

EDITORIAL

This is the new issue of the journal "MANAGEMENT". Its primary goal is to present current research in the field of management both to domestic and foreign public. The Journal deals with pressing problems, not only of general nature, but especially with those occurring in the countries in transition. In fact, it aims to cover functional issues, specific topics and general aspects of management related to all kinds of organizations – manufacturing and service companies, profit-making firms and non-profit organizations, private and public, as well as large and small enterprises.

Functional issues refer to the pressing problems of the four fundamental management functions:

1. Identification of goals, choice of strategy, forecasting, elaboration of plans and budgets and decision making;
2. Design and selection of organizational structure, design of internal relations system, as well as design of management system;
3. Organizational behaviour, motivation, leadership, communication, groups and relations within the groups, interpersonal relations and conflicts;
4. Control methods, control areas, information systems in controlling.

Specific topics will be related to the current problems in specific management areas and the production activities, such as:

1. Finance, operations, marketing, sales, supplies, logistics, research and development, accounting, audit, human resources, costs, etc.;
2. Industry, trade, hotel industry, banks, non-economic and public enterprises, branches, associations, cities, regions, etc.

Some general management problems will be also included in the Journal. These problems deal with the subject, goals and methods of the management science, theory of management, as well as with the ethics and social responsibility of management as a profession, etc. Special attention will be paid to the problems of strategic management which represents a synthesis of functional and other specific management fields.

The listed topics define a wide range of research in the field of management, involving a large number of scientists and experts, not only from faculties of economics, but also from many other institutions (which deal with technology, philosophy, political science, law, etc.).

We would hereby invite all the colleagues interested in these topics to submit a paper and hence contribute to the improvement and development of the Journal.

Editors

INTRODUCTION TO THE SPECIAL ISSUE Business Intelligence in South-East Europe

Guest Editors:

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The topic of **Business Intelligence (BI)** and related subjects have been attracting considerable scientific and professional attention, whether approached from the business, managerial, social, or technological point of view. As the field still evolves, its challenges and implications provide multiple opportunities for analysis, especially in specific regional context(s).

Our economic environment is geared toward a more intensive utilization of knowledge, up to the level that it is often described in terms of the *'knowledge economy'* (Leydesdorff, 2006). The economic consequences of knowledge-based economic practices can be found on the national (Neef et al, 1998), regional (Langer et al, 2009) and organizational levels. At the level of an individual organization, knowledge-based approaches to explaining business success abound – from the notion of knowledge-based theory of the firm (Grant, 1996), to valuation of the 'intellectual capital' (Stewart, 1997, 2001), to the practical topics of *"how the organizations manage what they know"* – being the subtitle of a popular managerial book on knowledge management (Davenport & Prusak, 2000). In this context, Business Intelligence (BI), as a collection of practical tools and approaches, on the crossroads of the Information Technology (IT) and business fields (Loshin, 2003), needs to deliver quality and on-time information, at the competitive cost, as to deliver the required business value.

Today, BI can have a very important role in creation of up-to-date information about business processes for operational and strategic decisions. However, if organizations want to make the most of the investment into BI technology, it is important to manage these technologies right (Williams & Williams, 2007) and use them for the improvement of business performance by

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business performance management methods (Buytendijk, 2008).

In such global circumstances, regional scholars and managers also need to understand the specific local drivers of the BI concepts, technologies and the fields of their application. This special issue of *Management – Journal of Contemporary Management Issues* attempts to provide different perspectives on BI – related to its business value and development stages, as well as to its application in the fields of higher education and marketing. Its coverage of the topic is far from complete, since our ambition has been limited to outlining some significant topics and providing an opportunity for regional scholars to present the current state of the research related to those (sub)fields.

Popovič, Turk and Jaklič open this issue by a conceptual discussion of business value, provided by the Business Intelligence systems. Based on an extensive literature survey and qualitative evidence, they provide a model, useful for the further research. *Jadrič, Garača and Čukušič* apply one of the popular BI tools/methodologies – the data mining – to the problem of student dropout and argue for the more extensive use of BI tools in understanding and solving problems of higher education. *Hribar Rajterič* provides another conceptual discussion, related to the maturity of the Business Intelligence implementation, which will be of interest to researchers and practitioners, interested in the topics of BI metrics and evaluation. *Kursan and Mihič* continue the discussion of BI application by emphasizing the role of the Internet-based tools and approaches in the field of marketing. The issue is concluded by *Hočevar and Jaklič*, who provide a detailed case study of how the business benefits of a BI system are measured in *Melamin, Ltd*, based in Kočevje, Slovenia.

We hope that this issue will stimulate further discussion and development in the field of BI in South-East Europe. This especially applies to the analysis of the local characteristics and drivers of the BI in this region, which has not been covered adequately by the existing literature.

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