

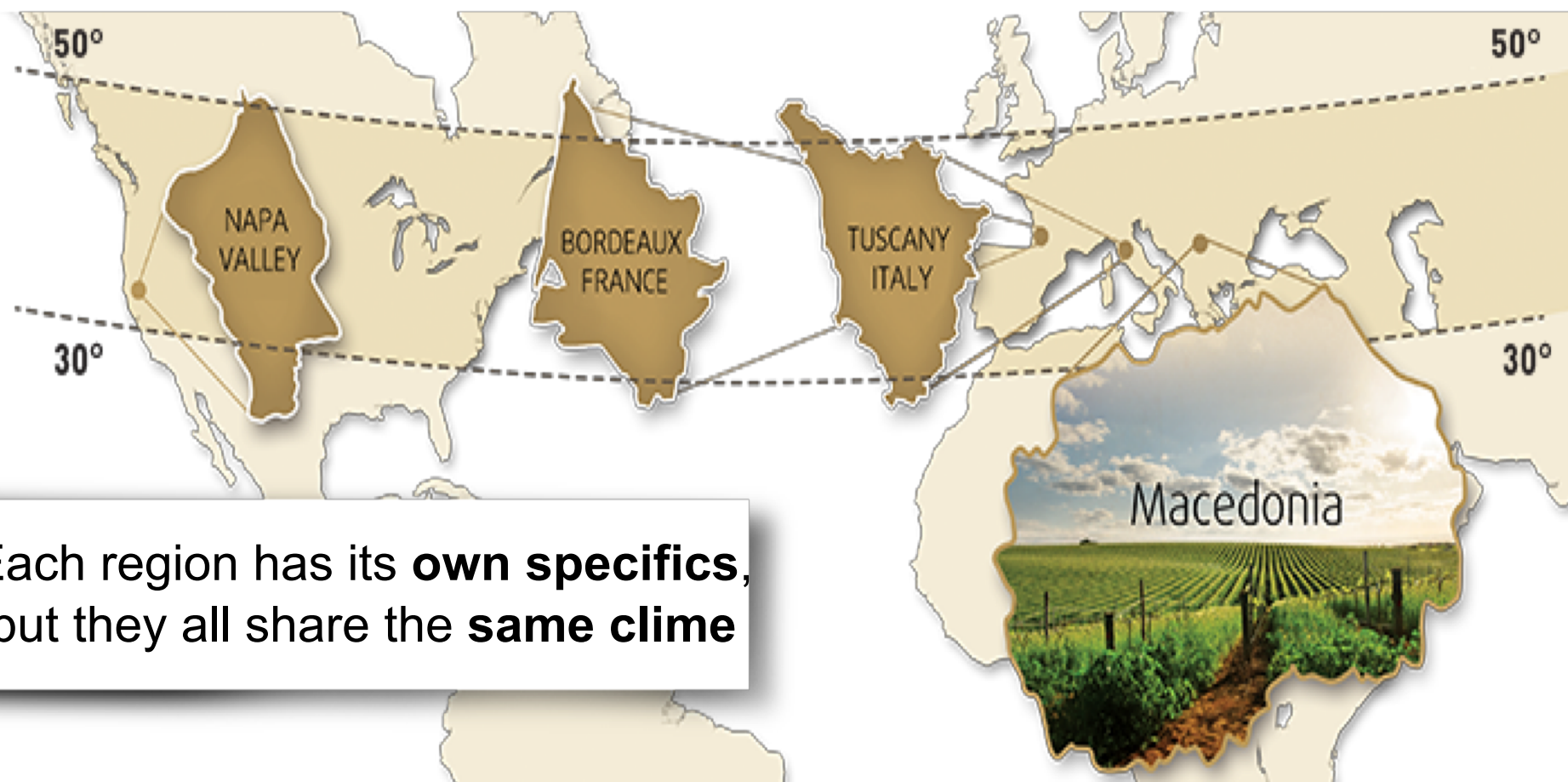


# Agriculture in Digital Era

**Svetozar Janevski**

October 2018, Zlatibor

**CIO Leadership Forum**



Each region has its **own specifics**,  
but they all share the **same climate**

***Do you have a question for Dr. Vinny? [Ask it here...](#)***

*Dear Dr. Vinny,*

*Many wine grapes are grown at 45 degrees north latitude, but none that I know of are grown at 45 degrees south. Why is that?*

*—Jeff B., Poulsbo, Wash.*

Dear Jeff,

Ah, yes, the 45th parallel—that magical line, situated halfway between the equator and the North Pole, which runs through some of the best vineyards in the Northern Hemisphere. In the Southern Hemisphere it's not quite as distinguished, though it runs smack-dab through the middle of New Zealand's Central Otago wine region and somewhat near wine regions in Argentina and Chile.

Every location along either 45th parallel will experience the same angle of the sun and length of day. But that's it—and that alone doesn't mean a region is ideal for grapegrowing. Vintners also have to consider things like climate, weather systems, soil, water, topology, altitude and ocean currents. After all, that 45th parallel runs through some really amazing coastal properties with well-drained soils and pleasant breezes ... and it also runs through mountains, lakes, arid areas, cities, forests and swamps.

—Dr. Vinny







Macedonia  
Land of Nature, Cradle  
of Culture





# My Story



*If one does not know to which port one is sailing,  
no wind is favorable! (Seneca)*



# The Job that become my life

## A Brewery on the Verge of Bankruptcy: 1976

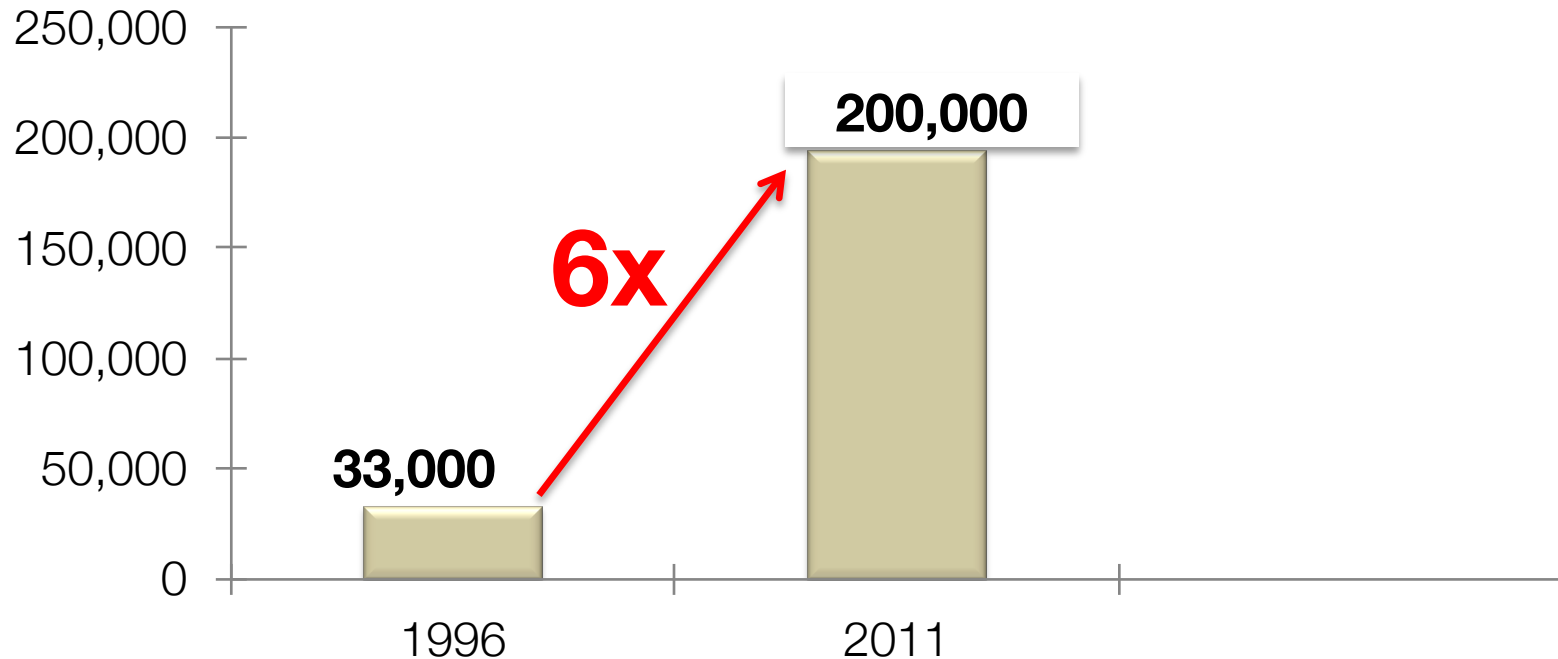
- **Operations:** poor management, bad relations, insubordination, low salaries, theft, over employment
- **Products:** limited offer, low quality, no marketing
- **Consumers:** no brand awareness, low loyalty
- **Transport and distribution:** unorganized, huge expenses, piles of inventory of spare parts without need
- **Finance:** poor collection, huge overdue receivables, huge debt, low profitability

*If one does not know to which port one is sailing,  
no wind is favorable! (Seneca)*



# The Skopje Brewery Phenomenon

Effects of Change, '000, Euro



- In December 2011, 40% of the capital of Skopje Brewery was sold to multinational companies Coca Cola and Heineken for Eur 80Mil
- Company value was Eur 200Mil, 6 times more than 15 years before



# We believed that we can change the system

## 1986 – 1996: The Pillars of Change:

- Our Vision and Mission
- Our Corporate Culture by changing ourselves
- Focus on people development
- Our Working Habits and behaviors
- The Quality and span of Product portfolio
- Care about consumers and their needs
- Finance transformations

**before**



**after**





**TIKVEŠ**

SINCE 1885



# Second reincarnation Tikveš winery

- **Quality:** low quality wines, bulk wines, no consistence
  - **Productions:** obsolete technology and disinvestment
  - **Finance:** high level of debt, no inventory and working capital management
  - **Marketing and Sales:** low promotion activities and insufficient marketing
- 
- *Only If the pace of change inside your organization is greater than outside, you will survive.*
  - *You must out-think, out-innovate, out-execute all those you compete against.*

# Unique combination of new and old world winery

## 2003 – 2017: The Pillars of Change:

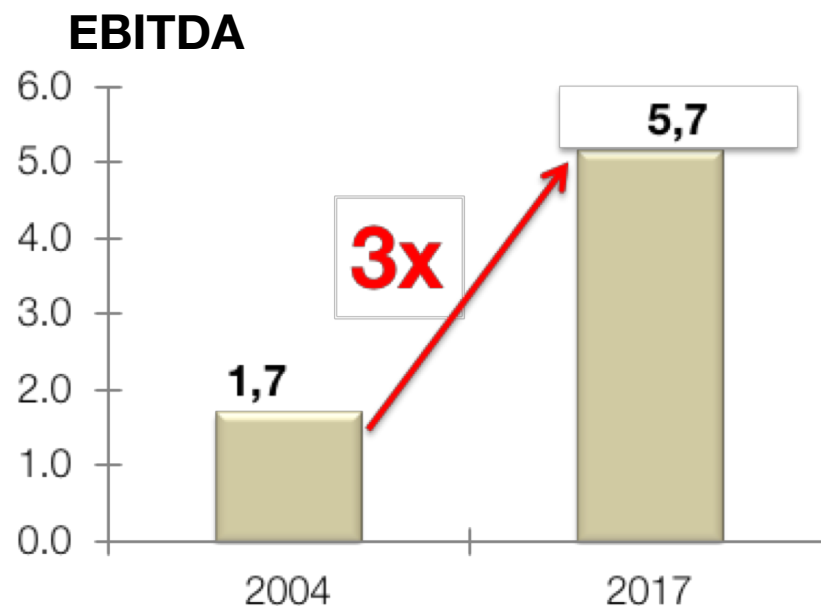
- Our vision and values
- Focus on quality, redesign the portfolio, introducing terroir concept
- Innovative production & using scientific approach
- Marketing excellence & Customer focus
- International market penetration with premium portfolio
- Respect for traditional wine making through a modern approach
- **Digitalization: ERP, CRM, Smartwine IoT sensors, mobile apps.**





# The Tikveš Phenomenon

Effects of Change, million Euro:



- **Sales volume:** 12,5 million bottles  
(1,05 million 9l cases wine;  
0,1 million 9l cases spirits)



# BIP – the Show Goes On

## Reasons for the Acquisition

- Total Beverage Company
- Strong legacy and turnaround potential
- Long tradition and expertise
- Business synergies beer, soft-drinks, wine

## The Pillars of Changes:

- Corporate culture
- Distribution, marketing and sales efficiency
- Financial parameters





The presence of Tikveš wines on the international market expands each year...







# Tikves Intelligent Vineyards













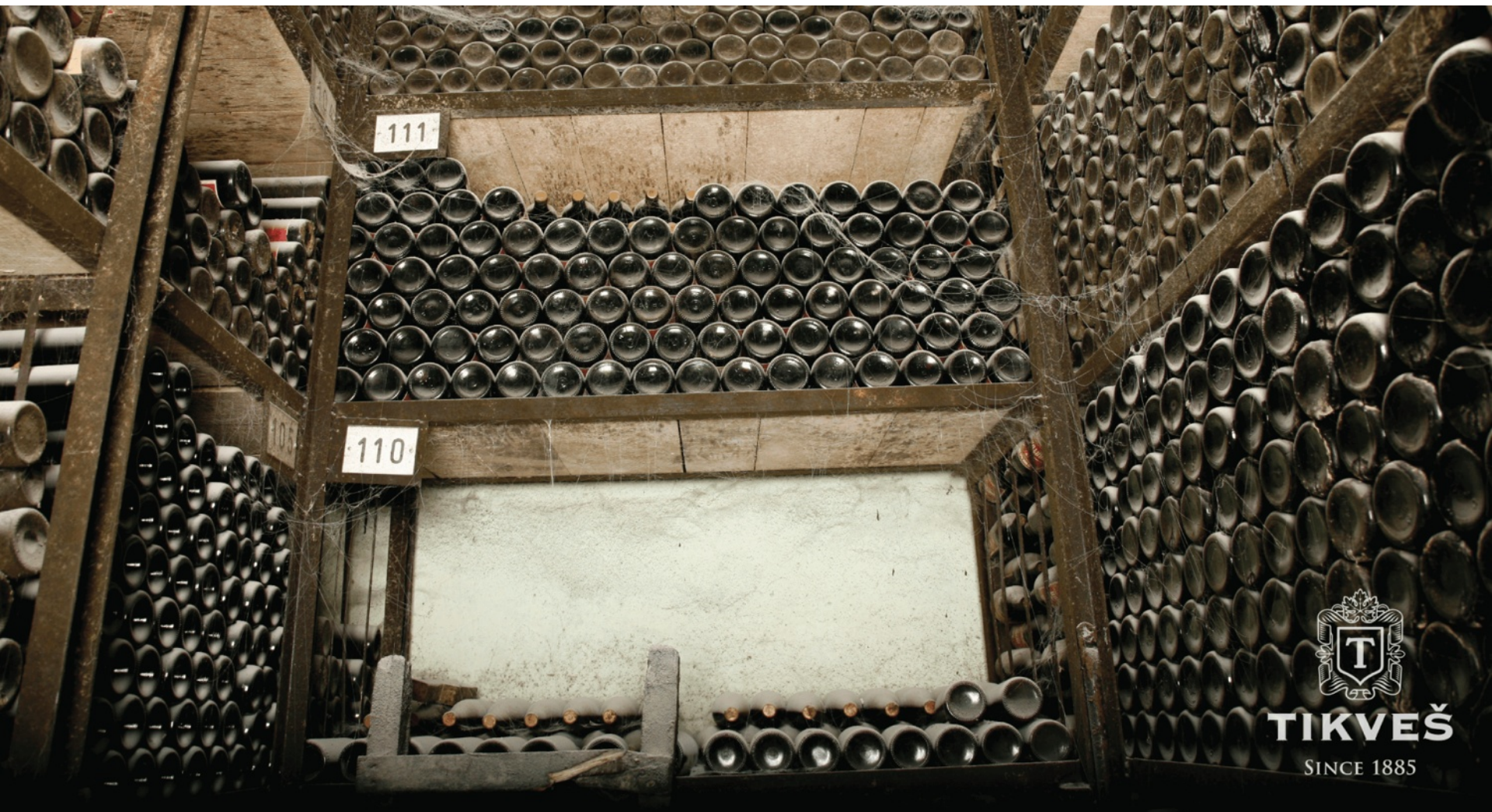






**Winery Tikves Restaurant - Kavadarci**





**TIKVEŠ**

SINCE 1885





94

97

10

108





**TIKVEŠ**

SINCE 1885

**NO.1** BOTTLED WINE BRAND  
IN SOUTH-EASTERN EUROPE

**8** WINES



AWARDED BY  
ROBERT PARKER

**90+**  
POINTS

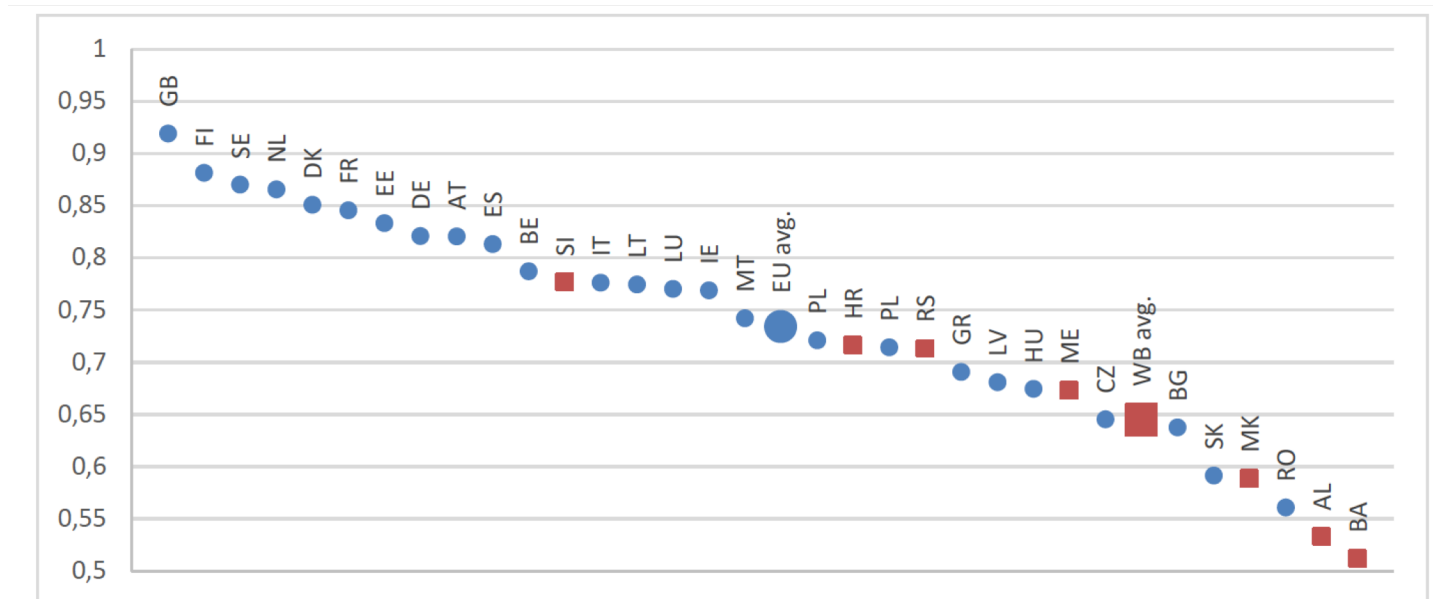
OVER **60** AWARDS  
PER YEAR  
ON CREDENTIAL INTERNATIONAL  
**WINE SHOWS**



WIDEST DISTRIBUTION FOOTPRINT  
GLOBALLY OF ALL MACEDONIAN  
WINERIES – 25 COUNTRIES

AMONG 30 MOST INNOVATIVE BRANDS, SOURCE SIAL 2008, FRANCE

# e-Government index EU and the Western Balkans



Source: The Impact of digital transformation on the Western Balkans

- Enhancing e-governance is closely interlinked with a larger digital transformation of the region
- e-governance is connected to the human dimension of digital transformation, namely citizens' trust in digital communications and services, from data protection and privacy, to reliability and digital skills
- e-governance entails considerable opportunities for open government, which entails the public disclosure of documents and materials



# STRATEGY

## #1 Strategy Is About Making Choices

To win, a company must choose to do some things and not others.

## #2 Strategy Is About Increasing the Odds of Success

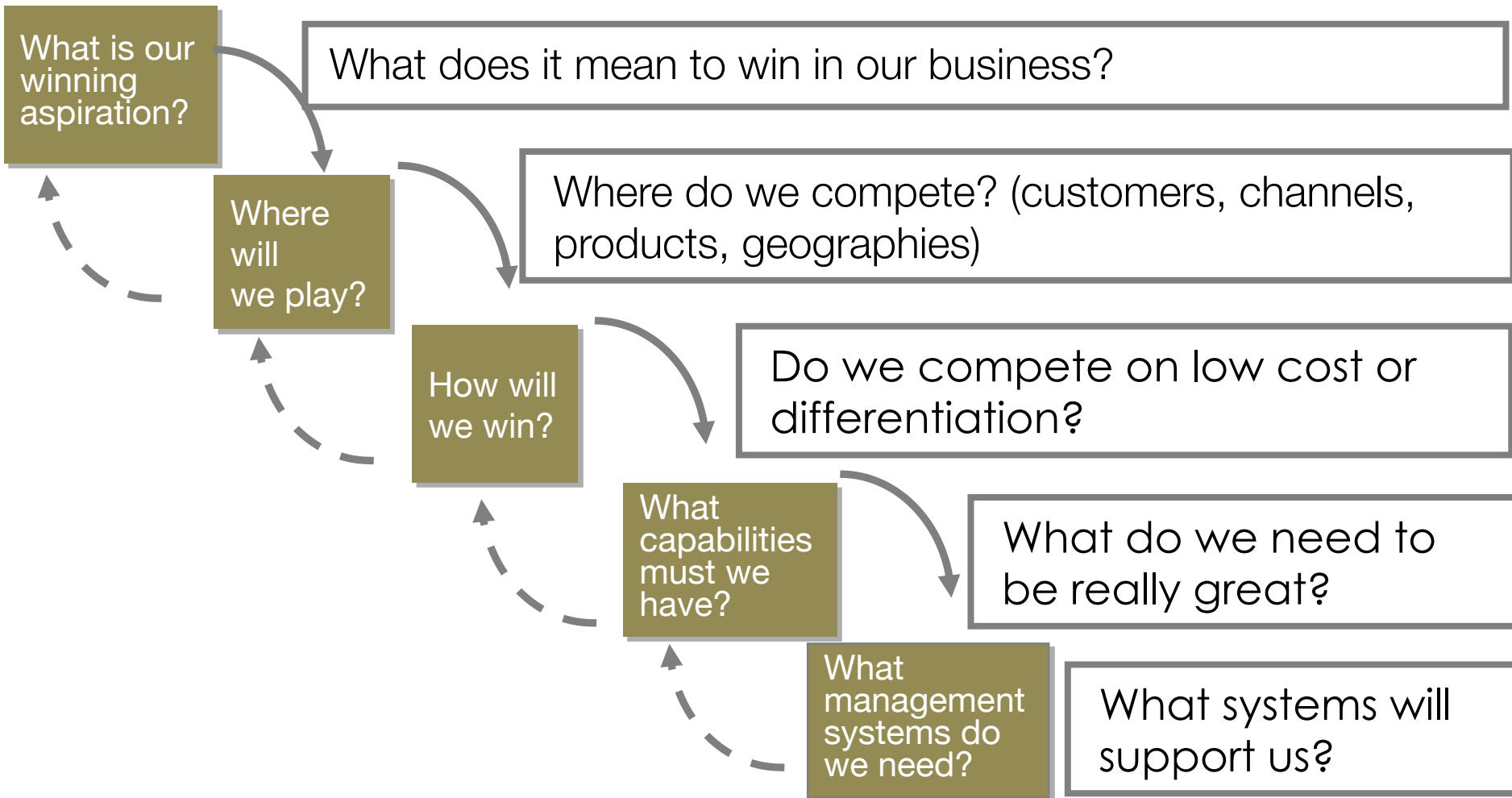
There is no such thing as a PERFECT strategy.

## #3 Successful Strategy Making Combines Rigor and Creativity

Strategy making should be creative and scientific - testing hypotheses.

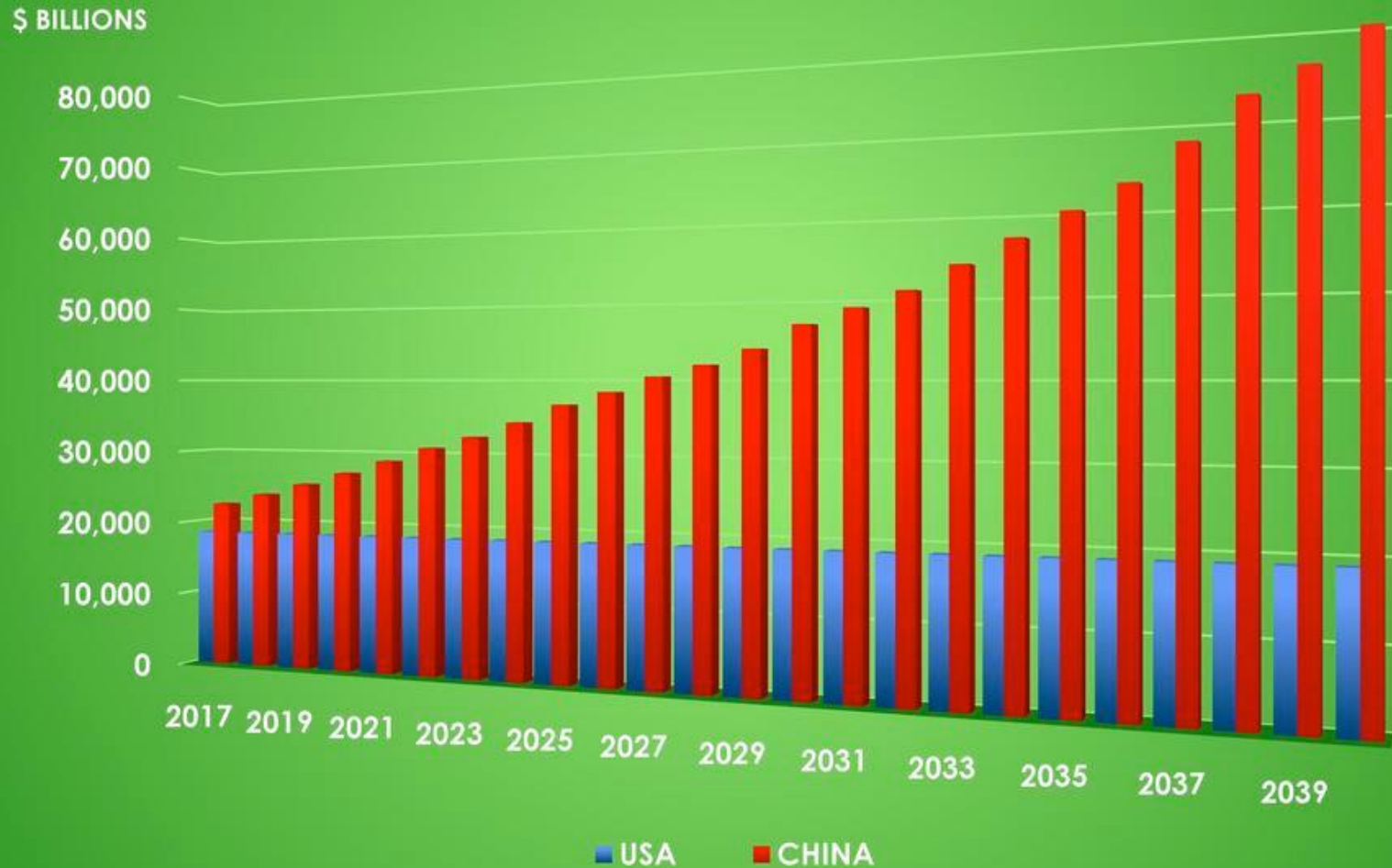
# STRATEGY

## Strategy Is the Answer to Five Questions



# CHINA USA GDP FUTURE

© CHINA 2020: Everything You Know is Wrong



Source: 2017 Figures: CIA World Factbook, billions, PPP



