

## Assessing Business Excellence Approaches from the Perspective of Directors: Exploring the Role of TRIZ

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**Abstract.** In today's volatile, uncertain, complex, and ambiguous (VUCA) business environment, organizations relentlessly pursue excellence as their ultimate objective. Extensive research is dedicated to identifying the most suitable approaches that ensure organizational sustainability and optimize financial performance. This study delves into various schools of excellence, including Total Quality Management (TQM), Lean Management (LM), Lean Six Sigma (LSS), and the Theory of Inventive Problem Solving (TRIZ). The primary focus is to ascertain the most effective business excellence approaches that drive performance improvement. Additionally, the study explores the correlation between mastering excellence approaches and companies' overall performance.

Given the paramount importance of this issue for organizational directors, this article presents a comprehensive survey aiming to unravel the ideal approach in the relentless pursuit of excellence. Notably, a key finding derived from this study underscores the significance of the philosophy of relative systematization, emphasizing the critical need for adaptability to specific organizational contexts. TRIZ, with its abstract approach, emerges as a highly suitable framework to address this philosophy. To achieve better outcomes within the organizational context, future excellence approaches should integrate this philosophy and emphasize adaptability. Furthermore, effective communication efforts by the TRIZ research community are of utmost importance in fostering the widespread adoption and utilization of TRIZ.

**Keywords:** TRIZ, Business Excellence, TQM, LM, LSS, Relative Systematization, Directors