

UDK 658.513:657.474

Strokovni svet v podjetju Trimo d.d. - naš prispevek za izboljšanje menedžersko-strokovnega sodelovanja

Professional Council in the Trimo Ltd. Company - our Approach to Improving the Managerial and Professional Cooperation

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V proizvodnem procesu ima razvojno delo pomembno mesto, saj brez kakovostnega razvojnega dela ni tržno zanimivih izdelkov, ki prinašajo prihodek. Na drugi strani pa razvoj pomeni tudi enega ključnih stroškov v poslovнем procesu. Ob slabo zastavljenem ali slabo nadzorovanem razvoju velikokrat podvomimo v smiselnost in upravičenost razvojnih stroškov. Pri opredelitvi razvojno-strokovnega dela ima poseben pomen usklajenost ekonomsko-tehničnih vidikov. Le strokovno dobro zasnovano razvojno delo ob ustrezni ekonomski podpori daje rezultate, ki omogočajo konkurenčnost podjetja tako na domačem kakor tudi na svetovnem trgu. V članku želimo predstaviti proces in obliko tehnično-ekonomskega usklajevanja poslovnega procesa ter vključevanje razvoja v podjetju Trimo d.d.

Research and development is a crucial element of the production process: it helps establish products that can be sold on the market with profit. However, there could be a substantial cost to this R&D process that must be justified through commercial results. Uncoordinated and undefined research activities seldom justify themselves. It is therefore of vital importance to define the research strategy and effectively to coordinate business and technical aspects to achieve competitiveness and commercial success for the company on the domestic as well as on international markets. This paper presents the method and coordination process in Trimo Ltd. Co.

0 UVOD

Med osnovnimi značilnostmi človeške vrste je želja po iskanju novega in po sporočilu o dosegzenem uspehu. Z razvojem družbenih sistemov od praskupnosti do današnje industrijske družbe sta ti dve lastnosti pridobivali pomen in se priлагajali danim razmeram. Obe aktivnosti sta med seboj ozko povezani, saj brez povezovanja razvoj praktično ne bi bil mogoč. Razvojne aktivnosti so bistveno spremenile načine povezave z uvedbo novih medijev in sistemov prenosa sporočil. Kljub skokovitemu napredku povezave in razvojnih aktivnosti na vseh življenskih področjih, je ključni dejavnik ostal človek s svojimi ustvarjalnimi značilnostmi.

V nadaljevanju želimo nekoliko podrobnejše osvetliti ta del v industrijskih gospodarskih družbah, predvsem pa v Trimu.

1 POMEN USKLAJENOSTI TEHNIČNO-EKONOMSKEGA VODENJA V GOSPODARSKIH DRUŽBAH

Posovanje gospodarskih družbah lahko opišemo kot usklajeno, ciljno usmerjeno delovanje posameznikov oziroma skupin, ki jih združuje zanimalje po ustvarjanju dobička ter zadovoljevanju osebnih in skupnih interesov. Osnovna pojma,

0 INTRODUCTION

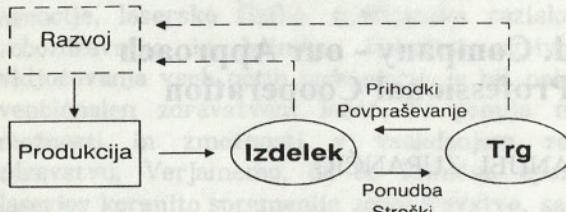
The two fundamental characteristics of mankind are curiosity and a desire to share achievements and experiences. These two characteristics have been the impetus to the development of the human race from the prehistoric to modern age. In return, the development process has influenced the ways and means of communication. However, person with his creativity, is still central to the development and communication processes.

This paper tries to address the issues of coordinating people in the process of development, management, and communication in a business environment, and more precisely in Trimo.

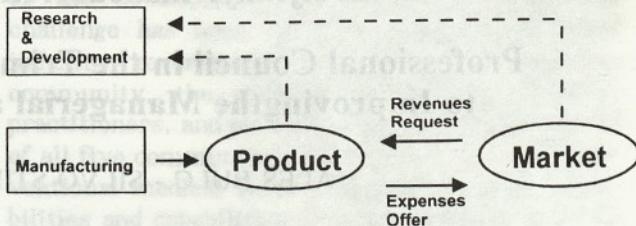
1 BALANCING THE TECHNICAL AND MANAGERIAL LEADERSHIP IN BUSINESS ENTITIES

Business activities can be described as coordinated and focused actions of individuals and teams with the goal of generating profit while fulfilling personal and communal interests. Two basic entities encountered when talking about

ki ju srečujemo pri poslovanju, sta izdelek in trg. Razmerja med njima so prikazana na sliki 1, na sliki 2 so prikazana razmerja med elementi poslovnega procesa v gospodarskih družbah, ki so nosilci splošnega poslovnega procesa.



Sl. 1. *Dejavniki poslovnega procesa*
Fig. 1. *Business process entities*



Sl. 2. *Poslovni proces v gospodarskih družbah*
Fig. 2. *Business activities among company entities*

Na sliki 2 navedeni dejavniki sestavljajo celo, pri kateri izpad posamezne komponente lahko povzroči razpad poslovnega procesa. V poslovnem procesu gospodarske družbe prihaja v medsebojnih razmerjih do konfliktov zaradi treh osnovnih dejavnikov: čas, izdelek in cena. Pogledi oddelkov na problematiko poslovanja so navedeni na sliki 3.

Cena	Komerciala	\Leftrightarrow	Proizvodnja
	Nizke cene		Visoke cene
Razvoj znižuje stroške z izboljšavami			

Izdelek	Komerciala	\Leftrightarrow	Proizvodnja
	Pester izbor izdelkov		Stalni in omejeni izbor izdelkov
Razvoj omogoča obnovo proizvodne palete			

Čas	Komerciala	$=$	Proizvodnja
	Pogodbeni rok	$\Leftarrow \Rightarrow$	Pogodbeni rok
Razvoj zahteva čas za svoje delo			

Figure 2 shows the relationship among these entities that are the vehicles of the business process. However, conflicts are natural due to their inherently different demands on price, products, and time. Figure 3 provides a matrix summarizing the fundamental contradictions and demands placed on business elements by the business entities.

Prices	Marketing & Sales	\Leftrightarrow	Manufacturing
	Low prices		High prices
R&D lowers costs through improvements			
Products	Marketing & Sales	\Leftrightarrow	Manufacturing
	Wide products selection		Fixed and limited range of products
R&D increases the product selection through new development			
Time	Marketing & Sales	$=$	Manufacturing
	Contract duration	$\Leftarrow \Rightarrow$	Contract duration
R&D needs time for its work			

Sl. 3. *Pogledi sektorjev na problematiko poslovanja*
Fig. 3. *Inherent conflicts among business entities*

V današnji industrijski dobi so prodajne oziroma dobe trajanja izdelkov razmeroma kratke; po raziskavah so tržno najzanimivejši izdelki, ki niso starejši od petih let. Ta usmeritev je opazna predvsem v tehnološko razvitih družbah, kjer so obdobja razvoja, produkcije in prodaje najkrajši.

Today, product life cycles are becoming ever shorter: market analyse suggest that the best selling products are younger than five years. This puts increasing stress and demand on research and development departments, to shorten the new product development and production phase and to

Zaradi tega je razvoj kot poslovna funkcija izpostavljen čedalje hujšim zahtevam po krajšanju razvojnih obdobij. To skrajševanje je privelo do razslojevanja razvoja v dve karakteristični obliki, in sicer komercialni ter strateški razvoj. Osnovni pogledi na časovno komponento razvoja so navedeni na slikah 4 in 5.

STRATEŠKI RAZVOJ	
Ekonomska pogled	Tehnični pogled
<ul style="list-style-type: none"> Predolg razvojni cikel Onemogočeni hitri tržni odzivi Vprašljiva povrnitev stroškov Omejen vpliv komercialne na izvajanje Zahtevna priprava in uvajanje novega proizvoda na trg Zahtevno definiranje in fokusiranje razvojne strategije 	<ul style="list-style-type: none"> Želena oblika razvoja, ki lahko prinese dobre rezultate Mogoče vključevanje ustreznih kadrov Mogoči popravki in prilagajanje razvoja med izvajanjem

Sl. 4. Pogledi na strateški razvoj

Fig. 4. Various perspectives on strategic R&D

STRATEGIC R&D	
Business view	Technical view
<ul style="list-style-type: none"> Product development cycle lasts forever Fast market responses are impossible High risk in recovering R&D expenses Limited influence of Marketing and Sales on product development Complex and demanding product introduction to the market Difficult to define and focus on research strategy 	<ul style="list-style-type: none"> Desired method of producing quality results Possibility of personnel planning Uninterrupted R&D work Possibility of adjustments and modifications

KOMERCIJALNI RAZVOJ	
Ekonomska pogled	Tehnični pogled
<ul style="list-style-type: none"> Hitri odziv na tržne razmere Obvladljivi stroški Dobra kontrola izvajanja Razpoložljivi kadri za hitro spremjanje razvoja Majhni stroški za reklamo in uvajanje novega izdelka 	<ul style="list-style-type: none"> Omejen čas za kakovostno razvojno delo Nepopolne in nepreizkušene rešitve Veliko število vsebinsko različnih nalog Težavno prilagajanje razvojnega osebja hitrim menjavam nalog

Sl. 5. Pogledi na komercialni razvoj

Fig. 5. Various perspectives on commercial R&D

Po opisanih naravnih konfliktih v poslovнем procesu želimo v nadaljevanju prispevka predstaviti način dela, ki smo ga za področje usklajevanja tehnično-ekonomskeh vidikov uveljavili družbi Trimo d.d.

2 STROKOVNI SVET V PODJETJU TRIMO d.d.

Delniška družba Trimo, inženiring in proizvodnja montažnih objektov, s sedežem v Trebnjem je bila ustanovljena leta 1971, prvi začetki podjetja pa segajo v leto 1962. Prvotna dejavnost podjetja je bila proizvodnja posod in opreme za procesno tehniko, sedanji proizvodni program pa obsega inženiring in proizvodnjo:

- montažnih industrijskih in bivalnih objektov,
- lahkih gradbenih in tehnoloških plošč,
- nosilnih jeklenih konstrukcij,
- tehnoloških posod in opreme.

COMMERCIAL R&D	
Business view	Technical view
<ul style="list-style-type: none"> Fast responses to market changes Manageable expenses Easy progress monitoring Limited additional marketing expenses 	<ul style="list-style-type: none"> Limited time to complete the R&D task Incomplete solutions and limited test data Numerous, widely varying tasks Personnel can not develop in-depth knowledge

Trimo has developed certain mechanism designed to manage and to overcome the above mentioned inherent conflicts in doing business. Our approach to providing successful coordination between professional (technical) and business (economic) issues is presented in the second part of the paper.

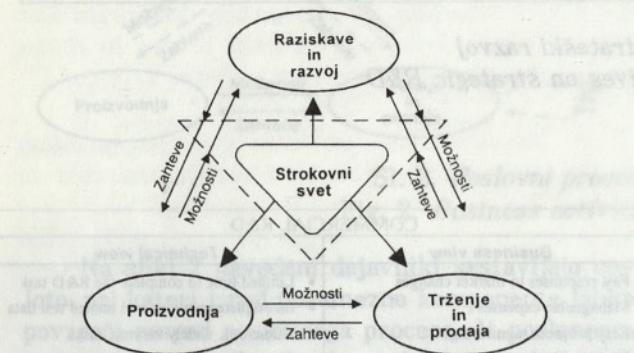
2 PROFESSIONAL COUNCIL IN TRIMO LTD.

The company Trimo with its present business activity of providing engineering and manufacturing of prefabricated facilities, was formed in 1971, with some of its divisions tracing their roots to 1962. The company initially produced containers and process supplies and later evolved to provide:

- engineering, manufacturing, and construction of prefabricated industrial, business, and residential facilities,
- engineering, manufacturing, and construction of steel structures,
- manufacturing of mineral wool filled building, acoustic, and fire protection panels.

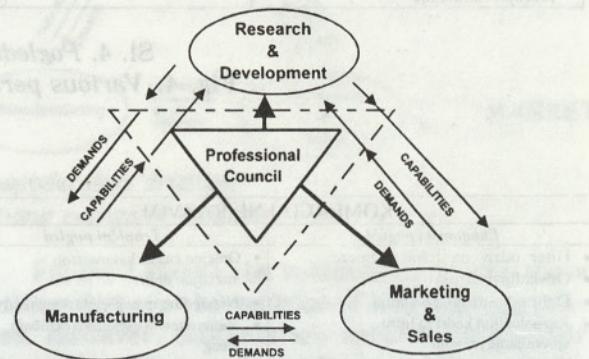
V Trimu je obstajala ves čas razvojna dejavnost, ki je omogočala napredok podjetja. Velik mejnik pri razvoju podjetja je bil začetek proizvodnje luhkih gradbenih plošč z izolacijo iz mineralne volne in začetek prodaje na evropski trg. Ta korak je bistveno povečal tehnološko zahtevnost proizvodnje, obenem pa je terjal tudi bistveno hitrejše prilagajanje na razvojnem področju.

Zaradi preseganja težav pri usklajevanju razvojnega dela je bil v letu 1992 ustanovljen interni strokovni organ z imenom Strokovni svet. Osnovni namen ustanovitve tega sveta je bilo izboljšanje poslovnega procesa v družbi s poudarkom na izboljšanju in pospešitvi razvojno-strokovnega dela. Osnovno načelo delovanja strokovnega sveta je prikazan na sliki 6, njegova sestava pa je prikazana na sliki 7.



Sli. 6. Shema delovanja Strokovnega sveta

Fig. 6. Block diagram of the Professional Council's operation



S T R O K O V N I S V E T				
Vodstvo podjetja	Tehnični sektor	Komercialni sektor	Sektor kakovosti	Razvojni sektor
S T A L N I Č L A N I				
Glavni direktor	Tehnični direktor	Komercialni direktor	Direktor sektora kakovosti	Direktor razvoja in projekti
2 sodelavca	2 sodelavca	2 sodelavca	2 sodelavca	2 sodelavca
O B Č A S N I Č L A N I				
Strokovne službe	Vodje produkcijskih enot	Vodje izvedbenih projektov	Strokovni sodelavci	Vodje razvojnih nalog Zunanji strokovni sodelavci in institucije

Sli. 7. Sestava Strokovnega sveta

Fig. 7. Structure of Professional Council

Namen strokovnega sveta je bilo utemeljeno in usklajeno posredovanje pri konfliktnih razmerjih med posameznimi oddelki v podjetju. Ob začetku delovanja so bili poudarjeni:

- odpravljanje zakoreninjenih dogem o delitvi dela in moči v procesu poslovanja,
- vzpodbujanje ustvarjalnosti sodelavcev
- obravnavanje strokovno-ekonomskih parametrov v širšem okolju,
- osvetlitev razvojne problematike z več zornih kotov,
- skrajševanje faze odločanja.

R&D activities have existed at Trimo almost from its inception. The R&D activities have helped Trimo to develop and grow. The commencement of production of panels was a stepping stone that exposed Trimo to demanding international markets. It substantially increased the level of complexity of manufacturing processes and shortened the response times of the R&D department.

To overcome mounting problems and sometimes conflicting situations between R&D and the rest of the company, In 1992 Trimo established a Professional Council as an internal advisory and coordination body. The Council's position in the company's structure and its functions are depicted in Figure 6, while Figure 7. gives the make up of the Council.

PROFESSIONAL COUNCIL				
Company Management	Manufacturing	Marketing and Sales	Quality Control	Research & Development
PERMANENT MEMBERS				
General manager + 2 members	Director of Manufacturing + 2 members	Director of Marketing & Sales + 2 members	Director of Quality Control + 2 members	Director of R&D + 2 members
OCCASIONAL MEMBERS				
Comptrollers	Heads of production units	Project and program managers	QC supervisors	R&D task managers, consultants, outside partners

Sli. 7. Sestava Strokovnega sveta

Fig. 7. Structure of Professional Council

Its primary goal was to facilitate and to improve the quality of the business processes in the company, to resolve and overcome conflict occurring among departments. At its inception, the Council's mission was defined as:

- to overcome barriers among three main business entities,
- to stimulate the creativity of the employees,
- to define the governing economic and technical parameters,
- to tune the R&D goals and tasks with the needs of the company,
- to stimulate the creativity of the employees,
- to shorten the phases of the decision process,

3 DELOVANJE IN RAZVOJ DELA STROKOVNEGA SVETA

Klub začetnim težavam zaradi nejasnih pristojnosti Strokovnega sveta v sistemu vodenja družbe je delo z manjšimi organizacijskimi spremembami steklo hitro in učinkovito. Osnovni tip dela je bila v začetku sklenjena delovna skupina, ki je glede na specifične zahteve nalog vključevala notranje in zunanje sodelavce.

Po letu dni delovanja smo opravili presojo delovanja Strokovnega sveta. Ocene presoje so navedene na sliki 8. Na podlagi presoje delovanja so bile ponovno definirane naloge, pristojnosti in način dela strokovnega sveta. Dodelane definicije nalog in pristojnosti po posameznih področjih so povzete na sliki 9.

Ocena dela Strokovnega sveta po 1 letu delovanja
Positivne spremembe
<ul style="list-style-type: none"> • bistveno hitrejše in kakovostenje razvojno delo • s pripravljenim gradivom podprtje strokovne odločitve • bistveno izboljšana obojestranska informiranost sodelujočih • opazno izboljšana samoiniciativnost in odgovornost vodilnih delavcev

Pomankljivosti delovanja
<ul style="list-style-type: none"> • preveliko število hkratnih nalog zelo različnih področij, kar onemogoča preglednost in učinkovitost dela - problem prelaganja dela na druge • preobremenjenost sodelavcev z razvojnega področja zaradi prevelikega števila komercialnih razvojnih nalog • preslabla pripravnost predlagateljev in nosilev nalog • prevelik vpliv komercialnega sektorja na delovanje sveta • težnja po operativnem delu strokovnega sveta

Sli. 8. Ocena dela Strokovnega sveta
Fig. 8. Professional Council Work Evaluation

NALOGE IN PRISTOJNOSTI STROKOVNEGA SVETA	
Področje	Dejavnost
Strateški razvoj	Določanje strateških razvojnih ciljev Izbira razvojnih nalog in izvajalcev Določitev obsega in terminskega načrta nalog nalog Spremljanje izvajanja nalog Spremljanje popravnih ukrepov
Komercialni razvoj	Zbiranje in vrednotenje predlogov razvojnih nalog Selekcioranje razvojnih nalog in izbira izvajalcev Določitev obsega in terminskega načrta nalog Spremljanje izvajanja nalog Spremljanje popravnih ukrepov
Tekoče poslovanje	Obravnavanje tehnično - strokovne problematike Spremljanje popravnih ukrepov

Sli. 9. Naloge in pristojnosti Strokovnega sveta
Fig. 9. Tasks and Responsibilities of The Professional Council

Poleg navedenega ponovnega definiranja nalog in pristojnosti so bili za izboljšanje delovanja na področju razvoja sprejeti še naslednji splošni ukrepi:

- vsi predlogi razvojnih nalog morajo biti pisni s primerno obrazložitvijo,
- za vse predloge je zahtevana ekonomska analiza,
- za vse naloge so obvezna periodična poročila o izvajanju in doseganju mejnikov,
- število tem in čas razprave o posameznih temah je omejen (izbira nalog).

3 OPERATION AND EVOLUTION OF THE PROFESSIONAL COUNCIL

Despite some initial uncertainties and ambiguities about the role and responsibility of the Council in the corporate structure, it started fulfilling its mission surprisingly fast. The basic mode of operation was a small work group which brought together the professionals across the company, and when needed, from outside the company as well.

After the first year, the effectiveness of the Council was evaluated. The results are presented in Figure 8. Some of the Council's task and responsibilities were redefined or stated more clearly. The summary of redefined tasks and responsibilities is presented in Figure 9.

Evaluation of Professional Council's Performance after 1 Year
Positive effects
<ul style="list-style-type: none"> • Substantial improvement in quality and response time of R&D activities • Decisions substantiated with written materials • Improved communication channels, better distribution of information • Improved involvement and responsiveness of top managers
Negative effects
<ul style="list-style-type: none"> • Large number of parallel activities across broad range of problems - several tasks were incomplete past their due date • R&D personnel was overloaded with numerous commercial R&D tasks • Insufficiently prepared proposals and requests for R&D tasks • Marketing and Sales dominated the selection of R&D tasks • Tendency to demand front line executive actions from the Council

TASKS AND RESPONSIBILITIES OF THE PROFESSIONAL COUNCIL	
Tasks	Activity
Strategic R&D	<ul style="list-style-type: none"> • Defines the strategic R&D goals • Approves the R&D tasks and associated personnel • Approves the task's scope and scheduling plan • Monitors the task's progress • Monitors the execution of corrective measures
Commercial R&D	<ul style="list-style-type: none"> • Collects and evaluates the proposals for R&D tasks • Approves the R&D tasks and associated personnel • Approves the task's scope and scheduling plan • Monitors the task's progress • Monitors the execution of corrective measures
Current Affairs	<ul style="list-style-type: none"> • Addresses any technical/professional problems • Monitors the execution of corrective measures

In addition, some administrative procedures were defined, even though they were initially thought obvious :

- all requests for research tasks must be substantiated and presented in writing,
- an economic justification for a R&D project must be presented beforehand,
- all R&D projects must periodically provide status reports,
- the number of topics and allotted discussion time per meeting is limited.

Odločitev, da imajo od začetka dela vsi člani Strokovnega sveta enakovreden glas neodvisno od formalne funkcije v družbi, se je izkazala kot pravilna za kakovostno vodenje razvojno-tehničnega dela. Za uravnovešenje dejavnika moči pri odločanju Strokovnega sveta je bila izvedena delna zamenjava članstva in izravnava članov med oddelki.

4 STROKOVNI SVET IN ISO 9000

Zaradi zahtev po povečanju kakovosti Trimo-vih izdelkov in prilagoditvi zahtevam poslovnih partnerjev smo v letu 1993 v družbi Trimo pričeli s poslovanjem v skladu z določili standarda ISO 9000, za kar smo pridobili tudi ustrezni certifikat. Na področju razvojnega dela smo v celoti povzeli poprej vpeljan sistem poslovanja, saj je ta ustrezal zahtevam standarda na področju dokazljivosti, sledljivosti in odgovornosti v fazah razvojnega dela.

Vloga Strokovnega sveta se je dejansko z določili standarda ISO 9001 povečala, saj je sedaj Strokovni svet pristojen za vse odločitve v zvezi z razvojno-strokovnim delom, kar prej ni bilo povsem določeno. Osebno odgovornost za odločitve Strokovnega sveta prevzema s soglasjem članov predsednik Strokovnega sveta, tako da je, poleg kolektivne odgovornosti, vpeljana tudi osebna odgovornost za sprejete odločitve.

5 SKLEP

Rezultati dosedanjega delovanja Strokovnega sveta kot izvirne oblike vodenja razvojno-tehničnega dela so nas prepričali, da je naše vlaganje v izgradnjo tega sistema bila pravilna odločitev. Sistem spremljanja, vodenja in usklajevanja dela na razvojnem področju, ki smo ga vzpostavili zaradi želje po izboljšanju celotnega poslovanja, je pokazal, da je mogoče v razmeroma kratkem časovnem obdobju napraviti velik premik v kakovosti usmerjanja razvojnega dela.

Čeprav je na področju vodenja in koordiniranja razvojnih dejavnosti gospodarsko najuspešnejših držav na voljo veliko sistemskih študij, so te zaradi trenutnih danosti v naši družbi le delno uporabne. Menimo, da je ena od boljših možnosti izdelava sistema vodenja po lastnih merilih, ki pa morajo ustrezati svetovno priznanim sistemom poslovanja.

Za najpomembnejše rezultate dosedanjega dela na tem področju lahko označimo:

- preseganje naravno danih nasprotuječih si razmerij poslovnega procesa,
- nov zagon razvojnega dela v družbi,

The decision that each Council member hold one vote regardless of the function he/she holds in the company proved very effective in assuring the quality and efficient management of research projects. The make-up of the Council was somewhat modified to balance the decision powers among departments.

4 THE PROFESSIONAL COUNCIL AND THE CERTIFICATION ISO 9000

In a continuous drive to provide high quality services and products and to meet the demands of our business partners, Trimo raised the overall quality of business activities to such a level that in 1993 it acquired the ISO 9000 certificate. In the area of R&D activities, the existing structure and modes and operation proved adequate to ensure accountability, traceability, and responsibility in all phases of R&D work.

The role of the Council was expanded after obtaining the ISO 9001 certificate. It was clearly defined that the Council is now the sole responsible body to approve all decisions in relation to R&D work and tasks. Personal accountability and responsibility for the Council's decision reached by consensus was laid on the president of the Council.

5 CONCLUSION

The results obtained through the existence and operation of the Council convinced the Trimo management that the effort and expense associated with the Council was justified. The system of monitoring, managing and coordinating R&D activities was established to improve the overall business performance. It was shown that a substantial improvement in focusing and directing R&D work was achieved in Trimo over a period of a few years.

In the field of R&D management in developed countries, several studies are available. However, due to rapid structural changes and transition processes in Slovenia, their usability is somewhat limited when applied to local companies. To ensure the full benefit of local idiosyncrasies, methods based on a general body of knowledge must be adapted and carefully applied.

The main achievements of the Professional Council in Trimo can be stated as:

- successfully overcoming inherent conflicts among corporate entities involved in the business process,
- clear division and delegation of responsibilities for R&D activities to relevant subjects,

- jasno razmejitev dolžnosti in pristojnosti na razvojnem področju,
- znižanje stroškov in tveganja razvoja,
- bistveno izboljšanje povezave in informiranost na vseh ravneh v podjetju.

Že sam začetek delovanja strokovnega sveta je pokazal, da je na področju vodenja in koordiniranja nujen prilagodljiv sistem, ki mora omogočiti sistemski spremembe, ker popolnega sistema praktično ni mogoče doseči. Glede na naše doseganje izkušnje ocenjujemo, da je naš sistem kako-vosten pripomoček za obvladovanje nasprotujočih si zahtev in gibanj v poslovnom procesu, da pa ga je treba dograjevati predvsem v skladu z boljšim obvladovanjem stroškov in hitrejšega odzivanja na ugotovljene nepravilnosti v poslovanju.

— improved risk management and lower cost of R&D activities,

— improved communication and distribution of information across the company structure,

— stimulated creativity of the employees through better defined goals and purpose of R&D activities.

From the beginning, the establishment of the Council showed the importance of creating a flexible management and coordination system, capable of crossing the barriers between various departments and adopting to an ever changing business environment. The Trimo experience has shown Council to be an effective way of reducing conflicts stemming from the business process. However, the methods of providing the Council with timely information to act and react to any discrepancies between stated and achieved R & D goals must be still improved.

6 LITERATURA

6 REFERENCES

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68210 Trebnje

Prejeto: 5.12.1995

Received: 5.12.1995

Sprejeto:

Accepted: 30.10.1996