

Dear Readers,

Welcome to Volume 1 of the “Romanian Distribution Committee Magazine” pledging for partnering in knowledge distribution, a critical shift in mindset and inviting you to take full advantage of this opportunity to contribute to a great agenda of sharing results by bringing confidence in these critical times.

We are witnessing „questionning” times of “light” and “weightless capitalism”, of „created crises in every area of life and policy”, of „manufactured crises to force << change >>”, of “systematically turning upside down”, of changing nature of competition, of personalizing gains and of punishing collectively¹... and we need to pay „distributive” attention, „making meaning”.

Some years ago, Guy Kawasaki has clearly underlined: “Make meaning is the first of the top-five list of the most important things (make meaning; make mantra; get going; define your business model; weave a mat: milestones, assumptions, and tasks) an entrepreneur must accomplish... the best reason to start an organization... Meaning is not about money, power, or prestige. It’s not even about creating a fun place to work. Among the meanings of “meaning” are to: make the world a better place, increase the quality of life, right a terrible wrong, prevent the end of something good.”²

As we all know: knowledge discovery is the process of extracting information from data and trading is as old as recorded history; if conversation represents different series of related messages, the choice of our conversation partner depends sometimes on the fact that another service is already interacting with the same partner, the challenge here consisting of determining the subscriber to express interest in receiving notifications. We want to build a transparent culture network to approach the knowledge distribution in an open manner, considering the words of Berkman Professor of Entrepreneurial Legal Studies at Harvard, Yochai Benkler (author of “The Wealth of Networks”, 2006) that in “transparent culture, anyone can innovate”.³ According to Benkler⁴, who is pledging for building the foundation of a true transformation toward more liberal and egalitarian societies by embracing the networked information economy, there is an opportunity to change the way we create and exchange *information*, *knowledge* and *culture*, all these three being central to human freedom and human development.

Information, as Albert Einstein said, is not knowledge, it is – as William Pollard argued – a source of learning, but unless it is organized, processed and available to the right people in a format for decision making, it is a burden, not a benefit. *Knowledge* is in fact a public good and as Johann Wolfgang von Goethe argued, the greater the knowledge, the greater the doubt. *Knowledge*, according to Anton Chekhov, is of no value unless you put it into practice and *the true knowledge*, according to Henry David Thoreau, is to know that we know what we know and that we do not know what we do not know. While *culture*, as Matthew Arnold said, is to know the best that has been said

¹ T. Purcărea - Confidence crisis and exiting naive realism through integrative thinking, Romanian Economic and Business Review, Romanian-American University, Summer 2009, Volume 4, Number 2, pp. 45-58

² Guy Kawasaki - The Art of the Start, 2004, artprop.pdf

³ Carolyn Kane - The Question of Freedom at the Open Video Conference, Wednesday, July 1st, 2009, <http://rhizome.org/editorial/2739>

⁴ http://www.benkler.org/Benkler_Wealth_Of_Networks.pdf

and thought in the world. Let us add here the saying of Jawaharlal Nehru that *culture* is the widening of the mind and of the spirit.

From a different perspective, Jean Monnet highlighted that education and culture are the key to European integration, on the other hand also adding that: “Everybody is ambitious. The question is whether he is ambitious to be or ambitious to do.” Philip Kotler said that marketing is the art of building the brand. Léon F. Wegnez, General Secretary of A.I.D.A. Brussels stated that to enrich the marketing approach by diversifying it means giving the company new advantages to ensure its future. It is worth mentioning here Donald J. Bowersox, who has remembered in 2007⁵ that on April 6, 1965, when Peter F. Drucker approached “Physical Distribution: The Frontier of Modern Management” he defined it as simply another way of saying “the whole process of business”, stating that: “It is the one area where managerial results of great magnitude can be achieved.”

Within this framework, if the conversation pertaining to knowledge distribution is to be directed or biased in any direction of – for instance – distribution as a commercial activity of transporting and selling goods from a producer to a consumer, then *we must consider the Supply Chain Management* first. Supply chains have become increasingly complex and time-sensitive, the economic success of the company being intertwined with the actions of its suppliers and applying value chain principles creating customer value and competitive advantage thanks to an adequate combination of a superior supply chain, committed customers and loyal consumers.

At the level of the new partnership between producer - distributor - consumer it is pledging for identifying a set of capability standards to ensure both shopper satisfaction and organizational effectiveness.⁶ Supply chain management, strategically precursored by the supply chain design, is changing the rules of competition and is considered as being essential for the business integration. It is known that the coordination is the essence of the supply chain management, the major reason within being the solution of linking distribution channel’s members while finding and solving customers’ problems better, faster and closer. If the organizational success is depending on the role of supply chain management, consumer behavior brings also an essential factor toward future organizational viability, so that it is important to sense the demand, being close enough to the consumer as to receive its preferences and signals as early as possible. This includes encouraging online consumer communities to contribute to the design and development of new products and enabling retailers and consumer goods companies to exploit social intelligence and to adjust their supply chains accordingly. There are consistent challenges such as quickly understanding the impact of the rapid changes and optimizing the response to these changes, while fighting both against the bullwhip effect caused by increasing demand uncertainty and for supporting product innovation, demand management, supply management and response management. In these critical times there is a real need: to become more demand-driven; to make fundamental changes in the way

⁵ Donald J. Bowersox - SCM: The past is prologue, From the Quarter 2 2007 issue, <http://www.supplychainquarterly.com/topics/Strategy/scq200702future/>

⁶ T. Purcărea - The partnership between supply chain, customer and logistics network in creating tangible business value, taking into account the new frugality and being close to the consumer in competing for its loyalty, Supply Chain Management (SCM) for Efficient Consumer Response (ECR), SCM 4 ECR, Valahia University of Târgoviște, Faculty of Economic Sciences, ECR Department, 11-12 June 2010

of thinking about the supply networks; to treat supply chain thinking as a philosophy that pervades the entire company.

These times of „revolution in distribution of goods and services”, of „supply-chaining” as „a source of competitive advantage and profit in a flat world”, of the creative and accountable marketing art and management science, of exploiting public social networking sites for business purposes, of the renaissance of innovation as a driver of productivity growth and as an essential instrument in the knowledge economy, of an overriding need to produce knowledge for wisdom, area inviting us to maturing interdisciplinary dialogue and to becoming architects of conversations generating responsible action, cultivating the ability to work with others with a similar vision.

Our goal is therefore to provide a forum for partnering in knowledge distribution, building a transparent culture network to this specific approach in an open manner, as a joint effort with subscribers, advisory committee members, associate editors and the reviewers. We thank them all, their work being highly appreciated. We will move forward thanks to their spirit of exploration, focus, innovation and consistency.

Looking forward to your suggestions and submissions for publication in our “Romanian Distribution Committee Magazine”,

Theodor Valentin Purcărea

Senior Editor