

TRAJNOSTNA TRANSFORMACIJA POSLOVANJA NI VEČ IZBIRA, TEMVEČ NUJA

KAJ JE IN KAJ NI TRAJNOSTNA STRATEŠKA TRANSFORMACIJA POSLOVANJA TER KAKŠNE IZZIVE IN PRILOŽNOSTI PONUJA PROCES TRANSFORMACIJE?

Kaj pomeni delovati trajnostno?

Trajnostno delovanje je izraz, s katerim se že nekaj let srečujemo na skoraj vsakem koraku. Od leta 2017 naprej postaja to tudi zaveza državne ravni – Vlada Republika Slovenija je s petimi strateškimi usmeritvami in dvanajstimi medsebojno povezanimi razvojnimi cilji postavila nove dolgoročne razvojne temelje Slovenije, z vključevanjem ciljev trajnostnega razvoja Organizacije združenih narodov pa Slovenijo uvršča med države, ki so prepoznale pomen globalne odgovornosti do okolja in družbe.

Trajnostno delovati v poslovnem smislu pomeni skrbeti tako za dobrobit ljudi kot tudi narave in ekonomskega okolja. Še vedno se pojavljajo napačne predstave in razumevanje o tem, kaj sploh to pomeni. Trajnostno poslovanje je nov način poslovanja, ki je nujno potreben za vsa podjetja, ki želijo v prihodnosti uspeti in obstati. Trajnostno poslovanje daje enakovreden poudarek družbeni, okoljski in ekonomski rasti, ki morajo biti med seboj usklajene, dobro načrtovane in podprte z jasno komunikacijo. Tak način podjetje nedvoumno vodi tudi v finančno uspešnost.

Trajnostna strateška transformacija poslovanja je proces, ki ni enostaven, je pa nujen. Če se podjetje odloči za trajnostno prenovu poslovanja, mora trajnostne vidike delovanja vpeljati v vse procese poslovanja, določiti jasne cilje, izvedbene aktivnosti in kazalnike, s katerimi meri uspešnost.

Trajnostna pot je edina pot v prihodnost

Po svetu se podjetja ne sprašujejo več o tem, ali je potrebna nova naravnava smeri poslovnih strategij in poslovnih modelov, pač pa, kako to storiti. Številna podjetja to transformacijo že uspešno izvajajo in

vstopajo v prihodnost izključno upoštevajoč trajnostne zaveze. Veliko podjetij v Sloveniji že sodeluje ali si želi sodelovanja z največjimi, najboljšimi, najmočnejšimi partnerji, ki pa v večini svojim partnerjem narekujejo sprejem trajnostnih zavez in vrednot.

Koncept trajnostnega razvoja pomeni tak razvoj planeta, ki bo tudi generacijam za nami omogočal vsaj enako, če ne boljše kakovost življenja. Če želimo doseči globalno uspešnost tega, moramo začeti z lokalnim prispevkom.

Pri trajnosti ne gre zgolj za ekološko ozaveščenost, tudi ne samo za družbeno odgovornost in ne za bitko za dobičkom. Gre za združevanje odnosa do narave, družbe in ekonomije. Trajnostna uspešnost enakovredno poudarja družbeno, okoljsko in ekonomsko uspešnost, vse tri pa, če so domišljeno načrtovane in usklajene, zlasti pa podprte z dobro komunikacijo, vodijo v finančno uspešnost podjetja.

Trajnostna poslovna strategija in poslovna uspešnost

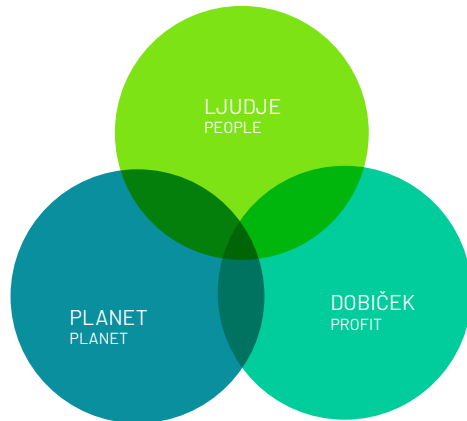
Logična pot do trajnostne uspešnosti za podjetje pomeni, da poslovno strategijo in poslovne modele transformira v trajnostno smer. Trajnostna strategija ni ločena strategija, kot na primer strategija razvoja kadrov ali informatike, temveč je to celovita poslovna strategija, ki jo podjetje na novo zastavi. V skladu s tem so postavljeni vsi kazalniki uspešnosti. Podjetje si vsekakor postavi ločene kazalnike uspešnosti na posameznem trajnostnem področju, ki pa vedno vključuje okoljski, družbeni in ekonomski vidik, ter posledično seveda poslovni in finančni vidik.

Primer okoljskega kazalnika uspešnosti na letni ravni lahko predstavlja odstotek skrajšanih ključnih poslovnih procesov, odstotek povečane porabe letne energije iz obnovljivih virov, odstotek znižanja skupne porabe vode, odstotek povečane uporabe materialov, ki so pridobljeni iz snovnih tokov ... Uspešnost na daljši rok pa lahko zmerimo z odstotkom zmanjšanja skupnega ogljičnega odtisa.

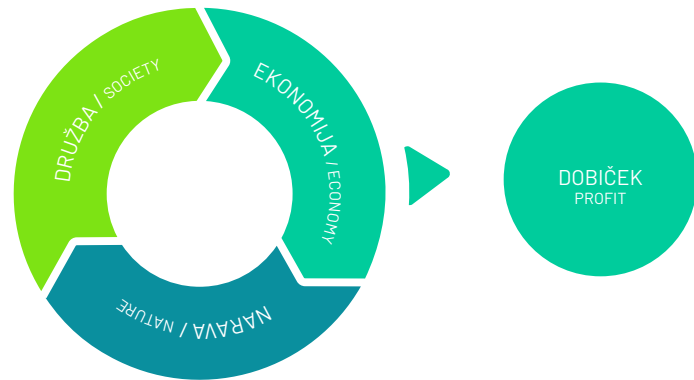
Pri družbenem vidiku trajnosti na primer spremljamo število komunikacijskih projektov, s katerimi podjetje komunicira svoje trajnostno delovanje, odstotek zaposlenih, ki aktivno sodelujejo v trajnostnih projektih, odstotek delovnih mest, za katere so bile izvedene ocene tveganja za poslabšanje poklicnega zdravja in varnosti. Dolgoročni učinek, ki se meri, pa je na primer število družbenih problemov, ki so se izboljšali na osnovi inovativnih trajnostnih projektov podjetja.

Slika 1: Trojni dobiček in trajnostna uspešnost / Figure 1: Triple profit and sustainable performance

*Trojni dobiček vključuje finančno uspešnost
Triple profits including financial performance*



*Trajnostna uspešnost vodi v finančno uspešnost
Sustainable performance leads to financial performance*



Vir: TRAJNOSTNE poslovne strategije in trajnostni poslovni modeli v slovenski praksi, avtorji: dr. Adriana Rejc Buhovac, Alenka Hren, Tatjana Fink, dr. Nenad Savič, Ljubljana: Spirit Slovenija, javna agencija, 2019
Source: SUSTAINABLE business strategy and sustainable business models in Slovenian practice, authors Adriana Rejc Buhovac and others, Ljubljana: Spirit Slovenia, Public Agency, 2019

Na področju ekonomskega razvoja na kratek rok lahko izmerimo število dobaviteljev, ki so vpeljali trajnostne kodekse poslovanja, število partnerstev z lokalnimi podjetji, število lokalnih zagonskih podjetij, ki jih je podjetje podprlo tako ali drugače. Dolgoročni vidik uspešnosti pa merimo na primer s številom ustvarjenih novih delovnih mest v lokalnem okolju, v izboljšani kupni moči lokalnega okolja...

Kazalnike finančne uspešnosti na kratek rok lahko merimo z odstotkom zmanjšanja stroškov porabe energije oz. vode oz. primarnih surovin na enoto oz. izdelek in z odstotkom rasti skupnih čistih prihodkov od prodaje trajnostnih produktov. Na dolgi rok pa na primer prihranke na račun nižje fluktuacije zaposlenih in odstotek rasti dodane vrednosti na zaposlenega.

Transformacija je poglobljen proces uvajanja sprememb

To so samo nekateri primeri, vsako podjetje ima svoje specifikke, zato je trajnostna strateška transformacija poslovanja v praksi zelo globok proces. Vsako podjetje nastavi svoje specifične kazalnike glede na svoj produkt oz. storitev in glede na obliko podjetja. Prav zato trajnostna strategija ne more obstajati samo na papirju. Če ima podjetje z vstopom na pot trajnostnega poslovanja iskrene in jasne namene, je to zahtevna pot, prinese pa lahko izjemne poslovne rezultate na dolgi rok. To se odraža tudi pri vseh ravneh procesa, tudi pri postavljanju kazalnikov, kjer gre za odgovoren proces. Če podjetje jasno in namensko postavi kazalnike, ki bodo podajali realna dejstva, je to lahko pobuda za ukrepanje, izboljšanje, spreminjanje in sprejemanje odgovornosti, pa tudi vseh posledic.

ČE IMA PODJETJE Z VSTOPOM NA POT TRAJNOSTNEGA POSLOVANJA ISKRENE IN JASNE NAMENE, JE TO ZAHTEVNA POT, PRINESE PA LAHKO IZJEMNE POSLOVNE REZULTATE NA DOLGI ROK.

Podjetja v dejavnostih, ki neposredno posegajo v naravno okolje, morajo še bolj skrbno bdeti tako nad učinki na okolje kot tudi nad spremembami v zakonodaji. Zato je tovrstna transformacija lahko še bolj občutljiva, saj je treba razumeti naravnost, še preden postane obvezujoča. Tveganja, ki so jim podjetja izpostavljena z izstopanjem po trajnostnih kriterijih, so vse večja. Kupci so vse bolj ozaveščeni – tako z okoljskim zavedanjem kot z družbeno odgovorno naravnanimi zahtevami in pogledom na lokalno umestitev in povezanost podjetja z mikro okoljem. Potencialno škodljivi

izdelki, nepoštena poslovne politike in podobne neustreznosti zaradi izjemnega pretoka informacij postajajo vse močnejši faktor izločanja podjetij.

Izboljšanje trajnostne in finančne uspešnosti hkrati je težko verjetno na kratek rok. Učinki, ki so posledica trajnostnega delovanja, se ne pokažejo takoj, zato je pomembno za podjetja, da to razumejo in naravnajo svoja pričakovanja. To je večinoma tek na dolge proge, ki pa ob vztrajnosti prinaša dosti boljše finančne rezultate. Izzivi na poti so povezani z vložki, procesi, vodenjem, verodostojnim in iskrenim komuniciranjem z vsemi vključenimi deležniki – zunanjimi in notranjimi, ter skrbno kontrolo in upravljanjem povratnih informacij.

SPIRIT Slovenija: Nacionalni program Trajnostne strateške poslovne transformacije podjetij

SPIRIT Slovenija, javna agencija je aktivno pristopila k uvajanju trajnostnega poslovanja že leta 2016 z dveletnim pilotnim projektom »Vzpostavlanje trajnostnih poslovnih strategij in poslovnih modelov v praksi«. Pri projektu je sodelovalo devet slovenskih podjetij, izbra-

nih preko javnega poziva, ki so prva stopila na pot transformacije: MSora, trgovina in proizvodnja, d. d., Lumar IG, d. o. o., Iskraemeco, merjenje in upravljanje energije, d. d., Hotel Sava Rogaška, d. o. o., Engrotuš podjetje za trgovino, d. o. o., Anton Blaj, d. o. o., Sij, d. d., Steklarna Rogaška, d. o. o., Talum, d. d.

Pri pilotnem projektu so sodelovala tudi nekatera tuja podjetja z dolgoletno tradicijo trajnostnega delovanja, kar jim predstavlja že izjemno konkurenčno prednost in dodano vrednost na trgu. Eno bolj inspirativnih je družinsko podjetje Patagonia iz ZDA, ki je znano po športni, plezalni opremljeni in oblačilih. Lastniki in vsi zaposleni so v celoti predani trajnostnim vrednotam. Njihov poslovni model marketinga, ki temelji na potrošniško nasprotujoči, do okolja zelo odgovorni strategiji, na primer sporoča: »Ne kupujte nove športne jakne, ker je ne potrebujete. Popravite staro.« Njihovo intenzivno oziroma proaktivno delovanje pri varovanju narave po vsem svetu je izjemno. Podjetje ima jasno postavljena tako imenovana »boundary conditions – brezpogojna trajnostna načela, ki jih ne bodo prestopili ne glede na potencialni poslovni oziroma finančni dobiček. Zato pa je tudi lojalnost njihovih kupcev neverjetna. To so dobri vzorniki in motivatorji drugim podjetjem, da se čim prej odločijo za takšno transformacijo poslovanja.

Pilotni proces je pokazal nujnost, da se slovenska podjetja začnejo intenzivno ozaveščati, razumeti pomen in priložnosti trajnostne transformacije poslovanja. Na podlagi izjemnih rezultatov, ki jih je

prikazal pilotni projekt, je SPIRIT Slovenija, javna agencija predlagala nov, širši program podpore za obdobje 2019–2022, ki bo skozi trajnostno strateško transformacijo poslovanja podjetjem pomagal k dvigu mednarodne konkurenčnosti. V javni razpis bo vključenih 60 malih in srednje velikih podjetij (d. o. o., s. p. ali z. o. o.) z najmanj 20 in največ 249 zaposlenimi, ki se bodo pod strokovnim vodstvom podali v proces trajnostne strateške transformacije poslovanja. Naložbo sofinancirata Republika Slovenija in Evropska unija iz Evropskega sklada za regionalni razvoj.

Trajnostna strateška transformacija poslovanja podjetij preko tega razpisa se izvaja procesno, najprej z udeležbo podjetij v programu Akademije trajnostnih poslovnih strategij in modelov (Akademija TP-SMP) v podjetjih, nato z izvajanjem izvedbenih projektov. Akademija TP-SMP vključuje celovit proces, v katerem podjetja skupaj s strokovnjaki pripravijo trajnostne poslovne/korporacijske strategije, trajnostne poslovne modele in izvedbene projekte. Izvedbo programa Akademije TP-SMP v celoti organizira in stroškovno krije SPIRIT Slovenija, pri procesu uresničevanja strategije in izvedbenem projektu pa bo sofinancirala določene stroške.

Roki za prijavo na razpis so še štirje, 29. november 2019, 30. april 2020, 30. september 2020 in 23. april 2021. Informacije o javnem razpisu, celotna dokumentacija in pogoj za prijavo so objavljeni na spletni strani www.spiritslovenia.si.

**ZRELOST IN PRIPADNOST
STA SE DOBRO IZKAZALI
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DRUŽBENO IN OKOLJSKO
ODGOVORNOST.**



SUSTAINABLE BUSINESS TRANSFORMATION IS NO MORE A CHOICE, BUT NECESSITY

What is and what is not a sustainable strategic business transformation and what are the challenges and opportunities of the transformation process?

What does it mean to act sustainably?

Sustainable action is a term we have come across at almost every step for several years now. From 2017 onwards, it is becoming a national commitment - the Government of the Republic of Slovenia, with its five strategic orientations and twelve interconnected development goals, laid new long-term developmental foundations for Slovenia, and by including the United Nations Sustainable Development Goals, Slovenia ranks among the countries that have recognized the importance of global responsibilities towards the environment and society.

To work sustainably in a business sense means to care for the well-being of people as well as nature and the economic environment. Misconceptions and understanding of what this even means are still emerging. Sustainable business is a new way of doing business that is indispensable for all companies that want to succeed and exist in the future. Sustainable business places equal emphasis on social, environmental and economic growth, which must be between themselves coordinated, well planned and supported with clear communication. In this way, the company is unambiguously lead to financial success.

Sustainable strategic business transformation is a process that is not easy but necessary. If a company chooses to sustainably restructure its business, it must integrate sustainable aspects of operations into all its business processes, set clear goals, implementation activities and indicators to measure performance.

A sustainable path is the only path to the future

Companies around the world are no longer wondering if a new alignment of business strategies and business models is needed, but how to do it. Many have already successfully implemented this transformation and are entering the future solely respecting sustainable commitments. Many companies in Slovenia already cooperate or wish to cooperate with the largest, best and most powerful partners and from most of them, they require the adoption of sustainable commitments and values.

The concept of sustainable development means such a planet development that will enable future generations at least the same if not better quality of life. To achieve the global success of this, we need to start with a local contribution.

Sustainability is not just about environmental awareness or social responsibility and the battle for profit. It is about combining attitudes towards nature, society and economics. Sustainable performance equally emphasizes social, environmental and economic performance, and all three, if thoughtfully planned and coordinated, and especially supported by good communication, lead to the financial success of the business.

Sustainable business strategy and business success

The logical path to sustainable performance for the company is to transform the business strategy and business models into a sustainable direction. A sustainable strategy is not a separate strategy, such as an HR or IT strategy, but rather it is a comprehensive business strategy that is being redefined by the company. Accordingly, all performance indicators are set. In any case, the company sets separate performance indicators in each sustainable area, which always includes the environmental, social and economic aspects, and, of course, the business / financial aspect.

An example of an environmental performance indicator on an annual basis may be represented by the percentage of shortened key business processes, the percentage of

increased annual energy renewable sources usage, the percentage of reduced total water usage, the percentage of increased usage of materials derived from material flows etc. The long-term performance can be measured by the percentage of reduction in the total carbon footprint.

For example, in the social aspect of sustainability, we monitor the number of communication projects with which a company communicates its sustainable operations, the percentage of employees actively involved in sustainable projects, the percentage of jobs for which occupational health and safety risks have been assessed. The long-term impact that can be measured, for example, is the number of societal problems that have been improved through innovative sustainable company projects.

In the area of economic development in the short term, we can measure the number of suppliers that have introduced sustainable codes of conduct, the number of partnerships with local companies, the number of local start-ups that the company has supported in one way or another. While, the long-term aspect of performance can measure the number of jobs created in the local environment, the improved purchasing power of the local environment etc.

Short-term financial performance indicators can be measured by a percentage reduction in energy, water, primary raw materials per unit or product consumption costs and by a percentage of growth in total net sales revenues of sustainable products. In the long run, for example, we can measure savings due to lower employee turnover and the percentage of growth in added value per employee.

Transformation is an in-depth process of introducing change

These are just a few examples, as each company has its specifics. Sustainable strategic business transformation is a very deep process in practice. Company sets its specific indicators according to its product or service and depends on the form of its business. That is why a sustainable strategy cannot exist on paper alone. Being honest and clear in pursuing a sustainable business path is a challenging path, however, it can deliver exceptional business results in the long run. This is also reflected on all levels of the process, including in setting indicators for a responsible process. If the company clearly and intentionally sets indicators that will give real facts, this can be an initiative to encourage, improve, change and accept responsibility, as well as all the consequences.

Businesses in activities that directly interfere with the natural environment need to be more vigilant about both environmental effects and changes in legislation. Therefore, this kind of transformation can be even more sensitive, since it is necessary to understand the orientation before it becomes binding.

The risks to which businesses are exposed to sustainability criteria are increasing. Customers are becoming more aware - both environmental awareness and socially responsible requirements and with a look at the local location and connection of the company with the microenvironment. Potentially harmful products, unfair business policies and similar inadequacies due to the exceptional flow of information are becoming an increasingly powerful factor in eliminating companies.

Improving sustainability and financial performance at the same time can hardly be achieved in a short time. The effects of sustainability do not immediately show up, so companies need to understand this and set their expectations. This is mostly a long-haul, but with persistence, it produces much better financial results. The challenges along the way are related to inputs, processes, leadership, authentic and honest communication with all involved stakeholders - external and internal, as well as careful control and management of feedback.

SPiRiT Slovenia: National Program for Sustainable Strategic Business Transformation of Companies

SPiRiT Slovenia, a public agency, actively started the introduction of sustainable business in 2016 with a two-year pilot project "Establishing sustainable business strategies and business models in practice." Nine Slovenian companies took part in the project: MSora, trade and production JSC, Lumar IG LLC, Iskraemeco, energy measurement and management JSC, Hotel Sava Rogaška LLC, Engrotuš trade company LLC, Anton Blaj LLC, Sij JSC, Glass factory Rogaška LLC, Talum JSC.

BEING HONEST AND CLEAR IN PURSUING A SUSTAINABLE BUSINESS PATH IS A CHALLENGING PATH, HOWEVER, IT CAN DELIVER EXCEPTIONAL BUSINESS RESULTS IN THE LONG RUN.

A few foreign companies with a long tradition of sustainable operations also participated in the pilot project, which already represents their extremely competitive advantage and added value in the market. One of the more inspiring is the US-based Patagonia family business, which is known for sports, climbing equipment and clothing. Owners and all employees are fully committed to sustainable values. Their business model of marketing, based on a consumer-opposing, environmentally responsible strategy, for example, states: "Don't buy a new sports jacket because you don't need it. Fix the old one." Their intense or proactive nature conservation work around the world is remarkable. The company has a clear set of so-called "boundary conditions - unconditional sustainable principles that will not be crossed regardless of potential business or financial profit. That is why the loyalty of their customers is incredible. This kind of company is a good role model and motivator for other companies to make such a business transformation as soon as possible.

The pilot process showed the need for Slovenian companies to start intensively raising awareness, understanding the importance and opportunities for sustainable business transformation. Based on the exceptional results shown by the pilot project, SPIRIT Slovenia, a public agency, has proposed a new, broader support program for the period 2019 - 2022, which will help companies to increase international competitiveness through sustainable strategic business transforma-

tion. The tender will include 60 small and medium-sized companies (LLC, sole trader or SCRL) with a minimum of 20 and a maximum of 249 employees who will under professional guidance embark on a process of sustainable strategic business transformation. The investment is co-financed by the Republic of Slovenia and the European Union from the European Regional Development Fund.

Sustainable strategic transformation of business through this tender will be carried out in a process-based manner, first with the participation of companies in the program of the Academy of Sustainable Business Strategies and Models (SBSM Academy) in companies, and then with the realization of implementation projects. SBSM Academy includes a comprehensive process in which companies, together with experts, prepare the sustainable business / corporate strategies, sustainable business models and implementation projects. The realization of the TPSMP Academy program will be fully organized and covered by SPIRIT Slovenia and will co-finance certain costs in the process of strategy realization and implementation project.

There are four deadlines for application: 29.11.2019, 30.04.2020, 30.09.2020 and 23.04.2021. The information on the public tender, the complete documentation and the condition for application are published on the website www.spiritslovenia.si.

MATURITY AND BELONGING HAVE BEEN WELL DEMONSTRATED BY FAMILY BUSINESSES THAT ALREADY HAVE BROADER SOCIAL AND ENVIRONMENTAL RESPONSIBILITIES.



Alenka Hren, vodja programa Trajnostne poslovne strateške transformacije podjetij, SPIRIT Slovenija

Alenka Hren, Program Manager for Sustainable Business Strategic Transformation of Companies, SPIRIT Slovenia

»Namen pilotnega projekta v letih 2016 in 2017 je bil, da v Sloveniji najprej postavimo lastno prakso, skozi katero preverimo proces transformacije, pripravljenost podjetij in stanje razumevanja ter sprejemanja novih, nujnih razvojnih globalnih trendov. Dejstvo je, da slovenska podjetja na tem področju zaostajajo. Seveda je že nekaj pozitivnih izjem. V pilotni projekt smo želeli vključiti podjetja, ki bodo predstavljala vzorec slovenskega gospodarstva glede na dejavnost, velikost, lastniško strukturo in zrelost. Zanimala so nas podjetja, ki so prihajala iz dejavnosti, kjer bi moral igrati trajnostni vidik poslovanja pomembno vlogo. Izbrali smo jih devet, sodelovali smo s tremi eksperti s tega področja. Proces vzpostavljanja nove strategije in poslovnih modelov je trajal kar leto in pol, bil je precej intenziven in zahteven, tako za podjetja kot tudi za ekipo ekspertov, ki so delali s podjetji.

Generalno so bili cilji jasno usmerjeni v vsa tri trajnostna področja, torej varovanje okolja, upravljanje odpadkov, uporabo materialov in virov, inoviranje temeljnih procesov proizvodnje, skrb za zaposlene, ozaveščanje kupcev, delo z dobavitelji in aktivno udeležbo ter prispevkom k ekonomskemu razvoju lokalnega okolja. Bistvena je bila tudi postavitev komunikacijskih procesov, predvsem postavitev novih standardov in vrednot komunikacije z notranjimi in zunanjimi deležniki. Seveda pa vsaka strategija posameznega podjetja še bolj

podrobno in specifično opredeljuje trajnostne cilje, vezane na njihove specifikke.

Zrelost vodstva igra pri transformaciji ključno vlogo. Zrelost in pripravnost sta se dobro izkazali pri družinskih podjetjih, ki imajo že v koreninah širšo družbeno in okoljsko odgovornost. Tudi podjetja s tujim lastništvom so pokazala visoko odgovornost do lokalnega okolja in pripadnost trajnostnemu delovanju na zelo visoki ravni.

Ključnega pomena strateške transformacije podjetja je pripravljenost na proces in zavedanje pomembnosti le-tega. Kot vsak začetek potovanja se proces poslovne transformacije začne z veliko mero entuziazma in idej za spremembe, ki pa se lahko ob prvih izzivih spremeni v odpor. Vprašanje je, kam podjetja – vodstvo in zaposleni, vloga svojo pozornost in energijo ter koliko se zavedajo pomembnosti poti do cilja.

Trajnostna transformacija poslovanja podjetja pomeni spremembe na vseh področjih. Postopoma se začnejo spreminjati kultura podjetja, odnosi, procesi, posledično tudi vsi deležniki – zunanji in notranji. Če se podjetje zaveda pomembnosti procesa in mu zavestno sledi po korakih, upor in strah pred spremembami postopoma zbledita. Zato je vključenost vseh zaposlenih v proces nujna. Proces izgrajuje odnose in odgovornost vseh zaposlenih pri pripravi in izvajanju trajnostne

strategije, kar posledično prinese učinkovito uresničevanje. V reakciji in soočanju s tem pa se pokaže raven zrelosti in pripravljenost vodstva in zaposlenih za nove izzive oz. spremembe.«

"The purpose of the pilot project in 2016 and 2017 was to first set up our practice in Slovenia, through which we can test the transformation process, the willingness of the companies and the state of understanding and acceptance of new, urgent global development trends. The fact is that Slovenian companies are lagging in this area. Of course, there are some positive exceptions. In the pilot project, we wanted to include companies that will represent the sample of the Slovenian economy in terms of activity, size, ownership structure and maturity. We were interested in companies that perform activities where the sustainable aspect of the business should play an important role. Nine of them were selected and we worked with three experts in the field. The process of establishing a new strategy and business models took a year and a half, and was quite intense and demanding, both for companies and for a team of experts who collaborated with selected companies. In general, the objectives were targeted in all three sustainable areas, i.e. environmental protection, waste management, materials and resources usage, the innovation of basic production processes, care for employees, customer awareness, work with suppliers and active participation and contribution to the economic development of the local environment. The setting up of communication processes, in particular, the setting of new standards and values of communication with internal and external stakeholders, was also essential. Of course, each company's strategy further and in- detail speci-

fied sustainable goals related to their specifics.

Leadership maturity plays a key role in transformation. Maturity and belonging have been well demonstrated by family businesses that already have broader social and environmental responsibilities. Companies with foreign ownership have also shown high responsibility to the local environment and a commitment to sustainable operations at a very high level.

The key to the company's strategic transformation is a willingness to process and to be aware of its importance. Like any start of the journey, the process of business transformation begins with a great deal of enthusiasm and ideas for change, which can turn into resistance when faced with a first challenge. The question is where the company - management and employees, invests their attention and energy and how much they are aware of the path's importance to the goal.

Sustainable transformation of a company's business means changes in all areas. The company's culture, relationships, processes, and consequently all stakeholders - external and internal - are gradually changing. If the company is aware of the importance of the process and consciously follows it step by step, the resistance and fear of change gradually fade away. Therefore, the involvement of all employees in the process is essential. The process builds the relationships and responsibilities of all employees in the preparation and implementation of a sustainable strategy, which in turn results in effective realization. Reaction and confrontation demonstrate the level of maturity and the readiness of the management and the employees to face new challenges or changes."



Marko Lukič, lastnik in direktor Lumar IG, d. o. o.

Marko Lukič, director of Lumar IG LLC

Trajnostni produkt in njegova prava vrednost na trgu

Priložnosti podjetja niso odvisne zgolj od dejavnosti oziroma produkta samega, ampak tudi od samega poslovanja podjetja. Skoraj ničenergijske hiše, ki jih razvijamo in gradimo v podjetju Lumar, že same po sebi predstavljajo trajnostne produkte. Z zapisom trajnostne poslovne strategije, ki je bila rezultat sodelovanja v Akademiji TPM, smo zapisali in ozavestili tudi druge trajnostne vidike poslovanja in razvoja podjetja.

Celovito trajnostno poslovanje podjetja, ki se med drugim odraža v iskanju novih materialov in rešitev s ciljem manjših vplivov na okolje, tako za naše produkte kot samo poslovno stavbo in delovne procese, kot tudi v zagotavljanju stalne socialne varnosti za naše zaposlene in medsebojnih odnosov, podpira naše trajnostne produkte in se odraža v uspešnejšem delovanju podjetja.

A sustainable product and its true value in the market

The opportunities of the company depend not only on the activity or the product itself but also on the business itself. The almost zero-energy houses we develop and build at Lumar company are, in themselves, sustainable products. By writing a sustainable business strategy, which was the result of our participation in TPM Academy, we also wrote down and made known other sustainable aspects of business and company development.

The overall sustainable business of the company, which is reflected in a lookout for the new materials and solutions, aimed at reducing the environmental impact for our products as well as the office building and work processes, providing permanent social security for our employees and mutual relations, supports our sustainable products and is reflected in the successful operation of the company.



Aleš Dolenc, direktor podjetja M Sora, d. d.

Aleš Dolenc, director of the company MSora, LLC

Kako pojmujejo pomen načrtovanja in uresničevanja trajnostne transformacije poslovanja vodilni v podjetjih, ki so že izpeljala trajnostno transformacijo poslovne strategije v okviru pilotnega projekta SPIRIT Slovenija 2016/2017?

»Ko govorimo o procesu trajnostne strateške transformacije poslovanja, je ključnega pomena zavezanost najvišjega vodstva – direktorjev, menedžerjev, lastnikov. Kot vzorniki morajo biti zagovorniki odločitve in odgovorni uresničevalci takšne strategije. Zaveza k trajnostnemu poslovanju pa pomeni, da podjetje tudi organizacijsko umesti trajnostni vidik poslovanja kot ključni del strukture delovanja podjetja. Usmeritev k trajnostnemu poslovanju pa ne pomeni, da podjetje lahko zanemari dobiček. Prav združitev trajnosti in dobička je največji izziv vodstva. Trajnost mora postati način za zagotavljanje dolgoročne profitabilnosti. Nujna je ustrezna kadrovska ekipa, ki deluje kot gonilna sila trajnostnega delovanja podjetja in glavni »agent« implementacije strateških trajnostnih ciljev in nadzora. Pomembno je, da postane takšna »služba« del vodstvene strukture z jasnimi odgovornostmi in pristojnostmi. Odgovarjati mora neposredno vodstvu, še bolje, če vodstvo samo direktno izvaja to nalogo.«



Mag. Petra Blaj, direktorica Anton Blaj, d. o. o.:

Petra Blaj MSc, director of the Anton Blaj LLC.

»Trajnostna načela poslovanja so danes postala ključni dejavnik pri pozicioniranju podjetij v globalnih verigah vrednosti. V družinskem podjetju Anton Blaj – Blaj Fasteners že več kot 50 let proizvajamo vijake do 4 metrov velikosti, za kompleksne sisteme. Naši vijaki so ključni sestavni del ladijskih motorjev, generatorjev in posod, v katerih so shranjeni radioaktivni odpadki tudi do 80 let. Zato se še posebej dobro zavedamo neposrednega vpliva kakovosti naših izdelkov na okolje in družbo. Globalni trgi podajajo jasne zahteve, zato naraščajo tveganja ob vztrajanju pri starem načinu poslovanja. V skladu s tem smo začeli delovati in razmišljati drugače ter postavili naš vrednostni sistem na novo. Sam učni proces, ki smo ga prehodili pri snovanju in izdelavi trajnostno usmerjene strategije podjetja ter učenju kako upravljati trajnost, nam danes v podjetju dokazuje konkurenčno prednost ter nas navdihuje, ko s spremembami gradimo boljši svet. Alternativni viri bodo v prihodnosti ključnega pomena v ladjedelniškem sektorju in energetiki, zato vlagamo v tehnološke posodobitve proizvodnje, razvoj strokovnega znanja sodelavcev ter optimizacijo logistike. Kar danes predstavlja investicijo, bo jutri predstavljal večjo konkurenčnost.«

How do leaders in companies perceive the importance of planning and delivering the sustainable business transformation that has already undergone a sustainable business strategy transformation within the SPIRIT Slovenia 2016/2017 pilot project?

"When it comes to the process of sustainable strategic business transformation, the commitment of top management - directors, managers, owners - is crucial. As role models, they need to be advocates for decision-making and responsible implementation of such a strategy. The commitment to sustainable business, however, means that the company also organizationally positions the sustainable aspect of the business as a key part of the company's operations structure. A focus on sustainable business, however, does not mean that a company can neglect profit. Combining sustainability and profit is the biggest challenge for management. Sustainability must become a way to ensure long-term profitability. Adequate staffing team is required to act as the driving force behind the company's sustainable operations and the main "agent" for implementing strategic sustainability goals and controls. Such a "job" must become part of a management structure with clear responsibilities and competences. It must respond directly to management or it is even better if this task management executes directly."

"Sustainable business principles have become a key factor in positioning companies in global value chains today. For over 50 years, the Anton Blaj family company - Blaj Fasteners has been manufacturing screws up to 4 meters in size for complex systems. Our screws are a key component of marine engines, generators and vessels that store radioactive waste for up to 80 years. Therefore, we are particularly well aware of the direct impact of the quality of our products on the environment and society. Global markets make clear demands, so the risks of insisting on the old way of doing business are increasing. Accordingly, we have begun to act and think differently and reinvent our value system. The very learning process we have gone through in designing and developing a sustainable company strategy and learning how to manage sustainability proves to be a competitive advantage in our company today and inspires us as we build a better world with change. In the future, alternative resources will be crucial in the maritime and energy sector, so we are investing in technological upgrades of production, development of our employees' expertise and optimization of logistics. What constitutes an investment today will be more competitive tomorrow."