Universitatea *Transilvania* din Brașov

HABILITATION THESIS
SUMMARY

Title: Shaping marketing expertise to value collaborative knowledge sharing

Domain: Marketing

Author: Prof./Assoc. Prof. Dr. Gianita Bleoju

**University:Dunarea de Jos Galati**

BRAȘOV, 2019

Enhancing competitive response to market challenges requires marketing proficiency not only in distinguishing between key drivers of success in current markets but to anticipate future changes in complex and volatile environments. Taking leadership to steer organizations in unstable competitive landscape needs high level of preparedness in challenges current status quo, mainly if successful. Market leader position is under serious threat once ordinary capabilities are misperceived as extraordinary, as the risk of non-replicating the business success is very high. New challenges arise from ambiguity and volatility, influencing leadership to change current business model; therefore, developing new dynamic capabilities emerges. An insightful approach of organizational dynamic capabilities around three pillars: sensing change, seizing opportunities and transforming the business model, are considered critical in enhancing competitive response within volatile, uncertain, complex and ambiguous future environment. Proactive upgrading key features of the current business model is decisive to ensure the successful organizational fitness to VUCA environments, while reframing marketing expertise to value collaborative knowledge sharing with customers is enlisted: anticipate, challenge, interpret, decide, align and learn. The real challenge for organizational preparedness is to reinvent the business model through purposely combining sensing, seizing and transformation to comply with unforeseeable consequences. (Shoemaker et al., 2018).

Designing and experimenting Strategic Intelligence models, methods and practices to calibrate organizational foresight configurations, through capitalizing on purposefully developing decision making skills and abilities suppose the following research design upon structuring pertinent knowledge. Acknowledging that the understanding of the researcher is continually evolving, challenged by both black holes and white spots, the current focus is building upon own understanding of recent discussions in literature, adjusting or testing solutions and reflect further challenges among practitioners of the domain.

Building upon acquired and valued research outcomes of my postdoctoral research "The role of Strategic Intelligence mechanisms on software firms' competitive identity modeling through organizational profiling tools valorization", I consider my full argument to design, develop and monitor processes of research design trough mastering knowledge structuring toward channeled organizational capitalization of purposefully developing managerial skills and abilities to match detective and anticipatory challenges. Strategic behavior modeling dimensions focused upon the specific valorization of Strategic Intelligence mechanisms design support the

competitive validation of the foresight organizational capability. The competitive validation is measured by engaging on prospecting systemic strategic behavior, setting up profile specific dynamic positioning, through developing a Strategic Intelligence- based foresight capability of the firm.

The process of research is subject of continuous reviews of analytical frameworks by transferring validated empirical recipes toward knowledge base, through matching theory and reality by re- routing detective and anticipatory capabilities fitness within multi-framing approach of Strategic Intelligence profiling. The interdependences of fundamental, derived and specifics objectives are emphasized (Figure 1).
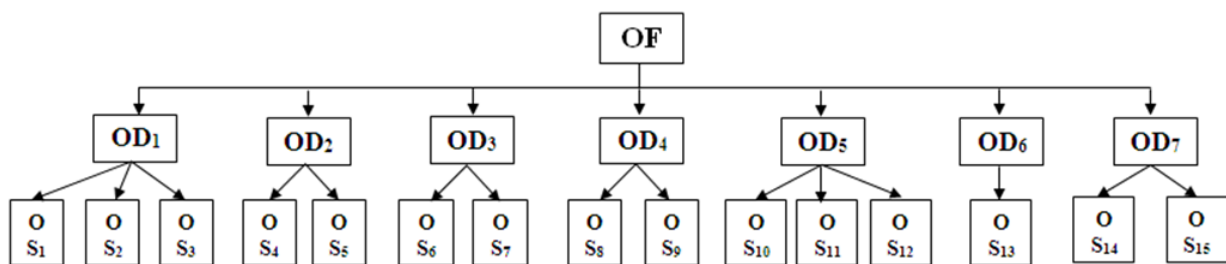
Own design

OF – Organizational foresight configurations of aligning detective and anticipatory capabilities through experimenting Strategic Intelligence profiling managerial skills

OD1-Perform alignment analysis firm's competitive behavior to the specific dynamic of the business landscape and reveal the list of predictable key success factors

OS1-Typology of organizations based on management capability assessment for strategic positioning through the new dynamic of core competence development

OS2-Identify and analyzing the differences on harvesting upon current strategic positioning relying on three patterns of harmonized aligning: minimize the strategic dissonance; hierarchy of the markets control mechanisms and exposing the most fitted organizational **configuration of aligning detective and anticipatory capabilities**

OS3- Design a SI conceptual model to ensure the **specific matching** *of Internal Selection Environment- adjusted to* **prospective** *Basis of Competitive advantage in industry, in order to minimize the risk of strategic dissonance*

OD2-The analysis of the implication of employing strategic intelligence tools on the firm performance

*OS4-The strategic options analysis of the systemic strategic behavior (seeking competences , end of the game, concentration and focus) and the specific matching with Strategic Intelligence Instruments **adjusting role**, in the software industry.*

OS5-Comparative superiority of Strategic Intelligence role in modelling organizational behavior versus classical resource allocation models

OD3-Competitive space reconfiguration upon systemic competitive behavior prospective through SI mechanism of altering business relationship in the industry

OS6- The catalyst role of collaborative innovation tools upon the competitive dynamics of software industry

OS7- Patterns of collaborative cultures on software industry strategic profiling

OD4- Competitive capability assessment of software firm based upon the development of Strategic Intelligence portfolio

*OS_8 –Strategic Intelligence profile specific **resources portfolio** of the Romanian software firms as sources for **foreseeable** sustainable competitive advantage or **transient** competitive advantage*

*OS_9 – Designing the capacity matrix of organizational competence level of qualification in terms of **actionable (strategic) resources**. Internal homogeneity level in terms of actionable knowledge; deficit of strategic resources to overcome; excellence etalon to assess against and either **deficit attenuation** or **differences to valorize –both by purposefully created or employed SI tools practices –which are profile specific.***

OD_5 – Identifying and analyzing the cultural precursors of Organizational Strategic Intelligence *capability-competence* lifecycle and correlate with successful competitive positioning

OS_{10} – Evaluate the propensity to learned behavior about creating options and set up competitive criteria to keep choosing . OS_{11} – Evaluate the propensity to adopted behavior about successful implementing options

OS_{12} – Identifying, adoption, creation, training of interaction mechanisms of collective learning to capture customer knowledge

OD6-   Check point of research approach, evidence fitness test, reconfiguration of theory reality matching and multiplier effect assessment. *Deliver marketing experience to influence value based client expectations.*

OS$_{13}$ - Developing and testing an Instructional Communication Tool, which cultural catalyst's role is focused to value collaborative knowledge sharing

OD 7- The evolving case; Organizational capitalizing over detective and anticipatory capabilities to reconfigure business landscape

OS$_{14}$ - Multiplier effect of research results at sector/ region or national level-and the influence to policy makers' decisions - Intelligence leadership

OS$_{15}$ – Recognizing patterns of organizational foresight configurations conditioned by Strategic Intelligence acquiring skills