THE CONCEPT OF NEW STRATEGIC THINKING IN BUSINESS AND ECONOMY

Dr. Sławomir Czarniewski
University of Janski in Lomza
Ul. Krzywe Koło 9
18-400 Łomża
Poland

Abstract: Strong competition in many markets and technological changes in the IT sector has led to the fact that running a business is more difficult in many areas (higher degree of risk and uncertainty). In these conditions, the risk involved in long-term plans and strategies increases. The company's development strategy, built on the basis of strategic analysis referring to the past, is often inadequate in the face of conditions and opportunities that will occur in the future. Hence, an increasingly role is currently played by so called "new strategic thinking". It is an approach that, in strategic management, assigns greater importance to adaptation processes of holistic character, than the strategy in the category of a document. Strategic thinking is an approach and a tool used for shaping the future of the organization by identifying sources of difficulties and variables to bring improvement of the situation and solve problems in a strategic dimension. The aim of this paper is to present assumptions of strategic thinking through the prism of contemporary transformations taking place in the way of doing business and thinking about business.

Keywords: business, competition, strategic thinking, management, information technologies.

Introduction

Modern information technologies (IT) completely changed the economic and social arena. Via the Internet, there is an expansion of the market, which is often seen through the prism of information, transaction, distribution and communication. The virtual informational space means new possibilities to transfer information (entertainment – access to games, music, etc. – may be such a form of transfer). Such possibilities are treated as new ways to promote products and new sources of competitive advantage for companies. The acquisition and spread of information may constitute this competitive advantage.

New product distribution and marketing channels are represented by new channels of communication transfer and digitization of this product. The global digital network has fundamentally changed the business environment of enterprises by reducing the cost of communication with the customer, creation of networks, as well as diversification of revenue through sharing with other participants of the market.

The concept of new strategic thinking is an approach that may bring about the improvement of situations and solve many business problems of a strategic dimension. This approach focuses on conditions that have been initiated by the new economy, based on entrepreneurship in terms of knowledge creation, knowledge sharing, innovation, creativity and exploitation of IT to develop and sell new products and services. The customer is seen as a key determinant of strategic changes.

Research Methodology

In many business areas, modern organizations can no longer function through competitiveness, but through the ability to exploit the rapid pace of change. Many companies are faced with such a challenge, and need to adapt their strategies to be able to perceive the process of internationalization through the prism of contemporary transformations in the way of running a business and thinking about it. These transformations are included in the basic assumptions of new strategic thinking. Therefore, the aim of the considerations enclosed in this study is to highlight these changes in the context of contemporary tendencies for the internationalization of enterprises in the world and in Poland. The author of this work has also attempted to show new mechanisms of strategic management in business and in the economy.

This study used the results of studies carried out by well-known scientists from around the world, including:

- C. K. Prahalad and G. Hamel,
- J. Hagel and J. S. Brown.

The issues presented in this work do not exhaust the list of problems that aggravate researchers in this field. The contents (threads) included here give a sketch of the issues in order to stimulate the asking of further questions, rather than looking for specific answers. They are to become an inspiration for further exploration, to expand the boundaries of our knowledge and research abilities in the fields of economic science.
The impact of information technology on business operations

Information technology has enabled the introduction of new forms of management and control, both within the organization and between organizations. It allows companies to coordinate businesses carried out in different places around the world and also beyond organizational boundaries. It creates opportunities to develop various forms of international expansion and to conduct internationalization in industries that previously were treated as little susceptible to internationalization (some services for example).

New opportunities for business cooperation on the web contribute to the creation of new organizational structures, such as internet companies or virtual organizations that are more flexible, efficient and are able to use the skills and experience of employees in a better way. They also eliminate many costs associated with the operation of traditional, hierarchical and rigid organizations (Casadesus-Masanell & Ricart, 2010).

From the customer’s point of view, it is often easier to obtain specific information through virtual information channels rather than through traditional ones. The Internet has also changed the whole transaction process between buyers and sellers, increasing the efficiency of transactions and reducing costs (providing a new virtual space for transactions). Similar effects are associated with the virtual distribution.

Creative strategic thinking means separation from perceiving the future through the prism of the present (seeking new opportunities for business development here), from determination of an organization’s situation “in a few years’ time” by management, and from building a strategy that foresees development opportunities.

Essential to new strategic thinking are processes that consist of: preparing the organization to changes in such a way that the only possible strategy is the strategy of preparedness, systematically created innovation, business cooperation networks, and the occurrence of multiple business models in one organization (Robert, 2006, pp. 23-38). These processes are also reflected in modern trends observed in the process of internationalization of companies. Shortening of product life cycle and increasing market demands of customers force the company to respond more quickly to changing market needs. Thereby, they increase financial expenditures that are needed to maintain their competitive position.

It is not difficult to see that the number of enterprises operating in business networks of international character has grown in recent years. They are represented by different business models depending on the market, the segment or the product. International companies are more often an open business network that develops not only through internal resources, but also, to a large extent, thanks to external resources shared with other companies (O’Connor & McDermott, 2006).

Selected aspects of new strategic thinking

New strategic thinking is thinking about the organization through the prism of international or global competition, regardless of the actual location of operation. Even companies that do not pursue international expansion have somehow been forced to compete in their own markets with foreign companies (passive internationalization), which must be taken into account in their development strategies.

Nowadays, a company is often a fragment of a network. Companies forming a network use different forms of agreement to regulate their relationships (Combe, 2006, pp. 5-6). A common way to divide a network is to sign various forms of agreement. From this point of view, relations formed in the network can be based on capital, contractual and non-contractual connections.

In conditions of the new economy, the high degree of internationalization means that the company is strongly related to partners in different countries. M. Ratajczak – Mrozek understands the network models of internationalization through the prism of features of network connections: continuous interaction, interdependence and infinity. According to this approach, network internationalization is the result of interaction and development of relationships and interdependencies of network resources that enable the creation of many configurations of network connections (Ratajczak-Mrozek, 2010, pp. 30-38).

New opportunities for business can often be seen as a possibility of solving global problems at a local level. This primarily includes projects related to environmental protection and ensuring energy security. Some examples include the concept of smart cities, which are safe and provide residents with a good standard of living. Such projects have been successfully implemented for several years by various companies, including IBM.

The situation on the domestic market is an important factor that needs to be taken into account when entering the international market. The greater the barriers present on the domestic market, the greater the desire of businesses to look for new locations for operation. In a time of economic crisis, the company will either find another location in which to function, or it will stop functioning. Through observation of the crisis which began in 2008, it can be seen that companies from developed countries coped with the crisis much better than from other parts of the world. They are more competitive in the global market, and consequently, more able to expand. Companies from developed countries are several times more dynamic than the rest. They also have significantly higher income elasticity when it comes to demand, and it seems that they will have significantly greater income elasticity in the coming years.

Small, innovative companies more and more often see their sources of success come from operating on the international market through network structures (Ciesiłk, 2011, pp. 15-19). However, unlike large companies, these are usually open business networks that allow them to get past many barriers of entry. As a result of a high flexibility in their
operations, they are able to implement a business model that is well suited to their customers' needs, in which case customers are usually not treated as recipients, but as co-creators.

According to the research conducted in 2009, the internationalization of small and medium-sized enterprises in the European Union closely corresponds to their level of innovation (Report, 2010, The European Union, pp. 45-54). This phenomenon is observed in the case of companies that invest abroad, export and cooperate with foreign enterprises. The companies that decide to go international must demonstrate their innovativeness to gain access to foreign markets. Simultaneously, through internationalization, they gain new skills, knowledge and technology, stimulating entrepreneurship and creativity. After all, increased competition intensifies innovation.

It should be noted that growth in innovation and entrepreneurship contribute to the building of development capacity. In the case of countries with a lower level of development, it seems to be one of the most important positive consequences of the internationalization of companies through cross-border forms of non-equity. This should not be equated only with low-cost operations, because there is always the possibility for domestic enterprises to enter in the more modern segments of the value chain creation. Development of many Asian companies is a good example. Contractual production often becomes an impulse to modernize technological infrastructure; the cooperation of partner companies in the long term leads to independence in the area of export.

Analysis of restrictions in the internationalization of enterprises highlights the problem of external barriers. This is partially due to the fact that there is a natural tendency to seek sources of problems outside the company. For example, the inability to improve the competitive position of the company is identified as a problem of strong competition from foreign markets. This explanation simultaneously points to the low competitiveness of the product offered by the company. This does not change the fact that, in many economies, there is a need to maintain appropriate policies to support the internationalization of enterprises, especially small and medium sized businesses.

Globalization and integration of the capital market affect the main objectives of the company. The conditions for their execution are the ability to access the global market in terms of demand, supply, capital and innovation. The ability to adapt to growing uncertainty and shortage of information, the capacity to implement innovation and to find funds for technological progress and expansion into foreign markets are the basic tools needed to achieve the desired objectives. This requires reaching a certain size of turnover in the enterprise, and the ability to implement mergers and takeovers on the international market.

The main factors of competition in enterprises

C. K. Prahalad and G. Hamel view organizations as sets of resources and skills, which build the core competencies of organizations (Prahalad & Hamel, 1990). They believe that the best strategy for gaining competitive advantage is to make the most efficient use of the resources available within the company. The knowledge and skills of managers are at the forefront of the construction and configuration of strategic business resources. These factors determine the effectiveness of the company to a much greater extent than the environment and the structure of the industry (Huff, 1990).

Thus, of essential importance for the success of the company are its unique and often intangible resources and skills, which are the basis of its success in any environment. On account of these skills, the company has the ability to use resources better than their competitors. A company’s resources and skills form the core competencies of the company that often allow it to gain a competitive advantage on the market.

J. Hagel and J.S. Brown focused their attention on development opportunities and achievement of a competitive advantage through the use of external resources, which are located outside the company, opposed to the potential present inside it (Hagel, Brown, 2006, pp. 35-38). According to this concept, in order to achieve strategic advantage, the company should make best use of all available resources present outside the enterprise.

Hagel, J. and J. Brown distinguish three waves which lead to the rapid building of a company's potential through the use of external resources located outside the company (Table 1). According to the presented concept, a company can achieve strategic advantage by focusing on its internal development, and by increasing its internal potential, so that they can start using complementary external potential of other business entities in a more creative and dynamic way.
### Table 1.
J.Hagel and J.S Brown's “waves”, leading to the building of the potential of the company

<table>
<thead>
<tr>
<th>Name of the wave</th>
<th>The effects of the wave on the company</th>
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<tbody>
<tr>
<td>Wave of dynamic specialization</td>
<td>Moving away from constantly attempting to generate saving to finding ways to narrow the company's specialization, entrusting certain operations to other companies specialized in outsourcing processes. During this wave, the company makes choices in order to focus on areas of world-class potential and resigns from other activities, ensuring the development of the company on the basis of “dynamic specialization”</td>
</tr>
<tr>
<td>Wave of connectivity as a result of the ability to connect and coordinate</td>
<td>The attention of the company is focused on the coordination of activities and processes between multiple cooperating entities in order to effectively use their common potential in terms of the opportunities offered by the market. For this purpose, the companies master the techniques of loose association in order to create a more extensive and flexible network of processes. During this wave, the company learns and develops ways to access and mobilize the resources of other specialized companies in order to produce even greater value for the customer.</td>
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<tr>
<td>Wave of supported capacity building</td>
<td>Companies move away from coordinating existing resources to more advanced techniques that magnify opportunities for capacity building in a larger network of enterprises. The network of specialized companies comes to the conclusion that the most effective way to speed up capacity building is to cooperate closely with one another in order to mobilize one another to achieve better results quicker.</td>
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Interdisciplinary exploration can relate to the technical sciences, economics, psychology, sociology (Figure 1). Management science can integrate other sciences to create new substantive and methodological links for the designers of future enterprises.

Research teams working in particular areas develop their own resources of knowledge, but their creative energy can rarely be added together to create a value greater than its parts. This is because team leaders have a tendency to create “small words” that do a poor job of exchanging knowledge with their environment. It is even more difficult to exchange information between different disciplines and intellectual groups, which are often not very flexible in the pursuit of unifying their resources for a common goal. Referring to the graphical interpretation of good integration in the form of Olympic rings, one can strive to connect researchers from the five fields of science highlighted below, in order to form “healthy” interdisciplinary teams with positive processes of knowledge exchange.
The exchange of knowledge resources among specific areas of science can create new knowledge to be shared and integrated into management science, which in some ways acts as a knowledge broker. By forming a partnership based on knowledge resources and the potential synergistic value of various fields of science, companies can develop a new system of cooperation under the leadership of management science. The value of rational reasoning taken from the most "hard" engineering methods and econometric models, can be complemented by the "soft" dimensions of psychology and sociology (which are closely related to human resources), integrated by management science.

The synergistic binder of exchange and learning makes it possible to achieve common organizational and strategic goals (e.g. for the organizations of the future), which would be difficult to obtain by individual companies. Cooperation releases extra energy and creates a process-oriented company focused on creativity, innovation, learning and team work.

The ability to gain new common knowledge and trans-disciplinary, resulting from the pooling of resources held by individual members of creative teams – understood here as integrated teams of university researchers and creative workers of enterprises in various fields – may be used in developing models for organizations of the future. The formation of various solutions is carried out for a defined purpose and as various levels of effectiveness in teams at different levels of the organization (Czarniewski, 2015). Their forms are selected depending on the conditions and needs of its users, using instruments of management sciences.

Adaptation of innovation in the market may have a direct or indirect impact on the functioning and growth of many companies in a given sector. Adaption of innovation often increases demand for specific products and services. Products with a high degree of innovation may provide significant revenues from sales for certain companies. These companies are quickly able to achieve a clear competitive advantage in the market (Czarniewski, 2014, pp. 69-75).

Other important elements in the modern economy are creative intellectual capital and innovative solutions proposed by staff, such as patents and industrial designs. In 2012, the Polish Patent Office received 21 013 items of intellectual property, including 5 351 patent applications and utility model applications for protection from various institutions and national centers. For comparison, in 2011, there were less than 500, and the year before 1 300. The annual report of the Patent Office for 2012 shows that most patents were filed by the Technical Universities in Wroclaw and Poznan and by the Academy of Mining and Metallurgy in Krakow. A total of 13 100 patents, trademark rights and rights of registration of intellectual property were granted in 2012 (UPRP Report, 2012).
Universities and research institutions act as providers of knowledge (ideas, technologies), which is essential to building new economies. Science, as well as lower-level education, contributes to creating a climate conducive to technological progress and innovation. A necessary condition for building a knowledge-based economy is a close link between the research sector and enterprises, especially SME’s. With such an alliance, it is possible to effectively use the knowledge provided by scientific and research infrastructure.

The phenomenon of uncertainty in the economy and in business—and attempts to limit it

The modern world has never been so unpredictable in both political and economic spheres. In conditions of rising instability of economic processes, we have to deal with an increase in demand for specific instruments that would allow us to reduce the level of risk and uncertainty in future economic conditions. An issue that remains open is the possibility to define precisely such phenomena as insecurity and determination of their maximum level or value.

A.W. Lo and M.T. Mueller claim that irreducible uncertainty is an inadequate term to express a state of total ignorance and unawareness. This state cannot be overcome by collecting more data, or even by using more complex and sophisticated methods of statistical inference or by using more modern computers with larger capacities for conversion. Intensive thinking will also not help in this situation (Lo & Mueller, 2010, pp. 13-14). This kind of uncertainty is beyond the reach of probabilistic reasoning and statistical inference and also beyond the capacity of any quantification. Irreducible uncertainty belongs to the domain of philosophers and religious leaders who focus not only on what is unknown, but also on what is unrecognizable.

The phenomenon of uncertainty may be narrowed to cases encountered in running a business. The following factors characterizing uncertainty and economic instability, prevailing in the world today, can be specified:

- there is a continuous increase in the rise of instability and explosion of crises, due to the fact that sources of occurring turbulence are mainly of structural and system character; it is also connected to a rapid progression of certain barriers connected with ecology and the availability of raw materials;
- there exist difficulties in coping with critical phenomena and in reducing instability that results mainly in the reduction of corrective actions almost exclusively to the symptoms and not to real and observed causes of such instabilities;
- lack of coordination worldwide has resulted in launching of the process of accumulation of contradictions in the world, mainly between short-term national interests and a long-term global interests;
- accumulating weakness of coordination and control (especially with regard to financial markets) in global economies cause and increase the risk of further crises;
- asymmetry between the time of decision making by the financial markets (decisions taken almost immediately) and politicians (decisions taken after months and sometimes years) is identified more and more precisely; this asymmetry often turns economic crises into political ones;
- there is a visible lack in the ability to take specific, fast and common action by world leaders and international organizations, to introduce remedial measures that regulate the full freedom of capital flows; thereby limiting the increasing risk of insolvency (such danger threatens many economies in the world).

Until recently, the literature stressed the progressive increase in uncertainty, which was a result of these changes, and that itself resulted in the need to make constant adjustments in the process of constructing the competitive strategies of companies in a given market (Drnovčik & Kriaucūnas, 2011). Currently, there is increasing emphasis on changing the existing sources that cause uncertainty. For many entrepreneurs expansion into international was fraught with not only a high level of uncertainty, but also, and perhaps above all, a high risk of failure.

Today, many companies consciously move production or provision of services outside the home markets due to the possibility of obtaining additional profits and increasing the market for their products. Therefore there is no longer a problem of how to internationalize a company’s operations. The key issue has become the ability to compete effectively in international markets. Entrepreneurs who do not carry out proper risk calculations for their company’s operations do not notice and do not take into account changes in their environment (especially in dealing with their closest competitors), and can threaten their businesses with withdrawal from the market or even bankruptcy.

Any attempt by entrepreneurs to cooperate on a given market in order to reduce uncertainty and the risk of failure should be assessed positively (Teece, 2010, pp. 173-174). It is easier to share customers with a competitor than to be forced to close the business because of no revenue or profit. The issues concerning inclusion and implementation of unified rules, regulations and standards, which may favorably affect the business, are also important.

It should be noted that on a daily basis, business people overcome barriers that even a couple decades ago were thought to be impossible to overcome. It is not about the assessment of validity of such activity, but it is about the human capacity to exert great effort in order to learn new facts and reduce uncertainty (Davis & Harwinston, 2004). International corporations are just an example of expansion in this field (and overcoming certain boundaries). Their increasing scale of activity, which is followed by standardization and normalization of processes, technologies and regulations inside companies, has served to limit barriers of entry to a large extent, and has caused the first economic effects of expansion to occur much faster than before.
Customers and the value of companies

The value of the company for shareholders is created when the rate of return from invested capital exceeds the weighted average cost of this capital. Capital investors expect an above-average rate of return from invested capital and constant or ascending dividends of shares (Zott & Amit, 2010).

Enterprises increase their capital thanks to customers, employees and investors. If companies are able to provide customers with profitable offers, they have a chance to attract capital and generate profits. In this sense, companies with valuable products for customers have a better chance of attracting capital (Smedlund, 2008, pp. 63-77).

Relationships between the value of the company, customer migration and migration of capital are very strict. Factors such as satisfaction, loyalty and incoming new customers create the value of the company. The increasing value of the company attracts investment capital. Departing customers reduce the value of the enterprise, and this causes an outflow of invested capital (Drnevich & Kriauciunas, 2011).

Thus, a legitimate question becomes in which customer segments should the company invest, guided by the criterion of the influx of value (this criterion often has an impact on the overall value of the enterprise). While it is impossible to provide a clear answer to this question, it is still possible to analyze the impact of particular groups of customers on the inflow or outflow of values to the company.

Table 2
Customer segmentation of an online shop taking into account their impact on the migration of value

<table>
<thead>
<tr>
<th>Segment of customers who:</th>
<th>Characteristics</th>
<th>The impact on the migration of value</th>
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<tbody>
<tr>
<td>Browse shop webpages</td>
<td>Browsing shop web pages without intention of buying or publishing product reviews</td>
<td>Minimal direct impact on the migration of values. Possible positive impact of migration may arise from a recommendation of the shop to a third party.</td>
</tr>
<tr>
<td>Publish product reviews</td>
<td>By publishing reviews or evaluating products, customers increase the value for others who intend to make a purchase</td>
<td>Indirect impact on the inflow of values through publishing of information and knowledge relevant to the process of purchasing. Through published reviews there is a possible increase in the shop's reliability. In case of publishing false or negative information about the shop - possible outflow of values.</td>
</tr>
<tr>
<td>Make a purchase</td>
<td>By purchasing products, customers generate cash flows for a company. This is the most valuable customer segment.</td>
<td>Strong direct impact on the inflow of values. With difficult customers, the return of products or time-consuming customer services, possible outflow of values.</td>
</tr>
</tbody>
</table>

Table 2 shows an example of customer segmentation in an online shop, taking into account their impact on the migration of values. There are three groups of clients in this segmentation: those who browse the shop page of the shop, those who publish reviews of products and those who purchase goods. These groups have a different impact on the inflow or outflow of values. It is understood that the company, in its activities, should aim to increase the number of customers who contribute to the inflow of values for the company. In this case, this means customers who make purchases and who are profitable.

The customer portfolio usually includes relationships with customers who, by purchasing products or services, generate cash inflows for the company. This is the basic model of the exchange of values between the customer and the company. In this case, the inflow or outflow of values is associated with one group of customers.

Values for customers are not fixed, and groundbreaking innovation leads to further innovation. Changes in one industry lead to changes in others (Demil & Lecocq, 2010). This effect must be estimated and assessed on the basis of early symptoms (e.g. changes in the computer industry changed the entertainment industry).

The results of research and observation of companies indicate that most designs of new products fail to reach the appropriate market segments. The main cause of failure is the fact that companies do not fully understand their customers and the value (benefits) that they are looking for (Kenton & Yarnall, 2005).
The Association for Product Development and Management conducted studies in the years 1990, 1995 and 2004, in an attempt to answer the question of what is the cause of failure of new products, and what determines their success. Research in 2004 showed that 55% of the 416 respondents (companies surveyed) had a well-structured process for managing their product portfolio, and 45% had developed both a process and strategy for managing their product portfolio. Comparison of the results from 1995 and 2004 (Mello, Mackey, Lasser & Tait, 2006, p. 25) showed that:

- overall sales and profits from new products fell;
- although the share of new products in the portfolio increased, a return on investment was more and more difficult;
- overall share of commercialized new products did not change and amounted to 58-59%.

While the average surveyed company successfully introduced 53.8% of their new products, the best group of companies introduced up to 75.5% of newly designed products to the market (in the studied population, 96 of the best companies were isolated from the rest). Profits from new products in the best companies amounted to 49.1%, in the rest – 21.2%. The best companies introduced 72.4% of their new products with full success measured by profit, while in the rest – 47.3%.

New products accounted for 47.6% of total sales in the best companies, and in the rest – 21.4%. These studies indicate that the cause of failure with the introduction of new products was a misunderstanding of consumers. When asked about the tools and techniques used in selecting designs for new products, enterprises indicated: the rank of commissioned projects, increase in revenue, economic calculations, models of competitive advantage, the expected value of commercialization, and opportunities for further development of products. The surveyed companies evaluated their product and innovation portfolios by looking at financial projections, competitive positions, market share, the level of risk, as well as the time needed for acquiring customers for the innovation. None of the companies indicated the criterion of value for the customer, or referred to the needs of the customer.

Organizations of the future based on various paradigms can enrich not only the theory but also the practice of management. Under the leadership of creative teams specializing in management science, new paradigms can be developed by specialists in various sciences (Hamel, 2006). Business models of organizations of the future will evolve in the direction of integration and cooperation. There will be an emergence of multi-faceted relationships based on processes, teams and networks. We do not know what form future organizations will take, but probably they will have most of the features listed above. Variable structures of the common resources of knowledge, awareness of change and the willingness to facilitate continuous learning to achieve adaptability and flexibility are the emerging models for organizing in the future.

**Conclusion**

1. New strategic thinking, in many areas, means a new approach to the management of companies and the way businesses operate. The dissemination of new strategic thinking results in the development of networks for the internationalization of enterprises, and open international business networks are growing in importance, ones that are customer-focused, which create new business relationships in innovative ways, and implement new business models in foreign markets.

2. Contemporary companies face the dilemma whether, and in what form, to perform international expansion and what resources to involve in this process. The expansion into foreign markets allows companies to gain the "scale of profits" through increased sales volumes. It is often the condition to maintain competitiveness. Consequently, it provides the resources for the survival of the enterprise.

3. New strategic thinking may mean an attempt to develop new companies, new products or new services. The search for new resources in markets of other countries does not only mean an increase in profits, but also a reduction in the risk of income loss through saturation of demand in the local market.

4. Strategies based on geographic diversification are related to the necessity of organizational improvement and can effectively protect businesses from crisis. The company, entering into foreign markets, should be prepared to take on such a level of competition that is similar or higher than the level experienced by companies that already operate on that foreign market.

5. The issue of reconciling scientific theory with practice in models for organizations of the future is made possible by the integration by management of the problems discussed above, having an evolutionary perspective in order to integrate knowledge and experience, and by fulfilling the need for dialogue between theory and practice. Prospects for practical applications of methodological assumptions and design models for organizations of the future will depend on the short and long term trends occurring on the global knowledge-based economy.

**References:**


