

# Some of the Main Factors of Innovative Renewal of Companies' Operations

Igor Hustič<sup>1</sup>, Matjaž Mulej<sup>2</sup>

<sup>1</sup>Prešernova ul. 30, Rogaška Slatina, Slovenia, igor.hustic@siol.net

<sup>2</sup>University of Maribor, Faculty of Economics and Business, Razlagova 14, 2000 Maribor, Slovenia, mulej@uni-mb.si

Problems cannot be solved by the mentality that has caused them, such as neglecting the non-technological innovation. Often, innovative renewal of companies' operations is urgently needed. Overcoming the consequences of the global economic and financial crisis cannot be successful without innovation of the values, culture, business ethics and norms of all their important stakeholders. We suggest a new synergy of methods aimed at renewal of business processes in an innovative way by using the dialectical systems theory approach. We combine BSC, ISO 9000, the method 'learning company' and USOMID. Literature so far has not made it clear that those approaches can complement each other and jointly contribute to renewal of business operations according to the requirement of the requisite holism.

**Key words:** business process, innovative management, renewal, modern dialectics, innovation of VCEN

## 1 The chosen problems and the discussion view point

In this article a new combination of BSC, ISO 9000, the method 'learning company' and USOMID is suggested. Literature so far has not made it clear that those approaches can complement each other and jointly contribute to renewal of business operations according to the requirement of the requisite holism. Handling e.g. the crisis of 2008, according to some researchers, cannot be successful without innovation of values, culture, (business) ethics and norms (VCEN) of all stakeholders within and outside the companies. We focus primarily on the operational management methods in companies that will be forced by the crisis to change their routine approach toward problem solving or reaching set targets with innovation reaching beyond technology. Since about 99% of enterprises are small and medium size, their technological innovation normally takes the form of buying new equipment. The open issue is hence about innovative renewal of business processes, in this case by using the Dialectic Systems Theory. The new synergy includes some already known methods and is upgraded with the dialectical system of the necessary managerial skills.

## 2 The socio-economic framework of the necessary renewal of business and its measurement

The recent two centuries have brought both unseen socio-economic development and destruction of mankind's future

(Bozicnik et al., 2008; Brown, 2008; Dyck, Mulej et al., 1998; Ecimovic et al., 2002; Ecimovic et al., 2007; Hrast et al., ed., 2010; Kajfež-Bogataj, 2009; Korten, 2009; Mulej, 2010; Mulej et al., 2009, with references; Stiglitz, 2009; Stern, 2006; Targowski, 2009; Taylor, 2008; Wilby, ed., 2009; etc.).

- The rate of economic growth before industrialization was 3 (three) % per millennium, after 1820 5500% (fifty-five times) in less than two centuries. Since then the population has grown by 6 times, every person uses on average 5 times more energy, is 17 times wealthier and 1,000 times more mobile. We can no longer afford to emit four million tons of CO<sub>2</sub> *every hour* by burning fossil fuels, cut 1,500 hectares of wood and add 1.7 million tons of nitrogen by dunging the soil with minerals as we do today.
- We are all on the same – sinking – boat, but on different decks. The poor cannot change the current trend, while the rich are not willing to change it. Climatologists warn: we must reduce emissions in the air, water and soil by 80%. This can be achieved with existing technologies, but only with a critical innovation of the current consumption patterns and large structural changes in the production and usage of energy. A renewal of natural preconditions for our civilization to survive would in the best case scenario and after decades of competition – based on destruction of the natural preconditions for humankind survival – cost more than both world wars combined, if the action is undertaken immediately. Postponing the action may increase costs to 20% of the world-wide GDP.
- The current affluence makes GDP an obsolete measure of success: no well-being and happiness etc. is included. Work on new measures has therefore started.

This data pose some questions, e.g.:

- Is the 2008 crisis really a financial and banking crisis, as they used to say in its first phase and much less so later on?
- Are the three main problems of the current humankind (1) overpopulation, (2) natural resources, and (3) environmental problems?
- Is there nothing more profound behind these superficial statements?

Yes, there is: all these problems are induced by human behaviour that is not holistic enough to perceive and acknowledge the real problem – the cause of the above problems and data reflecting them. Once we come to enterprises as business systems, the missing link between human behaviour – thinking, first of all – and the visible consequences can be found in superficial analytical methods. The consequences reflect the need for renewal, but this need might differ between more and less innovative – more routine-loving – management.

### 3 Differences between innovative and routine management as the criterion of business process renewal

The main attention in the business renewal process is devoted to the business processes that can be divided into interdependent three: the basic – key, supportive – administrative/informative, and managerial. The key processes create value from the viewpoint of external customers. Supportive processes usually do not directly contribute to the improved value of results; however, they are necessary for pursuance of key processes. The purpose of managerial processes is planning,

developing, running, and monitoring of processes. They also play an important role in developing and enforcing the system of measures for evaluation of success and efficiency of business processes. At the same time they indirectly contribute to the establishment and maintenance of suitable organisational culture (Hunt, 1996) in order to achieve important improvement or even a breakthrough through operational success and efficiency; one must pay attention to all processes in the business system. Insufficient key and support processes drive the business system into danger of losing important customers of its products and services, consequently endangering its existence. On the other hand it is difficult to establish which processes are critical and thus opt for renewal without successful managerial processes.

As opposed to routine-loving management, innovative management recognises the necessity of success of managerial processes, supported by the implementation of practice of a learning company. A special group is formed by the processes that obtain different knowledge, which would enable the company to prepare a suitable environment and the basic conditions for fulfilling diverse operational changes (Coulson-Thomas, 1997: 280). The point of a learning company reads: thinking about success and efficiency of business process implementation is not only the task of the highest managerial teams, but must be present at all organisational levels of the company (Možina, 2002). Learning and adjusting to changes in a stable environment can be done slowly; learning and obtaining experience from mistakes is very often a suitable, yet risky approach. Learning from mistakes of the others might be a good way. However, it is dangerous to give way to lessons from mistakes instead of adjusting them innovatively to one's peculiarities. One can also learn just as much from bad examples, but not passively (Tropenauer, 2010).

Table 1: 28 basic types of inventions, suggestions, potential innovations and innovations

Three networked criteria of inventions, suggestions, potential innovations, and innovations: (1), (2), (3)	(2) Consequences of innovations		(3) On-job-duty to create inventions, suggestions, potential innovations, and innovations	
(1) Content of inventions, suggestions, potential innovations, and innovations	1. Radical	2. Incremental	1. On-job duty to innovate exists	2. No on-job duty to innovate
1. Business program items	1.1.	1.2.	1.3.	1.4.
2. Technology (products, procedures ...)	2.1.	2.2.	2.3.	2.4.
3. Organization of work processes	3.1.	3.2.	3.3.	3.4.
4. Managerial style	4.1.	4.2.	4.3.	4.4.
5. Methods of leading, working and co-working	5.1.	5.2.	5.3.	5.4.
6. Business style	6.1	6.2	6.3	6.4
7. Management process	7.1	7.2	7.3	7.4
8. VCEN	8.1	8.2	8.3	8.4

Source: Mulej et al., in press

We will at this point not discuss advantages and disadvantages of traditional organisational structures (functional, divisional, project, matrix) in light of potential possibilities of the influence of innovative management on eliminating weaknesses. We would merely like to emphasise that the organisational structure of most companies, set by the management, is not set up in a way that would support and encourage the non-technological innovation of business processes. Among the types of innovations in Table 1 only the content of type 2 is not non-technological; innovation type 8 (VCEN) is the most influential in the background, while type 4 (management style) is the most influential on the surface to introduce the innovated VCEN into practice by using types 3 (organization), 4 (style), 5 (methods) and 6 (management process) inside the business system, and type 6 (business style) in the market.

What this article is focusing on, belongs to type 5 (methods), specifically methods of analysis supportive of innovative renewal of the business system.

The inherited operational method, which is the feature of majority of companies, managed by routine-loving management and based on emphasised division of work, is becoming very rigid and non-efficient in the company's environment full of constant and unforeseeable changes. Individual functions connect indirectly, through peremptory hierarchy. If the hierarchical organisation structure is suitable in a relatively stable environment, its rigid bureaucratic rules become a huge obstacle in the environment of constant changes (Scheer, 1994: 24). Innovative management is very much aware of this; the process-based organisation is therefore becoming imperative in today's time.

Business renewal also looks for a way of gradually changing the vertical functional pillars of the business system into a more adjustable and efficient horizontal process organisation. The responsibility for implementation of logically connected parts or the whole process is thus transferred to the process teams and is no longer in the hands of individuals. The subject of analysis and organisation is no longer an individual functional area, but the whole process (Vila, 1999: 362). Because of that one must approach the process with a dialectic system of viewpoints, namely with the requisite holism from the Dialectical Systems Theory (DST), as required by its law of requisite holism (Mulej and Kajzer, 1998). See (Mulej, 1974; 2000; 2008; in press) for details.

The transition from a rigid organisational structure into process organisation is not possible without problems and in a short period of time. One can therefore realistically expect a gradual transition with co-existence of both models. The result is a rather flat organisational structure that would bring team work forward, improve communication and decrease administrative obstacles between individual areas of the business process.

Business processes that form the operations are very often fragmented and hidden behind organisational structures. Companies therefore very often do not have a comprehensive system of business process managers. Two approaches are therefore used as help when defining business processes and renewal candidates (Rao et al., 1996: 538):

- The first approach requires little time; participants in business processes know very well which processes are

not suitable. This is an efficient and quick approach that is only suitable when one can clearly see the functionality of business processes. It is also dangerous to innovate an individual process as if it were independent, instead of considering its inter-dependence with others.

- The second approach is a long-term one which recommends identification of all major processes in the company. The recommended number of identified key processes in the company is ten to twenty.

Approaches and techniques for improvement, systemic renewal of existing and planning of new business processes place different level of attention on different elements. Constant implementation of small improvements of business processes ensures that the business does not become rigid and non-adjustable. Small improvements can also lead to a considerable improvement of operations. Renewing existing and planning new business processes means that the old procedures are omitted and a new working method is introduced which can fulfil the customers' expectations much better (Hustič, 2009).

It is therefore important to think about the business processes and to renew them radically in order to achieve important improvement of the basic efficiency indexes, such as costs, product and service quality and the speed of satisfying customers' needs. If the business strategy expresses the need for crucial changes of operations, then the systematic and requisitely holistic renewal of existing and planning of new business processes is more suitable than the gradual improvement of existing business processes. That is very important for achieving goals (Ženko, 1999).

Introducing innovative changes and constant improvement of existing operations are not mutually exclusive. We are talking about two complementary approaches i.e. they mutually complement each other. One can achieve optimal results with them. Recognising and understanding possibilities for process improvement as well as challenges for introducing radical innovative changes is therefore crucial for existence and strengthening of the business system position in the mass of competitors; and this exactly is the advantage of innovative management over the routine-loving management. Defining what needs to be renewed and then implementing the renewal suits the requisite holism much better. The basis for successful operations of innovative management is provided by suitable climate and company culture that must be innovatively renewed as well (Potočan and Mulej, 2007).

The renewal process depends on people; innovation of the management style must therefore be performed first on the basis of innovation of VCEN. VCEN defines for what purpose people use their abilities – values, knowledge and resources.

## 4 Innovation of values, culture, ethics and norms (VCEN)

For many managers, governors, government members and officials as well as other professionals DST requires innovation of their VCEN, replacing the ones of one-sidedness (Potočan and Mulej, 2007) and their unrealistic hope that an 'invisible hand' might solve problems instead of them. But the

invisible hand does not exist outside them. They must therefore innovate their VCEN to be able to solve their crises.

This is crucial because the innovation of VCEN is a long-term process and a far-away-into-the-future reaching objective, which must in any case be clearly defined and expressed in the interests of the enterprise's key stakeholders (Belak, 2008; Belak, Mulej, 2008). It can be quick under special pressure, such as war, awareness of crucial and deep crisis to which an alternative must be found quickly.

VCEN innovation tends toward social responsibility, ethics of interdependence, sustainable future and requisite holism/wholeness (Potočan and Mulej, 2007; Hrast et al., editors, 2006; 2007; 2008; 2009; 2010; etc.). Management style and VCEN innovation are the most crucial: the switch from bosses' VCEN 'I think and decide and you just work' to 'We all think, we all work, we all listen to each other to attain requisite holism' enables the appearance of other types. Management, governance and governing must become crucially more holistic than the concept of the Chicago School of neo-liberal economy opposing/disabling Adam Smith's liberalism and its invisible hand, i.e. market with no monopolies and separation of rights from obligations, but full transparency and personal responsibility of enterprise owners (Toth, 2008; Goerner et al., 2008).

This situation requires a serious innovation of the global economic practice, which reaches far beyond the technological innovation into the innovation of business style and process, including the society-wide global prevention of monopolies and abuse through them. Interdependence of all market members and other individuals and the resulting ethics of interdependence is the factual basis. In ancient Greek interdependence is called dialectics (Mulej, 1979).

## 5 Difficulties of modern entrepreneurial practice to be solved by the principles of modern dialectics

When commenting the principles of modern dialectics in connection with practice, we cannot find the standstill situation or independence behind it, but rather interdependence and processes. Interdependence shows up as unity and the fight of opposites on the surface. It is the relationship between partly different parts of the same whole. It is about the mutual influence of these parts that need one another because of mutual differences with which they complement each other. Such mutual influences cause constant change processes, also innovative, but the latter is not automatic. This fact is often overseen by specialists with poor capability of interdisciplinary cooperation among interdependent specialists.

The language of dialectics calls the process based on interdependence and related mutual influence of 'opposites' a transition of the old quality, which is the central attribute of the discussed phenomenon, via the quantitative (i.e. small) changes into a new quality. They occur gradually, but appear only when we watch the process statically, in the form of comparison of the old and the new situation as a crucial change.

Cooperation of different specialists is such a case, including the ones discussed here, including innovation of VCEN etc.

The goal of managing inventions, innovation and innovation management is to set-up a kind of organisation that will be able to manage the phenomenon of inventions, innovating and innovation (as its outcome). This means conquering the managerial tools, such as organisational VCEN, communication systems, decision making systems and reward policy, because they have a large influence on invention-innovation-diffusion processes (IIDP).

The analysis of measures discloses the IIDP potentials and requirements as to how to plan a modern organisation. See Rebernik et al., 2009; 2010 for several references.

In order to create a good organisational climate that would encourage IIDP, the top management must break away from the old relationship habits. They must realize a clear need for VCEN and innovation from the commanding to the co-operational management style for organisations to become competitive regarding costs, quality, flexibility, innovativeness, relationship towards the natural environment, social responsibility, etc. This task can be combined with co-operational management of executive managers because those enable managerial and organisational innovations and spread them through training, placement, promotion, etc. The renewal process should therefore be treated as a dialectical process; one must consider starting with interdependence between partial processes and organisational units of the company and its partners (Hustič, 2009: 131).

## 6 Innovation of business score card method with several complementary methods in interdependence

One-sided usages of renewal tools for measuring efficiency of operations – Business Score Card (BSC) and ISO 9000 – are quite common in business practice. However, they are proven to cause limitations rather than requisite holism. The purpose of this article is not to describe individual tools in more detail, but to encourage the way of thinking about their complementarity based on interdependence and the needed managerial characteristics used for renewal of operations. Companies that tried to renew operations innovatively with the help of the two mentioned tools very often did not achieve the set goals. Reasons can be found in the exaggerated simplification and lack of creative thinking and cooperation. In order to surpass the routine operations and the level of exaggerated solidarity, as is so often seen in less innovative countries, one must implement e.g. the USOMID method as the applied method of the Dialectical Systems Thinking.

We would therefore like to recommend a new combination of BSC, ISO 9000, the method 'learning company' and USOMID, possibly completed up with De Bono's 6 thinking hats method (Mulej et al., 1982 and later; Mulej et al., in press; Mulej, M. and N., 2006). Literature so far has not made it clear that those approaches can complement each other and jointly contribute to renewal of business operations according to the requirement of the requisite holism. Our findings are supported by different foreign authors that analytically approached

the evaluation of success of BSC as a tool and methodology. BSC started to develop as methodology in the 90s of the 20<sup>th</sup> century; it has been used actively since 1995. After more than a decade we can say that today's BSC has 10 problems (Brown, 2007: 9), namely:

Many rules are old-fashioned.

1. No rule measures ethics.
2. There are still problems at adjusting goals, strategies and measures.
3. Measures, goals and strategies are not known to all (only to the top management).
4. Rewards are not connected to achieving non-financial measures.
5. Many goals are set on the basis of consensus.
6. Measures that measure the satisfaction of customers are still not improved completely.
7. Measures that define the human potential are appraised with low grades.
8. Power point and too complex slides are still used as a survey tool.
9. Scorecard measures still do not include external factors that can have a large influence on the success of operations.

The above confirms the connection with our way of thinking (Hustič, 2009) and shows the necessary qualities and characteristics of the management that should implement an innovative renewal of operations of those companies that are facing the consequences of the global financial and economic crisis. We can also summarise our proposal as follows:

Somewhat simplified basic message of the Picture 1 says that using the USOMID method in combination with other stated methods of renewal and evaluation of business process success is mandatory for a successful comprehensive business renewal. In this way, we could innovatively respond to disproportion between the increasing complexity of actual reality and simplification which is implied by e.g. the use of BSC method. Business process renewal in an innovative way influences the possibility of forming innovative society and by that business and social successfulness.

However, the application of the model in Figure 1 is not a simple task. It requires very specific managers' attributes.

## 7 Managers' attributes to be learnt for successful renewal of business processes

People in influential positions – government, governance, management, opinion leaders, teaching, informing through public and inter-personal media, etc. – should innovate their managerial/influence style (Mulej, 2007a, b) to save the mankind by leading people out of the 2008 crisis. In our experience, seven interdependent sets of attributes – listed below – have proven more efficient in practice than bosses issuing orders without listening and making synergetic syntheses:

Seven S cover consideration of the governance's and management's duty to master the organizational strategy (realizing enterprise policy: mission, purpose, and basic goals, and

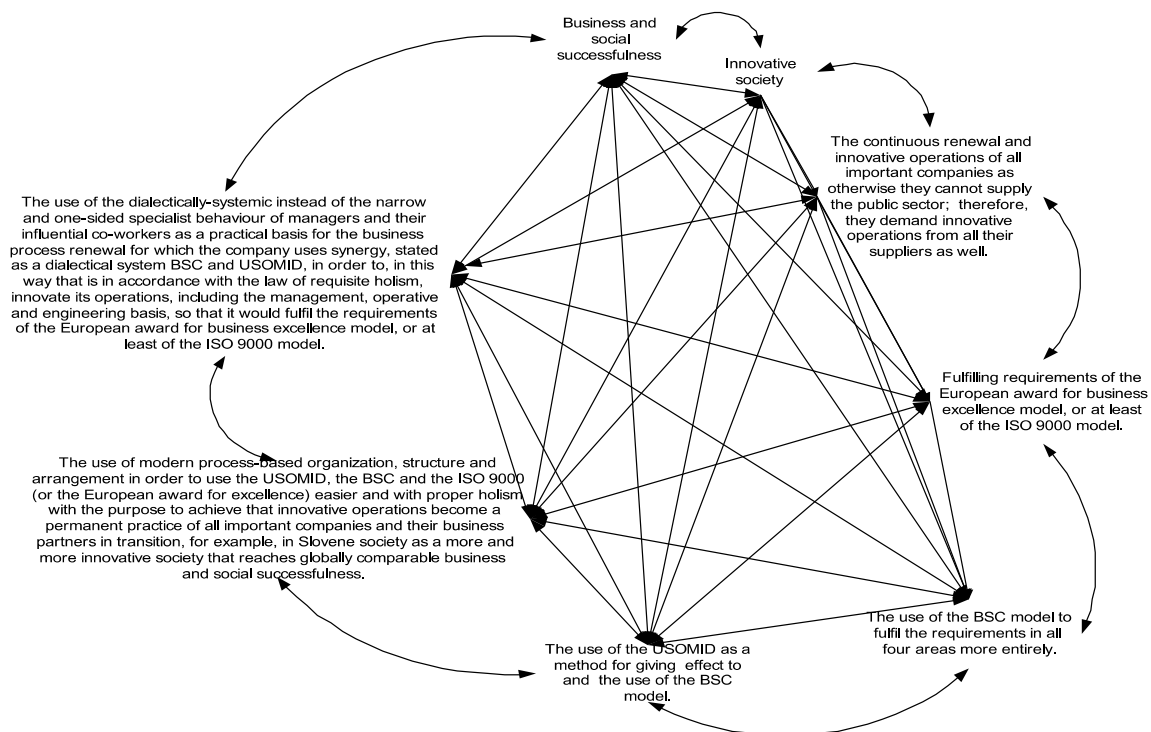


Figure 1: Model of interdependence and complementary application of several methods for a more holistic BSC. Source: Hustic (2009)

results from vision, including learning phases, preparation, search for strategic possibilities, and quantitative/qualitative and economic etc. evaluation and selection of strategies); structure (depending on, and adapted to, processes, of course), and synergies/tool systems – as the three hard variables – with support from four soft variables including shared values, skills, staff (i.e. co-workers as multi-dimensional people with their own wisdom and interests), and managerial style in line with the situation and co-workers' attributes.

B. Decades of experience have shown one-sidedness of the rationalistic claim that only hard variables matter. They are certainly easier to measure/evaluate. Now there are less and less people working only as attachments to machines such as assembly line without their own impact; attention is moving to the soft variables as success factors – knowledge and values, culture, ethics and norms (VCEN). We summarize them as 7 + 7 F of all and of managers/governors, resp.:

B.All.1.: Focused (= on what we know how to accomplish);  
 B.All.2.: Fast (=speed in implementation of sense-making novelties as innovations to become useful routines);  
 B.All.3.: Flexible (= creative adaptability to new conditions);  
 B.All.4.: Friendly (= good relationships with business partners, including all co-workers and other stakeholders; all have their contracts);

B.All.5.: Fit (= physical and psychical capability of standing the efforts of the current rapid and radical change of conditions of life and work);

B.All.6.: Free (= freedom from pressure of work without chances to use one's creativity, like being a tool with no own head);

B.All.7.: Fun (= based on created results and requisitely pleasant and challenging way toward them, fun at and outside work is a precondition for good work).

B.MG.1.: Founders (= establishment of advantageous circumstances; every start-up and other enterprise needs first-rate leaders/businesspersons, motivating their co-workers and oriented toward innovation).

B.MG.2.: Forever innovating (= all stakeholders need to be tireless innovators).

B.MG.3.: Flat (= entrepreneurial organizations have as few as possible managerial levels – this is the best way to make reconciliation and creative cooperation as easy as possible).

B.MG.4.: Frugal (= they decrease their costs with low administration costs and high productivity).

B.MG.5.: Faculty of changes (= open mind and capacity to change your interests and adapt your own VCEN).

B.MG.6.: Faculty of modernization of awareness of individuals about the importance of requisite holism and social (and other) responsibility and well-being.

B.MG.7.: Fully professional and requisitely holistic relations with all co-workers and other stakeholders.

C. The above three sets of attributes of entrepreneurs/leaders/managers and their policy, strategy, tactics and operations are easier to realize if these persons are innovative and have the following seven L attributes

(Linden, 1990 in Mulej et al., 2006) which can be learned:

C.1.: Strategic vision-oriented long-term developmental thinking and action rather than short-term and narrow-minded ones;

C.2.: Persistence about goals and making room for co-workers to find their ways to realize their share of goals and tasks;

C.3.: Creating the feeling – of one-self and others – that we need requisitely holistic innovation instead of routine-loving and complacent behaviour to survive;

C.4.: Starting with concrete steps – instead of 'paralysis by analysis' – one should take action and analyze it simultaneously, based on a framework plan of learning, routine and innovative work, including all types of innovation;

C.5.: Use of structural change for organizational structures to provide the requisite room for creative, innovative and constructive work, lateral and parallel thinking, cooperation and innovation, based on requisite holism/wholeness to achieve strategies, policy, and vision of the enterprise;

C.6.: Consideration and mastering of risk, rather than avoiding the risk (the latter is very risky in an innovative society requiring efficiency and sufficiency, covered by social and other responsibility, allowing for no abuse of co-workers, partners, broader society, and natural preconditions for mankind's survival, hence based on requisite holism/wholeness);

C.7.: Use of political skills – for persuasion, acquiring of partners and co-workers in innovation, perception and blocking enemies of innovation and requisite holism/wholeness in time, etc.

D. Attributes of people's personal VCEN to be attained should also include personal and personality development of influential individuals toward personal requisite holism, innovativeness, social responsibility and well-being, emotional stability, and self-realization.

E. The principles of stakeholder interests, enterprise, developmental, economic and socially (SIEDS) responsible (enterprise) policy. To achieve business excellence, responsible enterprise policy should be regularly innovated. Arising from VCEN innovations, the general definitions of the company's policy depend on interests of its important stakeholders. All of them should once again rethink their long-term interests (benefits), their consequences and willingness/ability to innovate them toward their responsible and non-biased behaviour, concerning all other people (families, co-workers, other citizens and planet Earth residents – with predomination of long-term interests concerning all of them). Enterprise's developmental orientation (e.g. exploitation of opportunities of its environmental development), economic orientation (with striving for politics of economic responsibility toward all

inhabitants of the world) and social orientation (toward ecological and socially responsible goals and consideration of social desire) should also be innovated all the time (see Bleicher, 2004).

- E. Application of the methods of cooperation, e.g. USOMID in combination with the 6 Thinking Hats method as a way toward requisite holism and resulting requisite wholeness of outcomes with no serious trouble in the team work, such as unmanageable disagreement and fight using arguments for arguing on a one-sided basis rather than settlement (Mulej M. and N., in Mulej et al., forthcoming).

These seven sets/systems of attributes are best used with one more attribute that is easier to have if it is innate rather than learned, but it can be strengthened, at least, by learning and experience if we are aware of our weak attributes: confidence in the agreed-upon objective, persistence and will to realize it with neither giving in nor stubbornness if it is wrong.

For know-how to realize these principles see e.g. (Bulc, 2006; Likar et al., 2006; Mulej et al., forthcoming; Mulej and Ženko, 2004; Mulej et al., 2000; 2006; 2008; Mulej, 2007b)

Troubles are unavoidable if VCEN are not innovated, which they can be [Collins and Porras, 1997; Collins, 2001; Florida, 2005; Potočan, Mulej, 2007b; etc.].

For all these and related suggestions to become reality on the personal level too, we suggest the principles of VCEN and strategy to include social responsibility with ethics of interdependence and creation of any content. They should become the central attributes of human life in the role of VCEN directing one's application of knowledge and tools (Esposito, 2009; Hrast et al., Ed., 2006; 2007; 2008; 2009; 2010).

## 8 Conclusions

Innovative renewal of company's operations is necessary when the company feels that it cannot respond to the circumstances in the business environment properly, especially in the times of the global social-economic crisis. The most important role in innovative renewal of the company's operations belongs to the company's management. There is an awareness that should reach all stakeholders of the company, including the owners: in order to achieve a successfully implemented innovative renewal of the company's operations one must innovate the values, culture, ethics and managerial norms because the management is responsible for the renewal of operations. The management would in this way obtain suitable managerial characteristics (while considering the findings of DST), which will enable it to reach the goals, set in the business strategy of the company.

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**Igor Hustič** is the president of the board in Tovarna olja GEA d.d., Slovenska Bistrica. He is a member of The Association of Supervisory Board Members and also a member of three supervisory boards. After the traineeship in company Alpos as a project leader, he worked as an advisor in the management of a bank and was responsible for operating with companies (1995-2000). He was the general manager of Klasje Celje d.d. (2000-2002) and the controlling manager in Žito Ljubljana d.d. (2002-2004). He worked abroad (in Croatia) as the president of the board in SZIF d.d. – investment fund (2004-2008). Hustič has also been a consultant to different management boards on the issues of strategic management, organizational questions, and cost cuttings. His research interests are: renewal business processes, competitiveness, innovations. Hustič received all his degrees including PhD. from The University of Maribor, Faculty of Economics and Business, Maribor.

**Matjaž Mulej:** University of Maribor; Professor Emeritus, Systems and Innovation Theory. 1,600 publications in 40



countries (see: IZUM/Cobiss/Bibliographies, 08082). Visiting professor abroad: 15 semesters. Author: Dialectical Systems Theory (see: François, 2004, International Encyclopaedia); Innovative Business Paradigm and Methods. Member: The New York Academy of Sciences (1996), The European Academy of Sciences and Arts, Salzburg (2004), The European Academy of Sciences and Humanities, Paris

(2004), The International Academy of Systems and Cybernetic Sciences, Vienna (2010; committee head). President: IFSR (International Federation for Systems Research with 37 member associations) until 2010. Many Who is Who entries. M.A. in Development Economics, Doctorates in Economics/Systems Theory and in Management.

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### **Nekateri temeljni dejavniki inovativne prenove poslovanja podjetij**

Problemi se ne dajo reševati z miselnostjo, ki jih je povzročila. Pogosto je nujna inovativna prenova poslovanja podjetij in je v pretežni meri odvisna od notranjih dejavnikov v podjetju. V tem članku se ukvarjamo s premagovanjem posledic globalne socialno-ekonomske in finančne krize, ki je po svojih lastnostih unikatna, v okviru posamičnega podjetja. To ne more biti uspešno brez inovacije vrednot, kulture, etike in norm vseh bistvenih deležnikov podjetja. Osredotočamo se predvsem na inovacijo načina delovanja menedžmenta v podjetjih, saj predlagamo sinergijo uporabe večih metod merjenja uspešnosti in prenove poslovnih procesov (BSC, ISO 9000, metodo »učee se organizacije« in USOMID) ob upoštevanju holističnega pristopa dialektične teorije sistemov. V bistvu gre za prenovo poslovnih procesov na inovativen način z uporabo pristopa iz dialektične teorije sistemov.

**Ključne besede:** poslovni procesi, inovativni menedžment, prenova, moderna dialektika, inovacija vrednot, kulture, etike, norm (VCEN)