

CHALLENGES AND KEY ISSUES IN BUILDING AND THE MANAGEMENT OF A KNOWLEDGE BASED ORGANISATION IN ROMANIA

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ABSTRACT: A general Naturevo presentation is delivered by the beginning of the paper. On the main subject, it is presented the personal views regarding the main challenges and key issues in building and the management of a knowledge based organisation in Romania. After counting few of the global challenges to keep the earth balance but social and economic balance as well, the author counts some main tools to access / use the knowledge and political, social and economic balance of the country. The author mentions the key issue for an organisation in Romania is „the understanding” of both global and organisational understanding. Finally, the author identifies 10 main needs / musts for a knowledge based organisation in Romania.

1. INTRODUCTION

Founded: 1999

Founder: Ioan Enoiu

- Horticultural engineer since 1979;
- Researcher (main job) starting 1979 and expert in court starting 1985;
- Worked for Du Pont de Nemours (employed by Aectra), between 1991-1998.

Vision: Evocation, Evolution and Revolution with Nature!

People should adapt to nature and protect nature.

Mission: Find flexible solutions for agriculture complying with all aspects for a sustainable agriculture.

How to build the company?

- Identify the main needs of The Romanian agriculture
- Minimum technology? - NO!
- Up dated technologies - YES!
- High technologies - YES, YES, YES!!!
- Which suppliers?
- Professional, with good/modern portfolio, financially strong, with long term view;
- SMEs with dynamic view and able to cooperate into creating new products/innovation.

What personnel?

- Good characters;
- Intelligent and open minded;
- Prepared for continuous learning and effort towards performance.

How to start and develop?

- Business plan - main road and alternatives;
- Optimistic/realistic approach - grow steadily and changes towards differentiation;
- Find the farmers prepared to accept innovation/new technologies.

How to overcome difficulties?

- Keep working hard;

- Update knowledge and products;
- Innovation.

How to evolve? Learning from the best.

"Be a yardstick of quality. Some people aren't used to an environment where excellence is expected."

"Innovation distinguished between a leader and follower." Steve Jobs

"It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently."

"Honesty is a very expensive gift; don't expect it from cheap people." Warren Buffett

"Life is not fair - get used to it!"

"Don't compare yourself with anyone in this world. If you do so, you are insulting yourself."
Bill Gates

2. EXAMPLES

2.1 Naturevo Sales

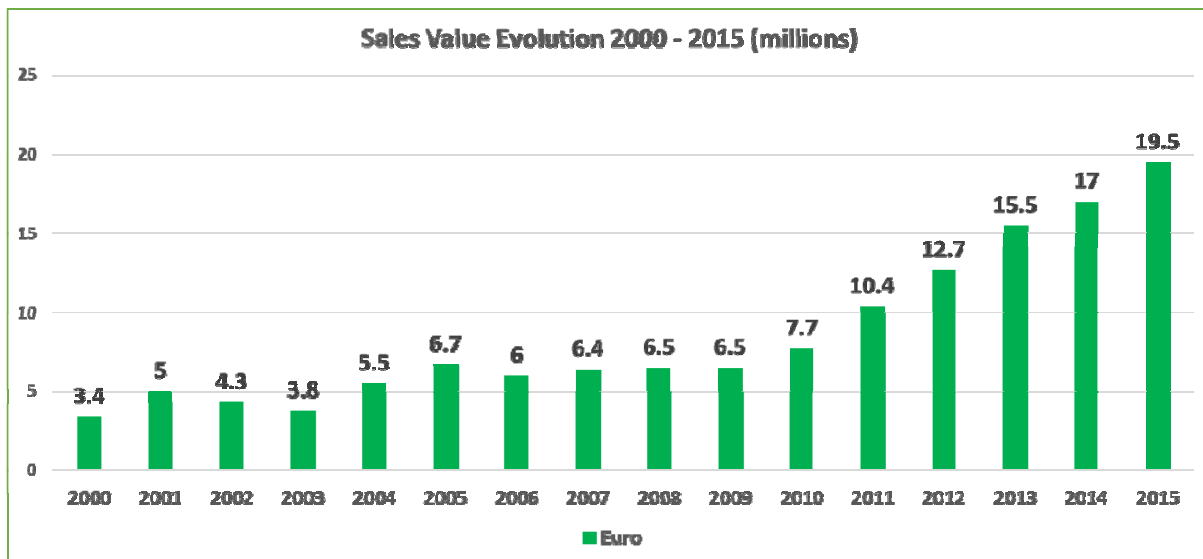


Figure 1. Naturevo sales

Instead of a motto:

" Use of information intelligently is the most powerful evolution". Alvin Toffler - Powershift

SELECTED DEFINITION

Prof. Ovidiu Nicolescu gave one of the most appropriate definition:

"The management based on knowledge represent the studies of processes and managerial relationship based on knowledge towards finding the laws governing them and conceiving of new systems, methods and techniques for the performance and functionality growth into the organisation, valorising the knowledge big values."

2.2 GLOBAL MAIN CHALLENGES - KEEP THE EARTH BALANCE

Main question: How to keep the natural balance with the strong climate changes.

- What is the influence of the universal factors - we need at least a little imagination.

See:

- Solar radiation and changes on the earth;

- Gamma radiations and their potential real influence;
- Interference of the experimental radiations with the global radiations;
- Possibilities to adapt fast and actions.

SOCIAL AND ECONOMIC BALANCE WITH SHORT AND LONG TERM EFFECTS

- Globalisation, theoretically offers opportunities for all people around the world;
- More than 2/3 of the population on the globe is under poverty and poor people have not access to the main tools for information;
- Education is the most important aspect for people to have access to knowledge and understanding;
- The management of a knowledge based organisation require educated people.

Poor countries - more population, less education.

MAIN TOOLS TO ACCESS/ USE KNOWLEDGE

- Use of the computers and all the information channels.
- It is not enough to have the tools; how to use and what kind of information we gather in the education process is very important. See: use of the internet, of the mobile and other gadgets, particularly to "spend time" inefficiently.
- Knowledge in the computers is arranged "one by one" and it is difficult for the correlations, combinations, multiple analysis etc.

As results: more simple combinations - with less correlations.

POLITICAL, SOCIAL AND ECONOMIC BALANCE OF THE COUNTRY ENVIRONMENT

- Politics might create the environment for performance, competition, changes;
- Social policies might encourage the hard work towards performance.

See: China, where everyone is encouraged to produce more and better, despite the centralisation and see Romania, where a lot of people able to work receive social assistance, early pensions, shorter and sorter working days on a week etc.

- Economic balance is a big strategic issue and is strongly influenced by the globalisation, particularly in badly managed countries;

Corruption is linked directly to the incompetence and influence negatively the performance. The while environment is important for the knowledge based organisations.

KEY ISSUES IN ORGANISATION IN ROMANIA UNDERSTANDING!!!

1. Even belief means "understanding"!

Do we believe in anything and what is the level of understanding?

2. We are in the middle of crises! Romania is under a continuous crisis, at different levels, segments.

Need global understanding:

- Who we are?

Make an assessment! SWOT analysis!

- Where we are?

Be aware of the market! SWOT analysis!

- Why we are at these stages?

Market analysis; Opportunities; Needed actions.

- Should/have to/ must be correct (if we really understand)!

ORGANISATIONAL UNDERSTANDING

- Why to do? - we are pioneers (%) or followers ();
- Dream realistically!!!
- What to do - make strategies, alternatives, plans, SWOT analysis; team required etc;
- Where to do - place your activity in a relative definite environment;
- When to do - plan in actions, calendars;
- How to do - Choose the competent personnel, hiring personnel, training;
- Organisational culture - very important.

People are looking for more money from the beginning irrespective performances, abilities. Constantin Rădulescu Motru emphasized two main characteristics of the Romanian people: traditionalism and conservatism; after 50 years of "communism", we should add: dualism.

NEEDS/MUSTS FOR A KNOWLEDGE BASED ORGANISATION IN ROMANIA

1. CONTINUOUS AWARENESS OF THE POLITICAL AND THE ECONOMICAL ENVIRONMENT

- Be aware that Romania is not the best political and economical environment to develop a knowledge based company;
- Be aware of continuous changes in legislation both internal and EU and keep informed;
- The stronger strategy is built, the less surprises will come.

2. CLEAR VISION

- A knowledge based organisation is based on a long term vision, strong/proved principles;
- Vision should be reliable under very different environment;
- Vision should be optimistic.

3. LEADERS FINDING AND DEVELOPMENT

- Make the difference between leaders and managers (leaders know why, managers know how, leaders find the vision, managers understand the missions);
- Find as much as possible leaders, able to work as a team;
- Develop leaders based on the potential of the existing people.

4. APPROPRIATE PEOPLE - CONTINUOUS SEARCHING

- Finding the appropriate people in Romania is very big challenge - education is at lower and lower level;
- Be prepared to spent time /money for the internal training programs.

5. CONTINUOUS LEARNING

- Find the most relevant/useful information, transfer it into most comprehensive mode towards people inside organisation;
- Develop programs for the useful information transfer and periodic check of the understanding/use of the received knowledge;
- Encourage people to search directly for more information and valuable one.

6. INNOVATION - BASED ON THE RESULTS OF THE RESEARCH AROUND THE WORLD

- Search for the last results of the research/production on your segment;
- Simulate the use of the results in your activity;
- Simulate/test check combined results on the segment;
- Create new variants/solutions/approaches with the novelties in order to differentiate vs. competition.

7. MANAGEMENT COMPETENCE CONTINUOUS IMPROVEMENT/ADAPTABILITY

- Find the appropriate managers for the type of activity (research, production, sales etc);
- Improve the managers competencies through training, encourage internal competition etc;
- Develop the adaptable managers for the different environment conditions, competition, limits, new assumptions.

8. INTERNAL AND EXTERNAL COMMUNICATIONS - ADAPT AND INNOVATE

- Develop the communication style between the managers, vertically and horizontally;
- Improve the tools for the rapid and efficient communications;
- Clear the obsolete information to avoid reloading it;
- Check periodically the way of the communications inside and outside organisation (Romanian companies have problems even to send a letter- at least for part of the employees);

9. PARTNERSHIP FOR DEVELOPMENT - CLUSTERS AND NETWORKS STRUCTURES

- Find the partners who cover as much as possible your needs - should be also based on knowledge organisations;
- Try to find well developed companies fitting your vision with strong position on the market and big development potential
- Find the most convenient partners, up and down of your segment in order to form a cluster/network structure.

CONTINUOUS ADAPTABILITY ON THE TARGETED SEGMENT

- Adaptability/changes are key words for a based on knowledge organisation;
- Be proactive by searching the future and placing your company among those which will understand solve the needs;
- Search the possibility to open/develop new segments related to you company basic activity;
- Do not sleep anytime during the day! You must be competitive!

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