •Discipline as main quality 	<ul style="list-style-type: none"> •Labor as human capital •Much in-house training and retraining •Variable posts/Adaptable people •Initiative/collaboration/motivation

THE NEW vs. THE TRADITIONAL PARADIGM (Perez [12])

A RADICAL AND DIFFICULT SHIFT IN MANAGERIAL COMMON SENSE (part 2)

EQUIPMENT AND INVESTMENT	<ul style="list-style-type: none"> •Dedicated equipment •One optimum plant size for each product •Each plant anticipates demand growth •Strive for economies of scale for mass production 	<ul style="list-style-type: none"> •Adaptable/programmable/flexible equipment •Many efficient sizes/Optimum relative •Organic growth closely following demand •Choice or combination of economies of scale, scope or specialization
PRODUCTION PROGRAMMING	<ul style="list-style-type: none"> •Keep production rhythm; Use inventory to accommodate variation in demand. •Produce for stock; shed labor in slac 	<ul style="list-style-type: none"> •Adapt rhythm to variation in demand •Minimize response time ("Just-in-time") •Use slack for maintenance and training
PRODUCTIVITY MEASUREMENT	<ul style="list-style-type: none"> •A specific measure for each department (purchasing, production, marketing, etc.) •ercent tolerance on quality and rejects 	<ul style="list-style-type: none"> •Total productivity measured along the whole chain for each product line •Strive for zero defects and zero rejects
SUPPLIERS, CLIENTS AND COMPETITORS	<p>Separation from the outside world:</p> <ul style="list-style-type: none"> •Foster price competition among suppliers <p>Make standard products for mass customers Arms length oligopoly with competitors</p> <ul style="list-style-type: none"> •The firm as a closed system 	<p>Strong interaction with outside world:</p> <ul style="list-style-type: none"> •Collaborative links with suppliers, with customers and, in some cases, with competitors (Basic R&D for instance) •The firm as an open system

Prof. Carlota Perez shows us the way out of the crises !



General Purpose Technolgy (GPT): Electro / mechanical/ chemical → ICT / Network Technology