
Editorial

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Biographical notes: Gorazd Justinek is a former Diplomat, former Head of Internationalisation Division at the Slovene Export Promotion Agency, Assistant Professor of International Business at Graduate School of Government and European Studies in Kranj (Slovenia) and founder and Editor-in-Chief of *International Journal of Diplomacy and Economy*.

Everybody wants changes, but hardly anyone wants to change. In a time of previously unimaginable technological development new business paradigms accelerate the pace of introducing organisational changes. We are living in a time when change is the only constant in our lives. Never before have everyday things changed so fast and never before have we been so globally interconnected (Sedej and Justinek, 2013).

According to By (2007), change is unavoidable whether organisations are ready for it or not. Kotter (1996) explains that powerful macroeconomics forces are at work and these forces may grow even stronger over the next few decades. We have seen an 'excellent' example of this during the recent economic crisis, which is sadly in some parts of the world still going on, and had shown that actions in some part have huge impact on actions on the other side of the world (Justinek, 2013).

Today, as we celebrate a quarter of a century since the fall of the Berlin Wall, we are at a pivotal time again. Things are globally again so uncertain, as ever before. From a European perspective, the most important development by far is unfolding at its eastern border, where a huge conflict between Ukraine (Europe) and Russia is still underway. Moving further to the south-east of the globe, the USA started bombing targets in Africa and Asia in its campaign against ISIS. China's new leader Xi Jinping is also preparing his country for the implementation of changes which will have a significant impact on the global economy and, as a result, on all our lives (The Economist, 2014a). Despite its economically oriented 'Abenomics' policies, Japan drifted into recession after years of solid growth, and Germany's economy (the driving force behind the EU economy) is cooling down. The Ebola outbreak in Africa showed how vulnerable people's lives still are, despite the huge advances made in terms of technological development (The Economist, 2014b). The Arab spring in the Maghreb brought change, but it will take years, maybe even decades, to stabilise the region. With oil prices tumbling in recent months, the Russian economy is also on the brink of crisis (The Economist, 2014c). If we take a look further to the east, at Asia, Narendra Modi has promised to 'make India's economy work again' and has put growth at the top of his government's list of priorities (The Economist, 2014d). In light of the above, it is difficult to envisage what economic developments lie in store in the OECD and BRICS countries and their implications on the rest of the world (Justinek, 2015).

All these represent new rules for companies, organisations, individuals and their behaviour. It is often said that smaller companies and organisations are also more flexible and thus are better off in these fluid kind of environment. But is that really true? Or have the big players already adjusted?

Nevertheless, flexible you have to be in this time of rapid changes, no matter from which perspective you are looking at, is it large or small. It is therefore not a surprise that in the recent decade, not only small, but we have also seen the rise of numerous giants like Apple, Google, and Facebook, which can be in no way defined as small, but are very well known for their flexibility and adaptability.

However, big or small, change is vital for organisation to survive and grow. Introducing change represents a change process from an existing strategies and operating system to a more effective one. Consequently, people need to cope with, never-ending challenges in their lives since new and more innovative practices are developed every day. According to By (2007), it is perceived as crucial that organisations are continuously ready to absorb and implement change as and when required. Kotter (1996) illuminates that whenever human communities are forced to change, pain is present. Kuchi (2006) explains that change by its nature tends to be uncomfortable, disruptive or even painful. Barret (2002) agrees and believes that there is natural tendency for people to resist change.

In this call for papers, published at the beginning of the year 2014, we were interested in observing reactions of companies, their management, and their organisational structure reorganisations in regard to all these globalisation factors (like turbulent, ever-changing and dynamic environment, everyday change and interconnectivity, and new media). These new factors claim also new management skills, new leadership paradigms, and new organisation structures, which were all in the focus of this call for papers.

The first paper of the special issue tackles the open questions of 'The optimal selection of internal communication tools during change in organisations'. The authors of the paper, Tanja Sedej and Damijan Mumel, state that in order to effectively implement their goals, vision, and mission, organisations have at their disposal a wide range of internal communication tools from which to choose. The challenge does not lie in the use of all possible and available internal communication tools, but in the selection of those that will facilitate the most effective communication in accordance with the organisational culture. Hence, the optimal selection of internal communication tools is even more important during change, when employees are much more sensitive to the information they receive. This article tackles these questions and provides fresh empirical data on the selection of internal communication tools for use during change from a professional internal communicator's point of view. It also provides insight into internal communication tools that are considered crucial for the near future.

The next paper is entitled 'Employee and corporate branding: antecedents of change management' and authored by George Kofi Amoako, Geoffrey Kwasi Adjaisson and Noble Osei-Bonsu. The authors put in front the employee, when talking about change management and state that employees can be made ambassadors of organisations if well motivated. Employees who have co-created the vision of organisation can bring about positive change management. The paper also analyses different factors that affect brand of a company. These factors could be the key players of organisational success as the perception of a company's brand is very critical for its survival or failure. In survival strategies employed by many consultants for corporate restructuring and turn around management, change management and its strategic processes are very crucial for the

enhancement of the corporate brand. This paper seeks to suggest the levels of applying these processes for both internal and external stakeholders and its impact on brand enhancement and corporate image. The authors have however proposed a conceptual model in the research work to further substantiate the suggestions made.

The title of the following paper is 'Competitive advantage in knowledge-based firms of emerging economies: evidence from Mexico'. It is written by José Carlos Rodríguez, Mario Gómez and Karla N. Ramírez. This paper analyses the possibility of finding competitive advantages among knowledge-based firms in emerging economies. It is argued that rapidly evolving environments due to globalised markets and rapid technology change may influence the strategy of the firm in order to compete in markets. In this regard, the strategy of the firm should be constantly adapting to rapid changes in environmental conditions. This research inquires thus on how knowledge-based firms in emerging economies may react to rapid changes in environmental conditions in order to compete in markets in the presence of technology change and globalised markets. The case of biotech-dedicated firms in Mexico is analysed in this paper.

The next paper touches a very delicate issue in regard of entrepreneurship; namely social enterprises. The author, Chi Maher, explores in the career path preferences of third sector social enterprise managers in the UK. The literature suggests that understanding of managers' career path preferences (a variety of trajectories an employee is willing to take inter/intra organisational that fulfils his/her career needs) will provide organisations with the ability to design an effective career path options that will match individual managers' career needs with organisational needs (Petroni, 2000; Vos et al., 2008). The findings suggest that operational manager's career path preferences in small social enterprise organisations are influenced by the individual's values and career needs and the organisation's ability to provide career path options for managers within the organisation or through local or global partnerships. The research makes a significant contribution in the field of career paths management in small third sector social enterprise organisations; by identifying career path of operational managers' which are not linked to monetary needs of individual's. This is significant for small social enterprise organisations seeking to retain managers; not through the promise of high salaries and bonuses but instead through proving opportunities that will match manager's career path needs.

A lot of change is also going on in the Slovenian wood sector, where timber logistic centres are being introduced. The paper authored by Tina Cvahte, Marjan Sternad and Darja Topolšek focuses on the potential of introducing timber logistics centres in Slovenia as a starting point towards external integration of mostly smaller organisations in the Slovenian wood sector. Based on the country's potential for wood and timber production, this industry should be one of the strongest in the primary sector; however, experience from the last decade points to a decrease in activity. By offering the organisations in question the means of introducing new business models, a synergy can be achieved which can result in improved business operations in all participating organisations. The conducted research on organisations in the logging and wood product production industries demonstrates that an organisation's profile influences its interest in external integration into the timber logistics centre, while the wood and timber products it makes does not have such an influence. Additionally, findings show that younger and smaller organisations are more inclined and prepared to change their business models to incorporate external integration than larger, longer established organisations in the forestry industry.

The last paper of the special issue talks about leadership and change. It comes from India – the 3rd BRICS Country. Geeta R. Bharamagoudar, Shashikumar G. Totad, Prasad Reddy and R.B. Shobha talk about leadership as the primal activity of influencing people to strive willingly for domain objectives. Leader is characterised by his vision, ability to inspire his subordinates, effective communication skills, personality characteristics such as charisma, high energy levels, positive attitude, high resilience, strong, adaptability, enthusiasm, self-confidence, initiative, dynamic, logical thinking, thinking out of box, problem solving capability, ego-less behaviour, giving back good things to society and strong capacity to convert unfavourable situations to favourable situations for the benefit of organisation/domain. Four leadership paradigms namely master/slave, server/client, followers/members and culture driven paradigms are analysed. This paper presents zealous leadership paradigms which help to choose critical path with less number of human resources/tools. It helps in performing accomplished tasks within minimum amount of time and delay. It aids in reduction of control message generation.

All the papers of the special issue confirm the fact that introducing change is not easy. Barrett (2002) confirms that organisational change is difficult whether the impetus a merger or acquisition, new venture, new process improvement approach, reengineering, etc. Real complex organisational changes take time and quite a deal of management and effort, since the process of implementing change should be precisely planned and executed.

In every sphere of business, companies are faced with mounting challenges. For many, this means a shift towards export activities in order to increase their profit base and ensure the distribution of market risk to various environments (Sternad et al., 2015). The last financial and economic crisis affected small companies the most (Justinek, 2012a). Change was inevitable for all this companies (Justinek, 2012b).

Many change models and methodologies are available that guide organisations with multiple steps to change successfully. But still numerous attempts to introduce changes in organisations end in failure. According to Balogun and Hailey (2003), approximately 70% of all change programmes fail. The success of a change process depends on many equally important factors that should not be neglected. In the journal, a few of them are presented through prism of different views of authors.

In total we received six very interesting papers, geographically stretching from Mexico to India, Africa to UK and to Central Europe-Slovenia. It shows that ‘living in a time of constant change’ is present all around the globe in different fields and different sectors, as it is presented in the papers of this special issue. A common overlap of all the presented papers could be however defined. All papers suggest that change, when approached the right way, is definitely a good and positive thing. Thus, when talking about change, no need to be afraid. We should rather ‘ride the tiger of change’.

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