

The Discovery and Exploitation of Opportunities in the Dairy Industry.

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Introduction

This research takes an exploratory approach to look at the process of discovery of business opportunities and what firms are doing to become more innovative.

The current situation of the dairy industry is technologically turbulent. Policy differences, Mexico has free market and Canada has quota system.

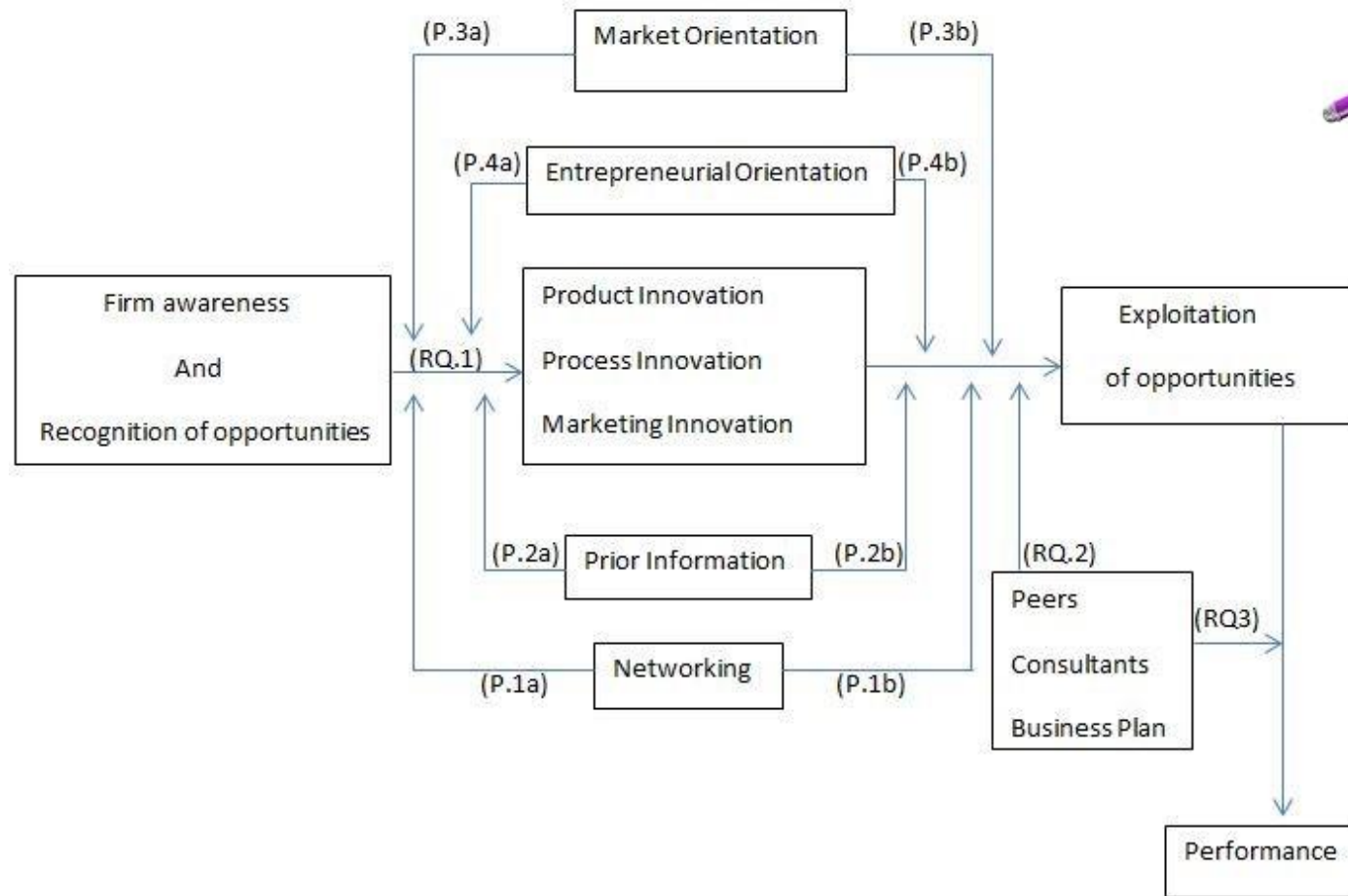


Objectives

The research objectives are to investigate this three questions:

- How do farmers become aware of opportunities for improved performance?
- What are the key success factor of exploitation of opportunities?
- How do farmers improve the success rate of implementation of innovations?

Theoretical Framework And Methodology



Findings

- How do farmers become aware of opportunities for improved performance?
- The Canadian respondents are divided into two groups: The ones that use consultants and the ones that don't.
- “How I became aware of it was, first, I saw it at a magazine, from there you start to ask yourself questions that the supplier can answer and they give you confirmation on what you have seen. By that point there were already two farmers that have it in so that's peers, I talk to them and then we took a decision from there” Canadian Producer No. 1
- Mexican Industry is more homogeneous, in which most of the respondents answered colleagues, veterinarians and printed material. The use of internet and consultants was very limited.

Findings

- What are the key success factor of exploitation of opportunities?
- Information
- Continuing education
- Risk taking
- Proactive behavior
- Tight network knots

Findings

- How do farmers improve the success rate of implementation of innovations?
- Mexico: The 64% of the respondents mention peers, then a combination of peers and veterinarians was found. Finally, the least common was consultants and suppliers.
- Canada: Has a more homogenous industry, indicating the use of team work of technicians, consultants and nutritionist but not peers.

Proposition Findings

- Networking proposition No. 1
- Prior Information proposition No. 2
- Market Orientation proposition No. 3
- Entrepreneurial Orientation proposition No. 4

Conclusion

- Managerial implications
- Recommendations as best approach to innovation
- Integration of industry

Thank You

