

Editorial: *Moving to a New Collaborative Perspective and Way of Thinking,*

Synchronizing Technology with Innovation and Employees: Culture,

Learning and Wellbeing, Elevating Socialization

We are witnessing the reshaping of the practice of management by technology, organizations starting to shift to a new (dynamic, collaborative, influence based, indirect, emergent, network oriented, externally focused) perspective and way of thinking in front of new identified possibilities (to create for products and services spanning traditional boundaries) and relationships (they can have between their products and services, on one hand, and consumers, on the other hand), appreciating the recommendations to consider the organizations' specific strategic choices founded on their particular situation, aspirations, and capacities. (Fuller, Jacobides and Reeves, 2019) And this, by also taking into account:

- What Richard Straub, the Builder of the Peter Drucker Forum, reminded us recently with regard to the practical aim of Professor Peter Drucker as a social ecologist to craft a balance between continuity (on one hand) and change and innovation (on the other hand); (Purcarea, T. (2019)
- How innovation was defined by Professor Peter Drucker, the Father of Management, as “the act that endows resources with a new capacity to create wealth,” being entrepreneur’s work to innovate and to successfully manage innovation, and purposeful innovation meaning a systematic search for sources of innovation opportunities; (Drucker, 2014) Peter Drucker was also considered to be the Grandfather of Modern Marketing by Philip Kotler (the Father of Modern Marketing) ten years ago, on the occasion of Drucker Celebration in November 20, 2009, in Vienna; (Kotler, 2009) it is worth remembering, within this framework, that a Peter Drucker’s Family friend in Vienna, the great economist Joseph Schumpeter (being well-recognized Schumpeter’s tremendous influence on Drucker) has coined in 1942 the term (concept in economics) “creative destruction”;
- What James McQuivey, Forrester’s Vice President, Principal Analyst, serving CMO professionals, and author of “Digital Disruption: Unleashing the Next Wave of Innovation,” (McQuivey, 2013) stated in 2014: “companies must disrupt their products and processes in order to enable the next customer experiences”; (McQuivey, 2014)
- How Lisa Bodell, an award-winning author and CEO of Futurethink (who as a futurist and expert on the topic of change serves as a global council member of the World Economic Forum), showed two years ago that it is very important to understand what is happening at the intersection of innovation and disruption; (Bova, 2017)
- What presupposes a better understanding of the “Management’s next frontier: Making the most of the ecosystem economy”, in the opinion of McKinsey’s representatives businesses needing a

new set of managerial skills and capabilities in order to engage in digital ecosystems, knowing that an ecosystem must have a compelling value proposition (which is attractive, open, and relevant to multiple businesses) to be successful (within this new framework, the investment in building an ecosystem relationship-management capability with dedicated staff being an unavoidable requirement); (Meffert and Swaminathan, 2017)

- What Frances Frei, the Harvard Business School technology and operations management Professor stated a year ago (on the occasion of the inaugural Brainstorm Reinvent conference held in Chicago, co-sponsored by McKinsey and Fortune, where the most-discussed learning was that the key to successful reinvention is culture): “If you’re born for innovation but neglect the people, bad things will happen;” (Sneader, 2018)
- How “Visual Capitalist” attracted our attention on the fact that: In today’s world economy’s never-ending state of flux “as consumer preferences, technology, trade relationships, interest rates, and currency valuations change – so does the final composition of the world’s \$86 trillion economy” (see the figure below); (Desjardins, 2019) as countries are engaging with global markets more than ever before in today’s increasingly connected world, the megatrend of the global wealth shifting towards emerging markets is influencing deeply everyday life, society, and business; (Ghosh, 2019)

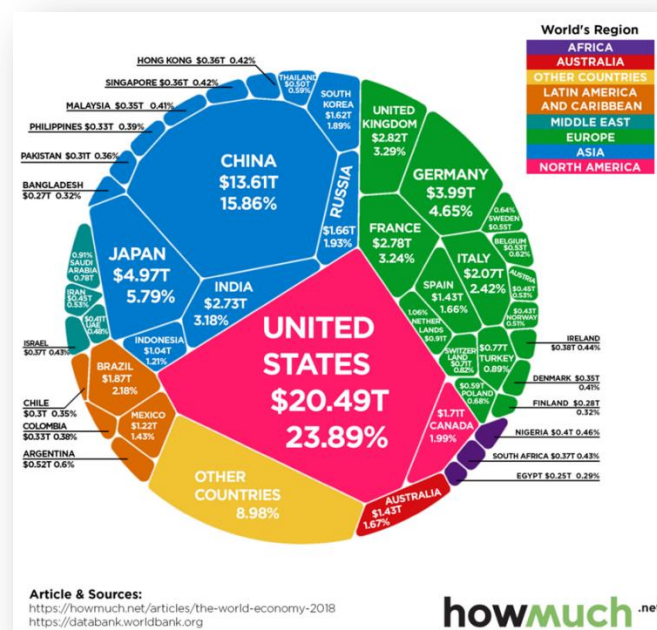


Figure no. 1: The \$86 Trillion World Economy in One Chart (the HowMuch.net’s diagram uses nominal GDP to measure economic output, the data coming from the World Bank’s latest update published in July 2019)

Source: Desjardins, J. (2019). The \$86 Trillion World Economy in One Chart, Visual Capitalist, September 5, 2019 (work cited)

- What WISE, the World Innovation Summit on Education (the theme of WISE 2019 was “Unlearn, Relearn, What it means to be human”), at its 10th anniversary edition, brought to us with regard to: the application of the learning content by doing in a collaborative sense, exploiting entirely the power of new technology to improve this significant process of learning both at school and work, also considering the impact on our own behavior and actions impact on others’ wellbeing, adequately contributing to our own through developing relationships; the increasingly importance of the workplace as a social entity within the current context of pulling apart hierarchies and loosening of the predominant “ego-system” towards an “eco-system”, learning and wellbeing appearing as being linked by mainly by the need to elevate socialization. (European Business Review, 2019)
- How businesses can create value on the basis of a strong environmental, social, and governance (ESG) proposition (because every business is profoundly intertwined with ESG concerns), being necessary to better understand the key ways it can do so (top-line growth, driving consumer preference; cost reductions; reduced regulatory and legal interventions; employee productivity uplift; investment and asset optimization), as demonstrated recently by McKinsey’s representatives (see the figure below): (European Business Review, 2019)

A strong environmental, social, and governance (ESG) proposition links to value creation in five essential ways.

	Strong ESG proposition (examples)	Weak ESG proposition (examples)
Top-line growth	Attract B2B and B2C customers with more sustainable products Achieve better access to resources through stronger community and government relations	Lose customers through poor sustainability practices (eg, human rights, supply chain) or a perception of unsustainable/unsafe products Lose access to resources (including from operational shutdowns) as a result of poor community and labor relations
Cost reductions	Lower energy consumption Reduce water intake	Generate unnecessary waste and pay correspondingly higher waste-disposal costs Expend more in packaging costs
Regulatory and legal interventions	Achieve greater strategic freedom through deregulation Earn subsidies and government support	Suffer restrictions on advertising and point of sale Incur fines, penalties, and enforcement actions
Productivity uplift	Boost employee motivation Attract talent through greater social credibility	Deal with "social stigma," which restricts talent pool Lose talent as a result of weak purpose
Investment and asset optimization	Enhance investment returns by better allocating capital for the long term (eg, more sustainable plant and equipment) Avoid investments that may not pay off because of longer-term environmental issues	Suffer stranded assets as a result of premature write-downs Fall behind competitors that have invested to be less "energy hungry"

Figure no. 2: A strong environmental, social, and governance (ESG) proposition links to value creation in five essential ways

Source: Henisz, W., Koller, T. and Nuttall, R. (2019). Five ways that ESG creates value, McKinsey Quarterly, November 2019 (work cited)

The above mentioned informed and enriched topics (but not only) have been approached recently (December 12, this year), on the occasion of the General Assembly of the scientific Association Romanian Distribution Committee, participants discussing and debating in greater depth different viewpoints, some of the major ideas that emerged as a result of the debate being mentioned in the News on December 14, 2019. Traditionally, the Romanian Distribution Committee events are built to surround you with peers who are eager to learn and distribute the latest and most relevant knowledge at the confluence of knowledge management and information technology within the new capabilities' requirements (digitization, automation along with AI, Robotics and IoT – a cross-functional team effort, analytics, and innovation), generating commitment to change and action, turning insights into action, proactively addressing the full scope of changes to be experienced while operating models, cultural priorities, and integration architecture, making organization more efficient and effective on the basis of processes' codification and lessons learned, including by mapping the customer journey and creating a comprehensive view of the touchpoints and micro-moments (so as to know how to win the shift to mobile while dealing with an Omni channel world) in this journey. (Purcarea, 2019)



It is well-known that the first foray of our scientific Association into boosting competitiveness and collaboration (including by approaching the significant issue of talent development) stems back almost 24 years when the Organisation for Economic Co-operation and Development (OECD) highlighted the need for new indicators of human capital, training and labour requirements (underlined by the central role of learning) while focusing on indicators for the knowledge-based economy (OCDE/GD(96)102), the indicators of the knowledge distribution power and other characteristics of innovation systems being considered key (considering the importance of tacit and codified knowledge, diffusion and creation of knowledge, know-how and know-who).



The above mentioned debate also revealed that there is no doubt that in today's fast-changing world there is a true challenge of knowing how to obtain the organization's distinct competitive advantage and improved resilience, by better and faster understanding the real need of encouraging the development of the skills and talent, taking into account the above mentioned new capabilities' requirements as demonstrated by recent and reputed studies highlighted on this special occasion.

Theodor Valentin Purcărea

Editor-in-Chief

References

- Bova, T. (2017). At The Intersection of Innovation and Disruption is People, The Huffington Post, What's next, 10/06/2017. Retrieved from: https://www.huffingtonpost.com/entry/at-the-intersection-of-innovation-and-disruption-is_us_59d7b27ee4b0705dc79aa75a
- Desjardins, J. (2019). The \$86 Trillion World Economy in One Chart, Visual Capitalist, September 5, 2019. Retrieved from <https://www.visualcapitalist.com/the-86-trillion-world-economy-in-one-chart/>
- Drucker, P.F. (2014). Innovation and Entrepreneurship. Practice and Principles, 1st Edition, First Published 15 September 2014, Routledge, Taylor and Francis Group, London, New foreword by Joseph Maciariello (First published by Butterworth-Heinemann 1985), pp. IX-XII
- Fuller, J., Jacobides, M. and Reeves, M. (2019). The Myths and Realities of Business Ecosystems, MIT Sloan Management Review, February 25, 2019. Retrieved from <https://sloanreview.mit.edu/article/the-myths-and-realities-of-business-ecosystems/>
- Ghosh, I. (2019). An Investing Megatrend: How Emerging Wealth is Shaping the Future, Visual Capitalist, December 5, 2019. Retrieved from <https://www.visualcapitalist.com/emerging-markets-wealth/>
- Henisz, W., Koller, T. and Nuttall, R. (2019). Five ways that ESG creates value, McKinsey Quarterly, November 2019. Retrieved from <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/five-ways-that-esg-creates-value?>
- Kotler, Ph. (2009). Peter Drucker, The Grandfather of Modern Marketing, Peter Drucker Society of Austria, November 20, 2009. Retrieved from: http://druckersociety.at/repository/201109/Grosser_Festsaal/1530-1615/10.0.1%20Kotler.pdf
- McQuivey, J. (2013) Digital Disruption: Unleashing the Next Wave of Innovation, Amazon Publishing; Unabridged edition, February 26, 2013
- McQuivey, L.J. (2014). Digital Disruption: Unleashing The Next Wave Of Innovation. Retrieved from: <http://www.softtek.com/webdocs/others/application-innovation-2014/Digital-Disruption-McQuivey.pdf>
- Meffert, J. and Swaminathan, A. (2017). Management's next frontier: Making the most of the ecosystem economy, McKinsey's Article October 2017. Retrieved from: <https://www.mckinsey.com/business-functions/digital-mckinsey/our-insights/managements-next-frontier?>
- Purcărea, T. (2019). Aligning Marketing and Sales within the Evolving CMO Responsibilities: Ensuring Greater CX, Customer Success, and Value, Holistic Marketing Management, vol. 9(4), p. 35
- Purcărea, T. (2019). Romanian Distribution Committee: The pressure of new capabilities' requirements, News, December 14, 2019. Retrieved from <https://www.crd-aida.ro/2019/12/romanian-distribution-committee-the-pressure-of-new-capabilities-requirements/>
- Sneider, K. (2018). Want to reinvent your business? Start with culture, McKinsey, October 4, 2018. Retrieved from <https://www.mckinsey.com/about-us/new-at-mckinsey-blog/want-to-reinvent-your-business-start-with-culture>
- *** Learning and wellbeing: A visit to the World Innovation Summit on Education (WISE), European Business Review, November 30, 2019. Retrieved from <https://www.europeanbusinessreview.com/learning-and-wellbeing-a-visit-to-the-world-innovation-summit-on-education-wise/>