



From the Editor-in-Chief

With this issue in 2025 (Vol. 19, No. 2), the journal enters a new stage of development marked by stronger internationalization, enhancements to editorial workflows, and a strategic shift toward greater scholarly visibility and impact. The journal continues to operate under a Diamond Open Access model (no APCs or submission charges), supported by a double-anonymized peer-review process that ensures a transparent and high-quality publishing environment.

This issue introduces changes to the editorial structure. Prof. Dario Dunković, PhD (University of Zagreb, Faculty of Economics & Business, Croatia), has assumed the role of Editor, while Associate Editor duties have been taken on by Assoc. Prof. Paula O’Kane, PhD (University of Otago, New Zealand), and Assoc. Prof. Mate Damić, PhD (University of Zagreb, Faculty of Economics & Business, Croatia). I extend sincere thanks to the previous editorial team for their sustained contribution to the development of the journal. The Editorial Board includes members from 20 countries, and the International Editorial Advisory Board brings together scholars and professionals from 18 countries, resulting in active collaboration with the scientific community across 28 countries. This level of global participation reflects the journal’s commitment to international cooperation and continuous improvement of published work. Editorial policies and publishing ethics are being further aligned with recognized international standards.

A major step toward strengthening editorial professionalism is the implementation of the OJS (Open Journal Systems) platform, which now serves as the sole system for manuscript submission, editorial processing, and peer review. OJS supports improved transparency, traceability, and efficiency across all stages of the editorial workflow. To enhance visual identity and the reader experience, the journal has redesigned its cover and article layout, adopting a contemporary format aligned with international publishing practice. The official website (businessexcellence.net.efzg.hr) has also been redesigned to offer clearer navigation, more structured information, and easier access to editorial policies, the journal archive, author and reviewer guidelines, and open calls for submissions. The journal has joined the UN SDG Publishers Compact, supporting its ten action points and contributing to the advancement of the Sustainable Development Goals (SDGs). Particular emphasis is placed on SDG 4, 8, 9, 12, 16, and 17. Published articles are now labeled with relevant SDGs, and the journal actively advances sustainable and responsible publishing practices. Publishing standards have also been strengthened through the implementation of Crossref/Crossmark, ensuring persistent identification of articles, increased transparency, and improved reliability of bibliographic data. This issue is the last to include articles in the Croatian language. Beginning with the next issue, the journal will publish articles exclusively in the English language, completing a multi-year internationalization process and expanding the journal’s global reach.



The thematic focus and articles in this issue

Poslovna izvrsnost – Business Excellence covers a broad spectrum of concepts that intersect business performance, quality, and organizational excellence across sectors and regional contexts. Despite the popularity of excellence models, empirical research often reveals a weaker link between their adoption and measurable improvements in organizational outcomes. In practice, excellence models are frequently perceived as a formal requirement rather than a transformative tool, especially when strong leadership and employee involvement are lacking. Moreover, models developed for large systems are not always applicable to small and medium-sized enterprises or specific regional contexts. Key elements of excellence, innovation, organizational culture, learning, and customer satisfaction, are difficult to quantify using traditional metrics, which underscores the complexity of this field. With its revised and more focused Aims & Scope, the journal encourages submissions that provide theoretical clarity, methodological rigor, and practical relevance, contributing to a deeper understanding of how organizations define, measure, and achieve excellence.

The articles in this issue offer a multidimensional view of central aspects of business excellence. A review article on the development of the fair value concept examines the evolution of financial standards and their implications for the reliability and usefulness of financial information. A study on economic sanctions analyzes the impact of geopolitical processes on the global economic environment and the resulting strategic challenges for business systems. The paper on private-label brand perception provides new insights into consumer behavior and differentiation strategies, while the analysis of customer experience in tourism highlights the importance of information quality and digital solutions in contemporary hospitality operations. In the field of organizational development, a study on quality management systems in healthcare examines the application of international standards in strengthening organizational efficiency and a culture of excellence, while a behavioral approach to managing safety risks links the ISO 31000:2018 framework with psychological and organizational factors influencing the adoption of safety practices. An original research paper on work motivation across different employee generations examines intrinsic and extrinsic motivational factors in Croatian organizations and offers guidance for managing multigenerational human resources. Collectively, the articles in this issue reflect the journal's orientation toward quality, strategy, innovation, sustainability, and digital transformation.

Redesigned scope of the journal

The journal's mission is to publish original research and professional contributions dedicated to business performance, quality, and organizational excellence, with a particular focus on transitional and Central European contexts. The journal welcomes interdisciplinary studies, innovative methodologies, case analyses, and empirical research grounded in relevant data and real-world practices. We encourage authors to critically examine what constitutes genuine excellence and how it can be developed, measured, and sustained in a dynamic, digitally transformed, and increasingly fragmented global environment. We welcome submissions addressing both private and public organizations in sectors such as manufacturing, services, public administration, healthcare, education, energy, finance, and digital platforms. Relevant topics include digital transformation and innovation; strategic performance and excellence frameworks; leadership and organizational development; quality management systems and process improvement; sustainability and ESG evolution.

Announcement of the journal's 20th anniversary

With the next issue in 2026, *Poslovna izvrsnost – Business Excellence* will enter its twentieth year of continuous publication. Since the first issue in 2007, the journal has published 40 issues and 286 scholarly and professional articles authored by more than 400 contributors. Over the years, the journal has established a strong reputation. Inclusion in international indexing and abstracting databases attests to our long-standing commitment to transparency, ethical publishing, and high scientific standards.

Sincerely,

Professor Tonći Lazibat
Editor-in-Chief & Founder