

Dear Readers,

There have been talks for a long period of time about the necessity of returning to knowledge for understanding, refusing the position of mere spectators to “failures”, consulting and capitalizing on the tradition for wisdom of humankind, enhancing the human quality and assuming the real challenges of the time that has passed. As we are all consumers (the economy depends on our unlimited capacity to consume, being able to rationally choose – which does not necessarily mean that we also do choose rationally – between alternatives depending on the resources), we should all understand, for example, the real impact on the consumer welfare that fair competition has which allows the markets to properly allocate resources (equitable allocation, not just allocational efficiency), valuing alternative ways to educate, well articulated concerning both welfare and participation and the ability to work with other people sharing a similar vision. The year 2009 acknowledged the fact that due to the economic crisis, in general, expenses decrease and the concerns about the financial future increase, certain consumer habits change, and in some cases it is paid more for new desires and priorities, facing the paradox that in difficult times many pay for new considerations about the lifestyle.

In April 2009<sup>1</sup> we signaled that in the mid-eighties somebody born on our land (Anghel Rugina, who I had the pleasure and honor to meet in 1990), drew attention, among other things, on: the urgent necessity for structural reforms consistent with the general stable equilibrium almost anywhere in the world (the new message of the third revolution in the social economy, considered a better and more accurate replacement of the usual evasive formula of “adequate or suitable social policies”), arguing that we don’t need an open revolution (considered destructive in human terms, non-solving “per se” no social problem), neither the perpetuation of the modern capitalism “status quo” (productive from the economic point of view; destructive, in social terms on the long term) and as to a social economist he is required first of all a critical but fair examination of the actual problems related to existing regime in any country in order to develop a set of objectives active from the scientific point of view (social virtues) and responsibilities (social troubles). Ten years later, in 1996, the following observation<sup>2</sup> was made that in order to capture the relations of elaborating the policies a framework is needed that will incorporate as many actors as possible involved in the political process, as well as context elements which influences it (interfering, therefore, the political subsystem as a core concept; political subsystems being defined as forums where state and societal actors directly and indirectly involved in the political process come together and interact, political actors distinguishing themselves as their interests are based on material or knowledge – based aspects ).

We cannot be consumers informed of knowledge without reflecting upon this knowledge (explicit or tacit), developing critical thinking (reasoning used in developing arguments, productive practices, appreciation and understanding of the impact on current life etc.), understanding the communication of new knowledge which makes the world permanently transforming. Human interaction, instantaneous or delayed, is the one that makes a better sharing, development and evaluation of knowledge possible. On the other hand, the

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<sup>1</sup> T. Purcarea - Responsabilitatea și performanța socială corporativă sub presiunea imperativului restaurării încrederii în dezvoltarea durabilă, Conferința „Responsabilitatea socială corporativă și dezvoltarea durabilă”, organizată de Facultatea de Comunicare și Relații Publice (FCRP) din cadrul Școlii Naționale de Studii Politice și Administrative (SNSPA), 10 aprilie 2009, București.

<sup>2</sup> Jeffrey Harwood “ Book Reviews, Hans Bekke, James Perry, and Theo Toonen, eds., Civil Service Systems in Comparative Perspective” (Bloomington, Indianapolis: Indiana University Press, 1996), 346pp, Asian Journal of Public Administration, Vol. 18, No 2 (December 1996), pp. 259-260

knowledge transfer also involves learning how it will be obtained and used, also questioning the issue of a „learning curve” of knowledge transfer.

The humankind continues the search for lost values due to the intoxication with civilization triumphs, authorized views arguing that: we are in the intersection and our future depends on how deeply and truly we examine the causes of the crisis; economic and social responsibility must focus on restoring the preeminence of character over spectacle, transforming ourselves; the actual generation confronts itself with the danger of losing a sense of values; fair competition is replaced by masquerade; distribution of personal income of prosperous elite constitutes the expression of cumulative public policy, the main driving force behind this redistribution of income being the change in the structure of annual income at the different levels of governing; calculated dishonesty determines large-scale corporate failures and scandals, policies lacking integrity and failing to generate prevention of other disasters; political and financial power acts concerted, inappropriate behaviour of the few affecting the lives of many; it becomes more and more obvious the need for a system which allows the discovery of the real causes of failures and promotes people who have been successful.

In 2005, as you can see on the Romanian Distribution Committee Website, we were pledging for interdisciplinary and inter-institutional researches aiming at a viable enterprise that takes into consideration the fundamental values of sustainable development (the landmarks were the following: the imperative of future design; to keep up with the time of reconstruction, calling for miscellaneous cooperation networks; strengthening the competitive analysis and privileging strategic behavior; scientific research and the new partnership; challenging tomorrow: establishing public-private-citizen partnerships; rethinking the enterprise; a practical approach consisting of testing an innovative partnership; widening the constructive debate; building in terms of knowledge, experiences and interests of the citizens, communities and civil society).

Truly concerned with carrying out certain coherent initiatives of building a new partnership, we have even launched the question: *But do we really have – in this world that is more and more interconnected – time to think regarding the changes in the consciousness, seeking to understand our fields of expertise and to see “the whole problem”?* Because it becomes more and more obvious that our exit from “perplexity” is possible only by working together. As it is well known, it is argued that on the way towards a participatory universe, it must be understood that a plan for the organization should not only be projected and imposed, but it must be allowed to evolve along with the whole team, with everyone who is engaged in collaborating, which involves changing towards a spiritual universe, a way to accomplish change being through cultivating intuition and the consciousness of this intuition.

It is considered that a social system, such as the organization, can be compared with an ecosystem. At the moment, this system is more besieged than ever. How clear it is for us that, provided that “the goal is a strong motivator at many levels”<sup>3</sup>, the results being generated by the equilibrium between “*know-how*” (applying proper management, knowing that information about successes is much more useful than that about failures<sup>4</sup>) and “*know-why*”, we must learn to navigate through the multitude of definitions of the “why”, trying to identify a „strong sense”? What it is truly good and what it is truly bad and if we can hope for a „strategic intuition” in what concerns how and why build the road (while walking on the road)

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<sup>3</sup> Heskett, James, “Is there too little <know-why> in business?” *HBS Working Knowledge*, February 2, 2007.

towards what is truly good in relation to the quality of the life of the organization and humankind?

Being under the pressure of adequately shaping the organization's future in this challenging era of choice, complexity, and change, in order to improve the effectiveness of marketing strategies that guide channel selection we need effectively consume, organize, and help make sense of data, using the technology to help create „outside-the-box strategies” and „forward re-thinking”.<sup>5</sup> At the core of business success is customer experience, knowledge being the essence of every positive customer experience and to deliver an exceptional customer experience we have to put knowledge in the hands of our customers and our frontline employees.<sup>6</sup>

Today the organization can become more competitive<sup>7</sup> by using new tools (putted together as integrated suites to help advance teamwork and interaction between employers, employees and customers) in order to capture corporate intelligence and to build communities around areas of expertise, facilitating this way faster information sharing (the right information being found quickly). There are talks that managing through actual tough times, facing a complex financial and economic crisis, presupposes a different approach implying a kind of collective leadership, with a greater personal and professional degree of balance and highly informed inside and outside the organization no matter the geographic locations.<sup>8</sup>

The customer becomes more and more competent, wishes real-time solutions, and in order for his needs to be well understood quality information is needed to suit the specific context, considering uncertainty, but adequately managing the probability to capitalize on the opportunity to satisfy him and transforming him in a team member, team which offers the customer the desired solutions or even those he did not think about but he accepts instantly once they are offered by the business supply mechanism which exists precisely to serve the customer. Let's assume the management style of integrative thinking recommended by the visionary Roger Martin.

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<sup>4</sup> Lee, Deishin and Van den Steen, Eric, “Managing Know-How”, *HBS Working Knowledge*, February 8, 2007.

<sup>5</sup> Alan Adler - CRM: More Relevant Than Ever, Oct 25, 2010, <http://www.destinationcrm.com/Articles/Web-Exclusives/Viewpoints/CRM-More-Relevant-Than-Ever-70644.aspx>

<sup>6</sup> Are You Looking For Ways To Best Utilize The Power Of Knowledge Management? <http://rightnow.com/sem-customer-marketing-whitepaper.php>

<sup>7</sup> Rob Howard - A Revolution in Business, <http://www.busmanagement.com/article/A-Revolution-in-Business/>

<sup>8</sup> Tom Benson - Where Have All the Leaders Gone? <http://www.busmanagement.com/article/Where-Have-All-the-Leaders-Gone/> (quoting Barbara Kellerman of Harvard University's John F. Kennedy School of Government)