



SEIZING OPPORTUNITIES IN TIMES OF CHANGE ENTREPRENEURIAL PROSPECTS IN CENTRAL AND EASTERN EUROPE

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Abstract

In the current global economic and financial environment, entrepreneurship and innovation are the key drivers for growth, productivity and employment. With the establishment of the Lisbon Agenda, the European Union (EU) set itself the strategic goal of setting up a competitive, innovative and knowledge-based European economy, capable of sustaining economic growth with better jobs and greater social cohesion. In response to the Lisbon Agenda, the International Financial Institutions (IFIs) have launched innovation initiatives to support entrepreneurial action throughout the EU but also in other countries of Eastern Europe. The paper proposes to present the importance of change as the most productive source of entrepreneurial and innovation initiatives, the development of an entrepreneurial culture and the role of the IFIs and foreign commercial banks in supporting entrepreneurship in Central and Eastern Europe.

INNOVATION COMMUNICATION SURVEY REGARDING THE CONCEPT AND THE EMPIRICAL FINDINGS IN ROMANIA

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Abstract

In the last decade, most of the global economies have started to understand the importance of research as a driver for growth. Innovation, fundamental research or applied research are just some of the areas that are of most significance for the development of a company. In spite of the increase amount of studies regarding the importance of innovation, the number of companies that are actually implementing innovation from an efficient perspective, is very small.

In 2003, the Romanian Institute of Statistics has conducted a nation-wide survey on the evolution of innovation in Romania. According to the data analyzed between 2003-2008, the innovation activity in Romania is very modest. Because of this small percentage, the authors ask whether this small number is due to a lack of external communication of the organization. Also, the authors ask whether the implementation of this new kind of communication – the innovation communication - would help increase the number of organizations that would use innovation as a mean for growth. To help answer these questions, the authors must also use an approach of public relations.

The classical tools of public relations lend themselves to communicating innovations. The present article is trying to provide first indicators for the field of Innovation Communication applied to the Romanian business market. The article traces the conclusions based on a survey conducted on Romanian companies which have innovation as an important component of their business.

LOCAL INNOVATIVE STARTUPS AFTER ACQUISITION BY MULTINATIONALS - CHANGES IN BEHAVIOR AND MANAGEMENT

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Abstract

The acquisition of local SMEs by large foreign companies represents one of the most important forms of Foreign Direct Investments in a country. During the past decade Romanian IT industry registered a significant number of small and medium sized firms acquired and transformed into local subsidiaries or R&D centers of multinationals. The paper discusses some issues related to the transition from entrepreneurial to corporate culture and analyzes the impact of foreign takeover on innovation and productivity performance.



ENTREPRENEURS AT CROSSROAD – A STUDY REGARDING THE SUCCESS CRITERIA FOR ROMANIAN ENTREPRENEURS

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Abstract

The Romanian business environment is deeply affected by the global economic crisis. A rapid and sustainable growth can be generated mainly by the entrepreneurial companies which are flexible enough to adapt to the new economic reality and transform threats into opportunities. That is why it is important for us to understand the characteristics of the Romanian entrepreneurial environment, to identify the required managerial and entrepreneurial competences and to understand which are the critical success and failure factors, from the entrepreneurs' perspective. We are going to find out all these elements with the help of both qualitative and quantitative research, developed at national level.

Key words: entrepreneurial companies, managerial and entrepreneurial competences, success and failure criteria.

SLOVAK BUSINESSES DEALING WITH SOCIAL SERVICES & INSPIRATION FOR SLOVAKIA FROM ABROAD.

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Abstract

Social enterprising represents a form of doing business that is a carrier of social innovations and social progress. Therefore the emergence of the social enterprising and its getting spread among other business forms is the consequence of social and economic changes. Their source is development of the third sector orientated to support civil society and provide the community with public and social services. "Social enterprises are not-for-profit private organizations providing goods or services directly related to their explicit aim to benefit the community." (Defourny, Nyssens, 2008, p. 202)

ENTREPRENEURSHIP EDUCATION THROUGH E-LEARNING IN ROMANIA

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Abstract

Moving ahead to a knowledge-based society implies to speed up changes in education and training systems and the e-learning is an effective and efficient tool to achieve this aspiration. This study presents situation analyses of the e-learning industry and entrepreneurship education in Romania. By connecting the two, need for entrepreneurship education and e-learning as a tool for delivering it, the paper presents further an e-learning project designed to satisfy the entrepreneurship education needs of a geographically dispersed target group of people. It is explained the methodology used for identifying the education needs, the curriculum content, the designed of the e-learning platform and the project results.

Keywords: entrepreneurship education; e-learning.



TRENDS THAT ARE RESHAPING BUSINESS IN A NEW ECONOMIC CONTEXT

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Abstract

Today, managers face deep changes that they have never seen before. The business world will be never being the same. There are challenges and opportunities in the new economic context. In 2012, the business world will be a very different place than it was in 2007. This paper aims to emphasize through an overview of global trends how the world is changing and how all the changes will impact the business. Economic Shift, resource demand, technology development, new growth model, consumer behaviors are changing determine the conclusion: adapting business management to the new realities of global market in order to make the most of a changing business landscape. To compete successfully, companies need to change the way they manage just about everything, demographic and economic changes mean talent will have to be managed differently.

LOW-COST MARKETING DIFFERENTIATION IN TIMES OF ECONOMIC CRISIS

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Abstract

In times of broad-based economic recession affecting household consumption and companies' market position it is important to utilize the opportunities that low-cost marketing differentiation presents. Marketing data and variables mix behind a relevant offer are of high priority to achieve the company's goals and effective operations in a slump. The focus on low-cost differentiation is triggered by the actual change in consumer and industrial markets and the opportunities of ICT for flexible marketing.

MANAGING COMPETENCE-BASED CLUSTERS: A CASE OF VARNA EXPERT HUB FOR APPLIED COMPETENCES (EHAC)

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Abstract

For many years, research and management thinking has focused on understanding business relationships and networks. Now, the focus is shifting to managing business relationships and networks. Establishing and managing a competence-based cluster in developing markets is known to be a very demanding task. However, a network may help companies in their efforts to develop and commercialize innovative and value-added products and services. This study concentrates on how a competence-based cluster is contributing to the self-reinforcing process of achieving an excellence in business performance among its members and their clients. Theoretical background of the study stems from network and innovation literature, referring to studies on clusters, strategic networks and innovation networks. The empirical part of the study concentrates on a single case, describing how a recently established competence-based cluster is utilizing the management of complex relationships in a business network in order to achieve a long-term competitive advantage based on excellence in business performance. The results indicate that successful management of such business network requires precisely developed framework of competences, clear criteria for members' assessment and continuously nurtured process of trust creation.

Key words: competence-based cluster, business network

REENGINEERING OF SMALL AND MEDIUM ENTERPRISES TO INTEGRATE INTO THE DIGITAL ECONOMY

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Abstract

The significant problems of communication circumscribes the following innovative steps in the field of industrial engineering. Any manager involved in the project management elaboration and application has to have a series of operational qualities in order to succeed in this SME renewal,



namely: logistics based on holistic communication, motivated human resource management, the control of all the activities, the negotiation of all the problems and the real time informing of the hierarchical fora.

Key words: modelling the concept of sustainable development of small and medium enterprises based on industrial reengineering, designing the SME in the efficient management concept, conclusions, references.

COMPARATIVE STUDY ON THE ENTREPRENEURIAL INITIATIVES: EXAMPLES OF START-UP INCENTIVES AND PROGRAMMES IN ROMANIA AND OTHER EU COUNTRIES

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Abstract

Purpose: Entrepreneurship is essential for economic growth. Every country should promote and encourage start-up businesses - mostly in fast-growing, innovative, high-tech and high added value industries.

Approach: The paper refers to the EU framework (regulations, recommendations, types of assistance, programmes, grants) related to the entrepreneurship and small business support. Examples of such EU programmes, including Romania, are presented: access to finance, business counseling, tax incentives as well as other types of assistance in starting-up a business. The control methods, results and success factors are analyzed.

Results & Conclusions: The paper emphasizes the main lessons learnt from ended and ongoing start-up programmes, key success factors, measurement and monitoring, best practices.

Keywords: entrepreneurship, business start-ups, lessons learnt, Romania, European Union.