

The Entrepreneur's Perspective

Business and everyday operations today share a common denominator: they increasingly rely on innovation. This is the foundation for holistic corporate development.



By George Karlaftis,
Founder/Entrepreneur

Published: 3 July 2025 - 15:34

For businesses, operational readiness and effectiveness are fundamental—not only in terms of productivity and efficiency, i.e., bottom-line performance in the production of goods or services. It also relates to the broader goal of holistic corporate development. This type of development can be capitalized on at higher strategic levels and leveraged for more advanced strategic planning.

Business and day-to-day operations now operate on a common axis: innovation, which inherently involves the use of new technologies and their targeted application. These applications appear and evolve at an extremely rapid pace. As a result, it is difficult not only to keep up with them but to fully understand the depth of their impact on everyday processes and competitiveness—beyond just learning how to use them. A simple recent example is the widespread use of internet-based meetings to support remote work.

Executive managers are responsible for coordinating the use of modern systems and decision-making tools within their scope of duties. In doing so, they are called to manage: (1) resource allocation, (2) cost control, (3) interdependencies between subsystems, and (4) timelines to prevent delays in final deliverables—especially as systems become more complex and the number of decisions required within a functional model continues to grow.

A typical model involves accepted systems of sequential order (the order in which processes are executed) and hierarchical control (how coordination is managed in case of conflict), which serve as the foundation for the business processes that ultimately lead to efficient corporate systems.

By applying alternative methods, measurable insights, and disciplined control, executive managers can increase productivity and improve operations. They may even resolve process-related issues before they arise, with the ultimate goal of delivering products or services on time, at the right quality and cost—fulfilling their operational role. **Nevertheless, their role is inherently short-term and confined to the frameworks outlined above.**

The “**red line**” between maintaining operational readiness and addressing strategic questions highlights a fundamental distinction: between business sustainability as a whole and the strategic challenges of transformation, the adoption of new business models, and the design of future operational excellence. In this sense, sustainability becomes linked to a growth-oriented adaptation with a distinctly entrepreneurial focus.

The Entrepreneurial View – The entrepreneur understands the essence and unique distinction of their role compared to that of executive managers. They are able to foresee the necessary changes required by shifting growth dynamics and focus their interventions where they matter most.

In practice, the majority (53%) of business challenges stem from **cultural change**—the human side of operational excellence. It is an undeniable truth that choosing a functional framework is far easier than integrating the people who must work effectively within it. Therefore, the entrepreneur evaluates **high-level approaches** before adopting **methods** and **frameworks**—long before considering **technological tools** or **other resources** that will shape the new business model.

Their solution to the problem lies in **connecting people and processes to drive improvement**. **Digital transformation**—meaning the evolution of transformation through digital solutions—is not limited to the acquisition of high-tech tools. It primarily involves engaging executives at every level through training programs and collaborative, coordinated initiatives so that redesign efforts do not devolve into bureaucratic, discouraging activity stacks layered with digital systems. It is equally important not to forget that **Research and Development (R&D)** is what gives **innovation** its true meaning, whether applied internally or through strategic partnerships.

The entrepreneur's influence must also activate mechanisms for initiative-taking, both individually and in teams, through small improvements and by embedding these into processes to support the achievement of everyday practical goals.

One of the entrepreneur's final contributions is to provide clear guidance for **simplifying processes**—wherever possible—by assigning actions that **filter and reduce unnecessary complexity**, enabling faster time-to-market, revenue generation, and avoiding constant over-engagement with internal processes that create insular activity loops, generate only costs, and deplete invested capital during the operational phases.

Thus, an **unobstructed flow of operations** with minimal executive interference is achieved—something that is undoubtedly a marker of corporate maturity and seamless functioning. In practical terms, this translates to benefits both qualitative (e.g., branding, reputation, improved working conditions, employee satisfaction) and quantitative (e.g., increased sales, new customer acquisition, shareholder dividends).

The entrepreneur with a clear vision of the future **takes the following course of action**:

- inspires by shaping the framework of the business metamodel,
- focuses on approaches rather than strict methodologies,
- emphasizes delegation from strategic to operational levels, promoting decentralization and autonomous execution,
- identifies and communicates the core issue of cultural change, encouraging the capitalization of difficult transformation milestones and the empowerment of human capital through realistic programs,
- endorses the adoption of continuous improvements that emerge from the lower levels of the hierarchy—forging business growth through human cohesion and team collaboration.