Shaping marketing expertise to value collaborative knowledge sharing

A . ABSTRACT

"If we are blinded by darkness, we are also blinded by light"

Annie Dillard

The thesis advances in-depth reflections within underexploited Marketing knowledge potential to frame new conceptual associations and values community of practice return on experience.

The research approach observes and explores testable associations of conditions to value marketing expertise through strategic knowledge sharing options, while thoroughly ensuring the coherence of the theme with the field. The national and international community of research and practice is closely involved on preliminary conclusion interpretation to emphasize the knowledge gain in terms of valuable marketing decision support.

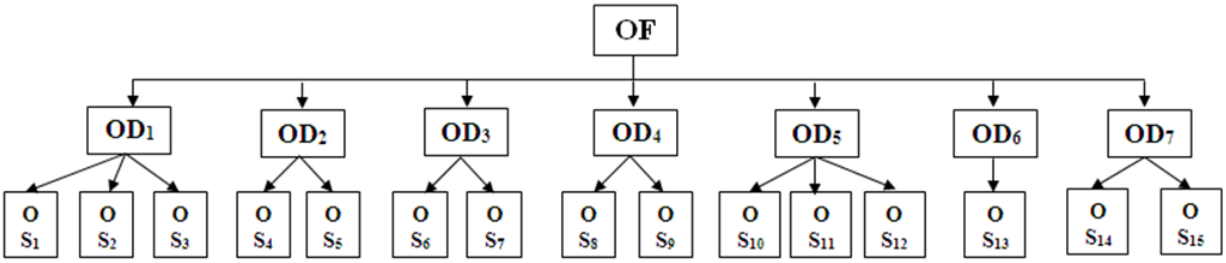
Enhancing competitive response to market challenges requires marketing proficiency not only in distinguishing between key drivers of success in current markets but to anticipate future changes in complex and volatile environments. Taking leadership to steer organizations in unstable competitive landscape 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 managerial 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 valorisation", I consider my full argument to design, develop and monitor processes of research design trough mastering knowledge structuring toward channelled organizational capitalization of purposefully developing managerial skills and abilities to match detective and anticipatory challenges. Strategic behaviour modeling dimensions focused upon the specific valorisation 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 behaviour, 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

B. Scientific and professional achievements. The evolution and career development plan

B1. Scientific and professional achievements

Rooted on validated results of my doctoral research the topicality and opportunities of the postdoctoral research clarifies and discusses the problematique of the investigated field, as well as the practical use of the scientific endeavor and results obtained, from the point of view of mapping and ranking forces influencing firms' strategic behavior in the competitive environment.

In the context of unpredictable changes and taking into account the different effects on firms' competitiveness, the clarifying of the role of managerial expertise in establishing their responsive capability to the new requirements becomes compulsory. The performance gaps registered between the competitors are due to the different ability to interpret the relevance of the influence factors on the firms' strategic behavior. These vulnerabilities of firms impose the identifying of solutions for the improvement of this "suboptimum" strategic behavior, and the need for this scientific endeavor represents a contribution to the level of knowledge in the field.

Identifying solutions for the adaptability of the firms' strategic behavior through organizational reconfiguration matching non anticipable is compulsory to understand the competitive environment. The primary derived research objective is the emphasis to be placed on the role played by strategic partnerships in the firms' adaptability to the Romanian competitive environment. The secondary derived research objective is the evaluation of the implementation scope of knowledge management instruments by measuring the managerial ability to identify,

use and integrate decision support based information technology. In the context of the dynamics of changing principles of socio-economic paradigms, organizations are confronted with the challenges of the informational and managerial revolution. It is then considered that the adaptability difficulties stem from the complexity of the environment, new approaches of the managerial problematique being thus necessary, in terms of the evaluation of firms responsiveness to the dynamic of the competitive environment evolution, through the design of adequate solutions, with both general and specific applicability, by formulating and recommending of certain framework-models of orienting the strategic behavior of firms.

Redefining the role of management in designing strategic solutions for diminishing the competitively gaps a succinct presentation of personal contributions in gaining knowledge insights exposing the ascending succession of the intervention scope, organized on categories as follows:

- Insuring the anchoring of the theme regarding strategic firm behavior in the competitive environment, through relevant theoretical-conceptual flagpoles for the explaining of the studied phenomenon;
- An important personal contribution is the analysis of the sharing knowledge culture, conditioning integration behavior of firms in the reconfigured competitional spaces on the global, regional and local levels, following the analysis of complex organizational landscape enabling typifying learning practices to train foredecisional skills
- Pertinent allocation models for resource consolidation and sustainability of competitive advantage over the capability to adapt the firms' strategic behavior to the requirements of the competitive environment;
- Evaluating the degree of preparedness and proposals of solutions related to the redesigning of decision-making systems in innovation, knowledge and relevant expertise capitalization within partnerships of detecting and anticipate decisive information.
- The creation of virtual communication platform for balancing the access to relevant information and its capitalization, trough interactional patterns of networking landscapes through different configurations of knowledge transfer on patterns of deficit;
- Designing certain strategic behavior patterns, adapted to the specificity of the competitive environment, through contextual solutions of mutual benefit between firms and communities of practices hosting "competitive identity".

Recalling research design of Part A Abstract of this thesis in the following are exposed the main approaches and outcomes in the field of intervention, conceptualization, constructed experimentation and adjusting within the multi-framing approach of Strategic Intelligence profiling, as well as the methodological matching.

Strategic intelligence framework

Exploring the interrelated corpus of knowledge upon Strategic Intelligence and Competitive Behavior, valorising our up- to -date benchmarking insights over the key topics on organizational alignment capabilities, we intend to focus our effort to explore the potential contribution to developing the foresight capability of the firm. We try to affirm a useful contribution of our relevant results, through a pilot transition framework, enabling to broader meet unforeseen expectations, by redefining the equilibrium between the routine of market detection capability and the more challenging foresight capability, as critical factor for sustainable strategic positioning.

The changing patterns in business & management and its impact over the strategic alignment continue to be a challenge to be appropriable met by scholars and practitioners in interrelated domains. In order to deal with increasing complexity, the management expertise offers us patterns of behavior dominated by standardized or specific models and instruments, in order the guide the firms through adjustable absorbing the unrest turbulence of the environment.

Examining the up to date solutions of channelling organizational performance, we underline the sources of critical topics mostly reviewed: product/ business life cycle, competitive advantage and transient competitive advantage, customer life cycle, financing life cycle and the whole range (and beyond) of organizational auditing “umbrella” and sectorial benchmarking against anything they consider relevant for the increasing performance of the firm’s management. This might be the corpus of organizational memory to conjecturally exploit for future improvements on strategic positioning.

At last two difficulties arises: primarily, over limited repeatable/ replicable behaviour and secondly, over targeted prescriptions addressing the specific strategic dissonance gap to

overcame, deriving from magnitude and conflictive perspective of the market oriented versus vision oriented organizations.

We have no better solution either, but we try to react to this challenge, through a pilot transition instrument, controllable by the firm- as adjusting learning framework -necessary to absorb upgradable knowledge and forward- looking toward competitive pressures.

This could be the preliminary step on the foresight capability development process, through equipping the firm with distinct competence- as source of renewal base of competitive advantage cycle. It is more, we postulate that the relative endowment differential, on typified foresight capabilities (culturally firm specific), can be profitable exploited as competitive advantage edge.

Organizational readiness assessment, in terms of foresight capability equipment is preceding the necessary internal selection environment reconfiguration-as process assets endowment, and the most challenging strategic intelligence decision support instrument.

This SI instrument could enact as a balancing solution of both standardization requirements of an actionable instructional guiding instrument on one hand, but also to reflect the appropriateness advantage of a distinctive competence, difficult to replicate, on the other hand.

Qualified foresight capability as organizational readiness improvement

As stated (1996 by Burgelman A., Grove, S.p13), " While new strategic intent is necessary to lead the company out of strategic dissonance, our key proposition is that new strategic intent must be based on top management's capacity to take advantage *of the conflicting information* generated by strategic dissonance" in order to improve the managerial capacity to "know when dissonance is strategic— *signalling* a Strategic inflection point SIP—as opposed *to a minor and/or transitory change* in competitive dynamics, strategy, or technology", we assert that is a matter of **qualified decision supporting instrument**.

Signalling SIP as opposed to minor or transitory change might be reinterpreted from the perspective of pick up or not signals; early warning versus procedural routine fixing, on our foresight capability maturity matrix, as an organizational learning instrument *to train*

management decision chain toward acquiring foresight abilities. Being organizational specific we postulate it is cultural specific accordingly, as the optimization instrument embedded the appropriate alignment of corporate strategy and strategic action.

Addressing the framework *dynamic forces in firm evolution (1996 Burgelman A., Grove, S p 15) and* being aware of the required harmonization monitor – in search of the optimum non-improvable organizational configuration as responsiveness capability- we introduce a transition matrix (Table 1) "Strategic intelligence maturity &action plan for incremental foresight capability". The matrix will perform:

- Assessment the level of necessary homogeneity in terms of foresight actionable knowledge.

- Vulnerability signaling critical points, in terms of typing the deficit addressable trough

- Instructional actionable deficit overcame.

This is a training instrument which will *culturally support* the strategic choice of the internal selection environment, suitable to minimize the foreseeable conflicts (smoothing a whole range of transitions adjustments) envisaged on the old strategic intent to the new one's life cycle.

It will generate the intervention solution to be shared, instructed among responsible groups, in order to choose the most relevant parameters for increasing the accuracy of predictions about the fitness landscape, which in our framework we interpret like the optimal (learned and non-improvable) foreseen configuration, that enable the specific status quo (harmonization that prove "the resilience of a company's culture and its leadership") 1996 by Burgelman A., Grove, S idem p 12.

Market Intelligence to capture collaborative customer knowledge

Internal & external mismatched absorbed through diversified strategically nonalignment's are source of conflicts which can jeopardize the organizational fitness landscape, that competitively support the strategic positioning. Enabling this conflict risk minimization, through organizational transformation and evolving toward sustainable competitiveness capability, suppose a *qualified decision cycle*, through instructional cultural harmonization-as Strategic Intelligence instrument for *foresight capability maturity.*

In our attempt to optimize the conceptual model designing and its validation accordingly, we will proceed twofold; primarily the comparative analysis of strategic behavior predictors' *compatibility* between agro food and IT sector data bases.

Secondly, we are valorizing the previous strategic behavior profiling; Competitive Intelligence culture based for the IT sector; Innovation management capability assessment for agro food sector and Competitive positioning based upon cultural shared instructional communication success factors on academic sector.

We are valorising the ex post relevant conclusions in terms of:

a. The degree and spam of strategic alignment interventions, previously performed as learning solutions for the before mentioned clustering behavior, in order to improve their competiveness performances.

b. Updating the above results compels the upgrading of competitiveness deficit audit, toward the selection of the *Sustainable competitiveness capability* dimensions, accordingly.

c. A data mining analysis for hypothesis portfolio validation, followed by the robustness prediction of the pilot Strategic intelligence framework for qualified foresight capability is compelling.

Table 1: Strategic intelligence maturity & action plan for incremental foresight capability

Organizational assessment dimensions =SI strategic assets /detective versus anticipatory orientation ***Internal Selection Environment Critical strategic assets*** ***/ organizational readiness through foresight capability maturity strategic organizational fitness***	**Current status quo inertia** **Awareness analysis**	**Unstable status quo** **1.Incremental transition** **2.Organizational fitness** **3.Vulnerabilities matching** **4.Leveraging current capabilities**	**Maturity**
	Data **Detecting** **Market oriented**	**Information** **Capturing** **Market oriented lessons to exploit toward vision oriented**	**Early warning** **Relevant capturing and producing** **Actionable data and**

		transition	**information**
Consumer type decision cycle	Standard Informed	Educated Sophisticated	Qualified
Industry value chain **Value system**	Business model standardization Subordinate position	Business innovator leadership Efficient alignment	Process Innovator Dominant position
Industry rivalry mechanism	Non controllable	Controllable	Controlling and setting
Competitive advantage lifecycle	Transient CA	Transient CA	Sustainable CA
Marketing communication strategy	Market oriented	Vision oriented	Vision oriented Internal and external consistency
Competence portability	Portable at low medium cost	High cost of portability	Non portable or Adjusted portability
Stakeholder sensitivity	Low sensitive No reporting	Standard reporting	Sustainability reporting Community Multiplier Effect
Sustainable competitiveness capability	**Ready to fix propensity** Proficiency on	**Continuity propensity** Proficiency on Competitive	**Vigilance propensity** Appropriate anticipative intelligence

	Business Intelligence No anticipative scanning Reactive strategy	Intelligence-***enacting as capability recognizing*** *static and relative stable in time* Passive anticipative scanning Proactive strategy Embedding environmental signaling	equipment=Strategic Intelligence generator Proactive anticipative scanning Deploying Strategic recognizable ability External disruptive Signaling And **Enacting as alter capability through** *-Adjustable Foresight action plan*

Source: Own contribution

We consider compulsory to submit the advanced conceptual framework to robustness fidelity and fallacy risk analysis, around the following considerations.

Cultural specificity is predictor of category fallacy and one ex ante cultural compatibility test environment for standard (context specific source of modeling validation) replicable models is strongly recommended. Or any replicable research must underline the homogeneity of diversified market condition in order to formulate preliminary recommendations for defining future evolution of external and internal organizational context.

Contingency planning continues to be the critical vulnerability of management competence, so early warning mechanism is to be set in order to prevent any surprises derived from the dissonance risk as organizational capability failure.

Romanian competitive environment is dominated by a market regulation reactive behavior, facing consequences impossible to foreseen or unwillingly to absorb, which is a short

term *ready to fix* orientation, through a turbulent and nontransparent mutual adjustment mechanism of corporate conduct and country captive government's economic policy.

We must not have false expectations about the foreseen wealth of Romanian competitive environment, that's for it is compulsory to impose and mobilize the organizational prospects around the exigency of embedding the role of management expertise community, starting with a short list of emergencies:

-**Sustainability reporting** - critical factor for reputation trust and accuracy of gathering information for environment scanning

- **Competitive behavior profiling** data base as preliminary tool for guiding the government economic priorities and economic modeling adjusting, accordingly

- **Community of experts** clustering data base-as source of knowledge for management capability vulnerability, in order to promote solutions for increasing the competitive prediction accuracy performance

- **Integrate and fructify** the management foreseen capability modeling, through standardized framework adjusting Business Intelligence processes-as organizational support assets to multiply the effect of increasing absorptive capacity at firm level

- **Stimulate the foresight expertise influence** both at economic policy level and firms level, as well, through emphasizing its importance through international peer recognition.

The strategic intelligence undertake of the competitive identity profiling is proving useful for upgrading the perspective market oriented versus vision oriented behaviour of the firm and replacing it with the deeper organizational knowledge vision leading role on approaching organizational behaviour.

On the basis of a previous research (Bleoju and Capatina, 2014), based on abductive methodology, reflecting four strategic profiles related to software development companies (Vigilant Learner, Opportunity Captor, Opportunity Defender and Intelligence Provider) according to their positioning into a Strategic Intelligence matrix we developed a conceptual model (Figure 1) and four hypotheses to be tested by means of appropriate statistical methods.

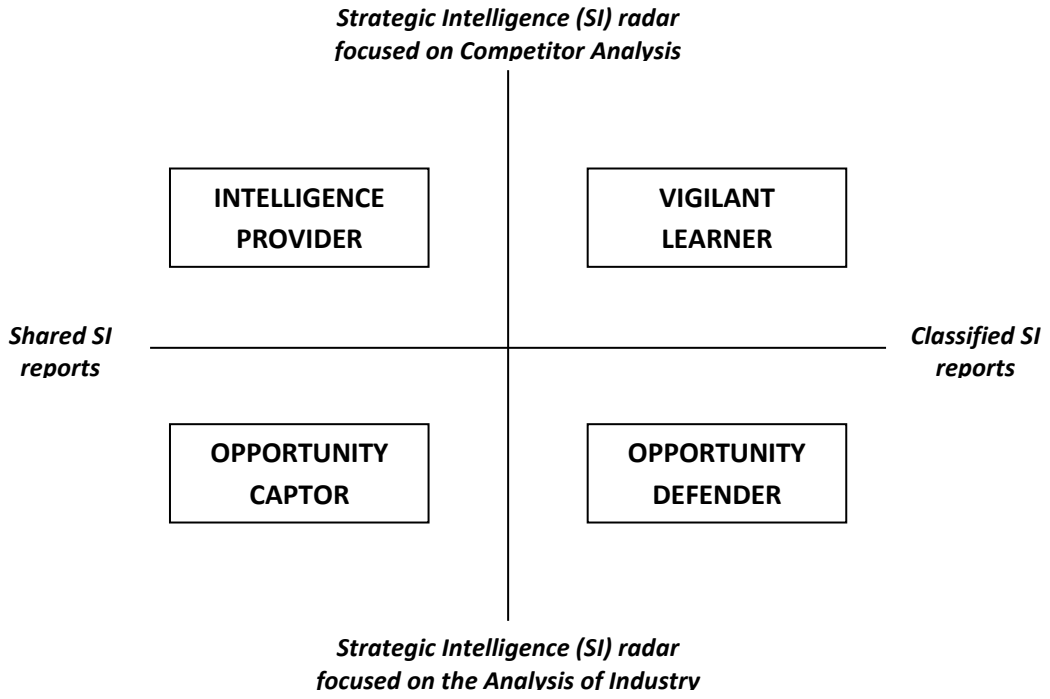


Figure no. 1 – Software development companies' Strategic Intelligence profiles from the perspective of competitor analysis and industry trends
Source: Gianita Bleoju, Alexandru Capătînă: „**Leveraging organizational knowledge vision through Strategic Intelligence profiling" (the case of Romanian software industry).** JISIB Journal of Intelligence Studies Business Vol 5, No 2(2015) 48-58**.** **https://www.scopus.com/authid/detail.uri?authorId=55524124900**

Valorizing similarities of organizational knowledge vision approaches

The methodological relevance of the complementarily approaches (Action Research and Abductive) outlines a strong validation of both SI profiling and risk failure factors of Strategic scanning projects. Their theoretical and managerial relevance is addressed in terms of maximize market opportunities for the former and minimize industry dissonance for the later.

Strategic Scanning projects Failure factors identified (Lesca & Caron-Fasan, 2008) and validated (Lesca et al. 2012) are consistent with the SI profiling conceptual approach matrix because of similarity of key objectives of both Strategic Scanning projects and SI profiling –leveraging competitive information-through specific patterns of recognitional versus analytical decision making systems. The performance differentiator *Organizational Capitalizing on anticipative capacity* will enact as *leveraging organizational knowledge vision*, because encompasses a cognitive process approach of organizational cultural change.

Some fresh reflection is worth to highlight; the need of increased foresight capabilities at the organization level is already perceived as decisive for the future positioning, what it is not yet obvious and as such, compulsory to be acquired, is *the tailoring* of the optimal balance of both analytical and recognitional decision systems**.** The misbalancing position however is stimulating the keep choosing alert, which defines *a qualified ready to adjust perspective* of organizational knowledge vision. This qualified organizational status- quo explained by profile specific precursors of cultural dissonance is measuring the capacity to deal with *competing interests* and *conflicting objectives*. What we define "Ready to adjust perspective" is a cultural based specific internal environment selection prone to address the Collective Intelligence awareness, emergence and sense making, accordingly. The ready to adjust approach to organizational decision system is consistent with inductive behavior presumption of fully awareness therefore assumed consequences and the subjectivity of any choice.

Organizational *ready to adjust perspective* and the role of our Strategic Intelligence profiling instrument by *experimenting* a whole range of strategic trajectories, from market oriented to vision oriented behavior, allow us to discriminate on types and breadth of decisional support. In formulating the needed decisional guidance it is compelling to distinguish between the following roles:

a. **Consultancy-based** upon sector specific deep understanding and standardisable solution to be implemented; it contains *the know what* of the sector and adjust the *knowhow* of the profile. We advance the high risk of portability incongruences for collective intelligence sense making, but good enough for *awareness* assessment and emergence, as it is based on similarity of the solution already implemented. The unicity of the solution remains doubtful.

b. **Business mentoring**, being *problem solving focused* is distinctively offering decision making support to firm specific equilibria, in terms of the suitable recognitional - analytical framework. It assists top management to identify organizational anticipative capacity needs in terms of knowledge deficit and profile positioning through organizational' *future competence* identification.

   The learning focus is to insure the development of the foresight capability of the firm through establishing the anticipatory capacity dimensions of a specific competitive identity and the future relevant capability of the firm by setting up the *ready to adjust* perspective. The solution is more profile tailored; therefore it will insure sustainability to assess industry dissonance risk.

c. **Procedural animators,** being *action oriented*, their role is to channel the *leadership reflection* and profile/firm specific capitalization (collective sense making) through qualified expertise (externally-therefore objective) minimizing any cultural dissonance (competing interests / conflicting objectives) in order to insure internalization of knowledge as organizational competence. Very probable an organizational reconfiguration is compelling, in order to insure the rising of the actionability of tacit managerial knowledge through experimenting (learning by doing approach) and the reliability of empowering collective intelligence. The capitalization on collective intelligence sense making becomes performance differentiator, through monitoring at best both cultural and industry dissonance risks, being based on *commonalties* trained and learnt. The most valuable insight of this solution is the development of organizational *collective intelligence role settings* based upon own knowledge based interaction (revealing practices of collective creation of sense by *exposing reflection mechanisms*).

We consider this role more *context sensitive* and therefore it is discriminating better between firms' competitive identities. We denominate this solution as qualified organization status-quo, as tailored to serve at best the foresight capability.

Current and future industry challenges addressed by the profiling tool

The Intelligence Provider behavior's best matching the organizational knowledge vision by capitalizing upon strategic resources, being prone to successfully approach the IT sector's most difficult future challenges, by means of its profile specific competence, best fitting to knowledge intensive demand. As the most illustrative example we can mention *cyber security issues*, better addressed by the multiplier effect of IP behavior as source of Strategic Intelligence solutions to be tested by the other tree profiles (VL, OC, OD) of our profiling tool.

The specific profile approaches to security issues and competitively (=separately) capitalizing on solutions, is becoming an unsustainable strategic behavior, not only due to the magnitude and spread of this threat, but because of envisaged software industry requirements, which will be successfully fulfil only by organizational foresight capability development.

The current key success factor –minimizing the customer *concern* (transaction cost approach) and *detriment* (targeting) outline the different profile's capacity to deal with it and is emphasizing a *waste of knowledge resources*. We advance that the Strategic Intelligence profiling tool not only reveals the specific gap of market versus vision oriented behavior, but it is also able to support the managerial design of a portfolio of *sustainable strategic trajectories* to be deployed through profile specific collective intelligence instruments.

Raising the actionability of tacit managerial knowledge through experimenting and empowering collective intelligence reliability is the best solution for gradually improving the anticipative capacity of the firm insuring quasi-full coverage of future threats and taped opportunities.

We consider that the SI profiling and its experimental role is a powerful tool enabling the foresight capability of the firm through specific awareness focusing on knowledge resources modeling allocation. The above mentioned waste of knowledge resources can be avoided or adjusted by *an disruptive approach* based upon less acknowledgeable factors as: anticipative versus non-anticipative signal processing; the profile specific equilibrium of recognitional versus analytical strategic decision and rising the actionability of tacit managerial knowledge through collective intelligence reliability.

The broad outline of the foresight capability approach requires a preliminary analyze against critical influence factors: power, resources and independence on software industry, which

reliability's the source of strategic capitalization upon successful anticipative capacity of the firm.

The best organizational valuable ability to predict change, understand the risk and manage the whole process, on the basis of competitive advantage dynamics, through appropriate absorptive capability, is defined, and largely dependent, upon management capability to design the organizational intelligence infrastructure, enabling a knowledge based competitive position. As such, to achieve the strategic positioning, the management must set and deploy the appropriate internal control design modeling, as well as the specific intelligence strategic planning process. Being the most valuable organizational asset, it is perceived like differentiator on the competitive behavior. As an important solution to internal control design modeling, Competitive Intelligence (CI) budgeting proves the commitment to this type of mission statement.

This difference of perspective allows us to introduce the necessity of the preparedness system, first pointed out in the same context by Aven (2008). Recalling Gilad (2008) assertion "CI is about risk, not information", any appropriate performance management framework must adjust its environment scanning priorities upon specific dimensions of a foresight capability maturity matrix. The proposed tool of internal control design could reveal better both the correlation between financial allocation modeling (through CI budgeting) and the CI profile specific performance management framework, as risk monitoring preparedness system, as well. In the light of above assertions, this type of influence (Competitive Intelligence budgeting) seems more fruitful and relevant to investigate.

Tracking interrelated risk management and foresight capability of the firm literature, the key issue to highlight is the specific relevance (software sector/profiling behavior) of systematic documentation upon the decision-making process, as one of the most important managerial capability is financial resource allocation as a part of risk consequences absorbing (Aven, 2008).

In order to evaluate CI effort we remind back to Jan Herring's assertion (2007): "information costs money, while intelligence makes money. Moreover, intelligence that makes money for a company is valued intelligence". As stated Albescu et al. (2008), a performance management system (part of strategic management support system) must fulfil its control task through the CI budget dynamics as competitive behavior precursor.

Leitch (2003) underlines the importance of changing perspective about risk management through an accurate argumentation about conflicting outcomes of budgetary control, as current financial resources allocation model, moving to more proactive and frequent adaptive planning, as beyond budgeting approach does. One major insight of the approach is the incorrect assumption of the linearity in the quantitative modeling of uncertainty.

In the attempt to reconfigure performance management through internal control design and beyond budgeting model implementation is an appropriate solution to examine, the companies will succeed to better manage the uncertainty and risks. We argue that the above approach is consistent with Kalb and Herring (2012) approach of Competitive Intelligence Organizational Model, which analyses patterns for internal control design and offers relevant solutions for CI budgeting process.

Abductive approach to select the Vigilant Learner label to find out the positioning of the analyzed company in the Competitive Intelligence (CI) profiling tool that we designed within the framework of a previous research based on abductive methodology, conducted in Romanian software industry (Capatina and Bleoju, 2014).

We argue the positioning of the analysed company in the Vigilant Learner quadrant. The company, as the beneficiary of a similar capability to recognize value, prefers the profitable customers and develops the appropriate skills to monitor the learning process on an on-going basis, together with the most profitable segment. It adjusts the internal selection environment to a reconfigured standardization of meeting broader and increasing expectations, trough quick fixing instruments reacting to external competitive pressures.

Another distinctive feature of this company reflects its capacity to develop the master list of industry specific reactive strategies, to avoid any threat trough an appropriate ready-to-fix solution. Moreover, it has the capability to proactively act to internally drastic adjusting and external preventing threats. The company is also characterized by its absorptive capacity, in terms of identifying new information (knowledge recognizing leader) and assimilating it, through its transformational capacity (supplier of repeatable business models). Its responsiveness, as risk adverse manifest behavior, is relying upon preference to deterring competition, dominated by models of shaping organizational dynamics, trough sequential control change instruments, deploying more rigid business configurations, dominated by specific early warning systems to avoid any surprises, in order to prevent competence portability, profit volatility and to conserve

customer value. The company's obsession for control and its perturbing unrest, could act as an incentive for continuous improvement, in the prevalent scope of dominance through superior customization abilities. Once it has satisfied this requirement, the company is considered equipped for its most appropriate strategic positioning.

The changes in strategic priorities are obvious in the case of analyzed software company, which reconsidered the structure of its overall CI budget in a period characterized by instability, by paying more importance to the budget dedicated to competitor analysis; in this way, the company focused its efforts on the reinforcement of its Vigilant Learner position. Investing more financial resources in the study of its target market means to move towards a new CI profile (Opportunity Captor or Defender), but the company's manager stated that this company wasn't ready to make this step in the analysed period. The crisis obliged the companies to cut their costs, inclusively the amounts dedicated to CI activities. It's difficult to forecast the evolution of the software companies 'strategic behaviour. If the short term evolution is predictable, being a reflection of our research outcomes, on long term there will be a lot of factors related to global changes, which will influence it. Opait, G., Bleoju, G., Nistor, R., & Capatina, A. (2016). **The influences of competitive intelligence budgets on informational energy dynamics.** *Journal of Business Research*, *69*(5), 1682-1689, https://www.scopus.com/authid/detail.uri?authorId=55524124900.

The future research agenda includes a longitudinal research which will replay this study, but integrating a larger sample of software companies (with a similar strategic behavior towards CI or not), in order to verify if the hypotheses tested during this survey will be validate in the next period of time.

We advance the use of QCA in order to test the predictive validity of our conceptual model using additional samples (cases of software companies labelled as Intelligence Providers, Opportunity Captors and Opportunity Defenders, according to our profiling tool) under well-constructed fuzzy sets. Consequently, a mix of field experiment, storytelling and survey research will lead to a triple sense making, increasing the explicative power of future complex outcomes.
The challenging endeavour for consolidating organizational capability to capitalize upon client experience integration is reinforcing the importance of collaborative *design thinking* approach to multiple framing approach of strategic scanning profiling, envisaging the anticipation of potential threats or market opportunities.

The collaborative design thinking on Digital Marketing combines organizational agility to capture the decisive market information through patterns of delivering client experience. The business success is highly relying upon organizational propensity to anticipate the best value proposition-as mediating recipe of self-perception and systematic surveillance of the market feedback - to gain the competition for customer engagement. High pressure on Marketing Intelligence Systems reconfiguration through design thinking of relevant feedback capturing client experience may compel with future challenges through understanding better the problem definition and testing solutions.

The current approach to Inbound and Outbound marketing techniques and customer-organization interaction acquired experience reframes the conceptual level, requiring sense making tools to instantiate the market analysis insights and objective independent expert opinions into solution concepts for developing future marketing strategies and business plans.

The employing of fsQCA in organizational behaviour and strategic decision emerges due to the insufficient relevance of conventional statistical methods appropriate for linear causation as opposed to a holistic approach to complex interdependencies, Leischnig&all (2014). The authors recall Ragin (1987, 2000, 2008) 'complex causality' logic and pointing the main purpose of the approach invite to reflection of revealing patterns of associations to gain knowledge about cases and improve the managerial relevance by reframing causal complexity toward a toolkit of post action sense making (Chung&Woodside, 2012) testable solution.

This specific point of view is consistent with the rationale of complexity theory and contrarian case relevance of fsQCA approach as "most researchers usually ignore such contrarian cases both in formulating theory, examining data, and in predicting fit validity (Woodside, 2014). The contrarian case pertinence and the approach of "multiple sides of complex issues" **(**Schoemaker& Krupp, 2015) invite to revisit the over trained reflection mechanisms of decision makers under external expertise involvement on exposing both mind- settings and revealing fresh data patterns, as well.

The above overlapping zone will generate ambiguity as respondents (both pure players and click and mortar, but in different degree) apparently interpret the grey zone as belonging both to Inbound and Outbound marketing.

We consider that *pure player's* propensity to Inbound marketing techniques is driving by creating top of mind preferences while *click and mortars* propensity to Outbound Marketing is driving by top of mind awareness. This go consistent with Outbound marketing techniques' focus on short term, delivering rapid results; click, and mortars being willingly engaged on opportunistic behavior to capture the benefits of prospect's awareness. As they prefer certitude to ambiguity, it is envisageable to assume some knowledge lost by either incapacity or purposeful ignore the weak signals, which leads to limit choices. Inbound marketing techniques focus on long term are consistent with a vigilant behavior approach to customer engagement and co-creation of value, therefore the co-design with prospects is favored. However, the conceptual model we propose will reveal new predictors of organizational propensity toward inbound-outbound Marketing techniques. As managerial relevance, both *pure players* and *click and mortars* will dispose by a toolkit to reconfigure a Marketing Intelligence system capable to fully balance recipes of inbound /outbound techniques and generate the appropriate map of strategic trajectories consistent with their intelligent targeting mix.

Conceptual framework and research methodology

The study proposes a conceptual architecture of influences exposing recipes of superior informative value than previous trained methodological matching to data. Therefore, we advance the following conceptual model (Figure 2) to explore the propensity toward Inbound-Outbound Marketing techniques adoption:

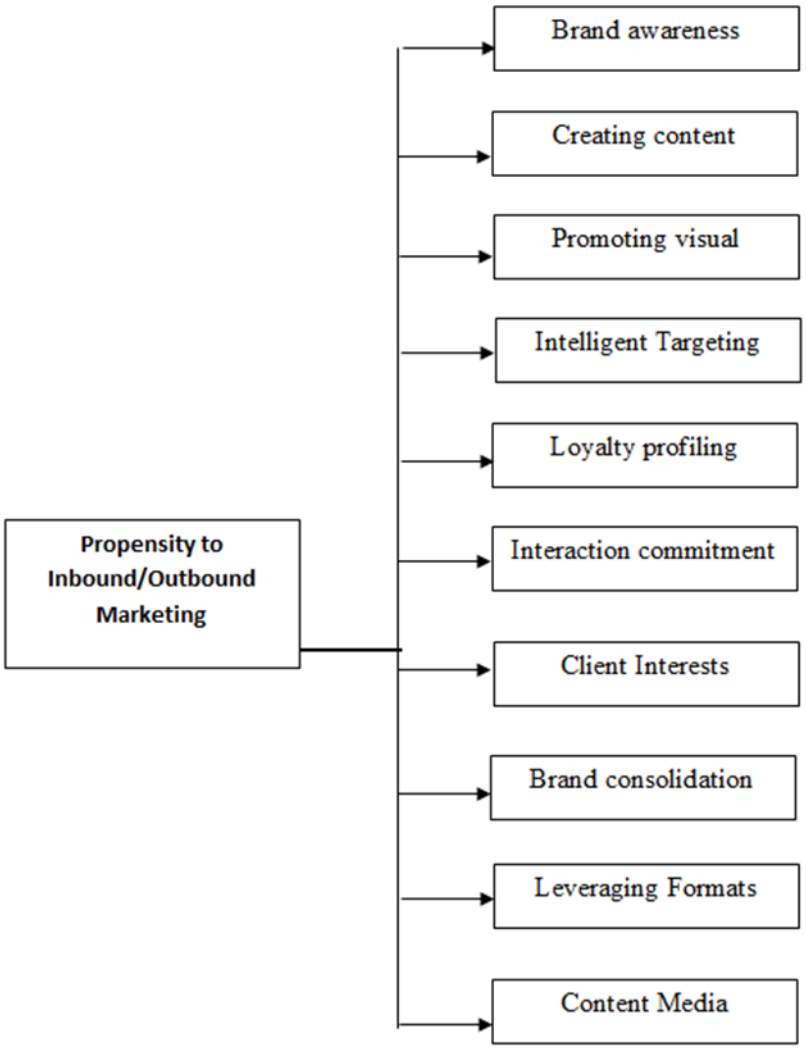


Figure 2. Source: Bleoju, G., Capatina, A., Rancati, E., & Lesca, N. (2016). **Exploring organizational propensity toward inbound–outbound marketing techniques adoption: The case of pure players and click and mortar companies**. *Journal of Business Research*, *69*(11), 5524-5528,

https://www.scopus.com/authid/detail.uri?authorId=55524124900

Practical Implications: The study design approach is compelling with the necessity to revisit the embedded marketing decision framework by exploring new causal maps and refreshing reflection mechanisms. Observe competing experience, identify commonalties in data and keep looking for patterns to capitalize over pre- and post- decisional sense making, enable the organization to anticipate future context specific opportunities and threats, minimizing the knowledge waste.

Exploring organizational propensity toward Inbound-Outbound Marketing techniques adoption is critical to improve the organizational capability to generate tailored routines of embedding client experience, maximize choices by balancing recipes of inbound /outbound techniques, and generate the appropriate map of strategic trajectories. The managerial relevance of the study is relying upon the rising demand for marketing decisional guidance in terms of actionable knowledge by exposing reflection mechanisms of strategic decision to multiple framing approaches.

Originality: Recognizing Nielsen's (2011) "The attention of the right expert at the right time is often the most single valuable resource one can have in creative problem solving" and consistent with Hall (1984) "equipping organizations with effective and adaptative organizational design and accurate and adaptable cause maps" this study offers good insights for decisional guiding profiling. Sense making being about *contextual rationality*, the study advance a pattern of systematic procedures for discovering new meanings of complex outcomes and explore untrained causal maps to produce actionable knowledge in the benefit of managerial practice.

Research Limitations: In order to benefit of the fsQCA method potential and fulfill the scope of the study the authors are committed to overcome some limitations and doubts. In order to test the viability of the conceptual construct we'll perform the analysis on the Romanian sample, to validate the proposed configuration of conditions, in order to evaluate the (di) similarity of the causal conditions combination necessary and sufficient for profiling the propensity to adopt Inbound/ Marketing techniques of pure players and click and mortar companies.

Based on the experiences gained in previous researches focused on IC management and Strategic Intelligence within the particular context of software industry, the challenging opportunity to emphasize the role of Lewin's force field analysis in the process of IC

strategic management arises. After a careful analysis of the body of knowledge related to IC management, this is the first research paper that addresses IC specific strategic issues through Lewin's force field analysis, in the attempt to calibrate the capability of change in the case of software development companies.

Sustainable advantage life cycle of each organization is relying upon managerial capacity to set up the change priorities based on intangibles assets - as future competence to train - in the attempt to develop its absorptive capacity. We advance that our conceptual construct is relevant both to reveal new knowledge by means of developing IC potential and to provide an adjusted methodology to employ as well, as response to strategic decision making need for external expertise.

The decision-support framework aims at improving the strategic IC management of knowledge-intensive software development companies using Force Field Tool provided by PathMaker software. The research methodology, envisaging five steps is following the conceptual framework requirements.

Step 1: definition of relevant IC pillars and their interrelations

First, the researchers identified within a focus-group the relevant items to be analyzed and designed the self-assessment questionnaire to be further addressed to the managers of software companies. The framework include 10 items per each IC pillar (human, structural and relational), considers 5 items for driving forces, respectively 5 items for restraining forces (Table 2).

The analysis scale for driving and restraining forces items is the same, reflecting the following assignments: 0.5 – High impact on change; 0.3 - Medium impact on change; 0.1 – Low impact on change and 0 – No impact on change. The framework content was translated in a questionnaire, which was validated before submission by the eight managers who attended the focus-group.

Table 2 – Framework revealing driving and restraining forces on IC management of software companies

Driving forces (positive for change)	**Restraining forces (obstacles to change)**
Human Capital	
Fast integration of newcomers (software developers)	Competition is getting tougher on highly skilled software developers (leaving developers risk)
Developers' capability to translate customer needs into software architectures	Mismatching between certified architects' focus on their ongoing tasks and the dominant challenges of the software development
Many opportunities for developers to attend team building activities, as well as project management training programs	Propensity to autonomy as dominant feature of highly skilled software developer profile
Increasing number of certified technical architects	Difficulty to harmonize dissimilar capabilities
Employees' willingness to learn and perform at work	Isolated situations reflecting the lack of trust between colleagues working in the same project
Structural Capital	
Knowledge portability (reusability) from previous projects	Difficulties in the process of implementing software project documentation
Knowledge repository embedded into company's organizational memory	Lack of a Capability Maturity Model Integration (CMMI) project
High implementation speed for software projects within the company	Balancing reputation (insufficient testing) versus time to market exigencies (speed)
Interrelated internal processes enabling software testers' capability to solve bugs	The low cost temptation to the detriment of expenses for innovation
Integrated communication flows increasing internal cohesion and facilitating collaborative tasks	Lack of procedures for intellectual property protection
Relational Capital	
Customer-oriented culture	Risk of Cultural dissonance as deterring factor for cohesion and collaborative tasks
Company's responsiveness to the customer's changing needs	Propensity to standardize the solutions for the clients
The propensity of clients to regularly upgrade the solutions delivered by the company	Isolated situations revealing a gap between customer complaint and solution delivery on time
Clients willingness in testing the solutions before final delivery in most cases	Non-affordability of switching between profitable segments
Positive organizational image in media	Difficulty to design an interactional system with clients

Source: primary research

Source: Capatina, A., Bleoju, G., Matos, F., & Vairinhos, V. (2017). **Leveraging intellectual capital through Lewin's Force Field Analysis: The case of software development companies**. *Journal of Innovation & Knowledge*, *2*(3), 125-133.
https://www.scopus.com/authid/detail.uri?authorId=55524124900

Step 2: submission of questionnaires

The researchers submitted the self-assessment questionnaires to a convenience sample formed by 120 Romanian software companies. After careful analyses of inputs, the scores related to 74 questionnaires is validate and included into an Excel database for further exploitation.

Step 3: synthesis of average scores related to driving and restraining forces, in the case of each IC pillar

The outputs from Excel database, considered as inputs in Force Field Tool from PathMaker software, mark the average scores associated to the items embedded in each IC pillar, corresponding to both driving and restraining forces. The sum of average scores, in the particular case of human, structural and relational capital, determined the strength of driving, respectively restraining forces in Force Field Tool.

Step 4: translating average scores into strength arrows by means of Force Field Tool

The arrows outlining the strength of each force (driving vs. restraining) graphically represents the average scores inserted into Force Field Tool, for each central issue (represented by Human, Structural and Relational Capital).

Once we entered all the forces and set their strength arrows, the Force Field Tool added up all the forces in order to enabling comparative the total driving forces against the total restraining forces.

Step 5: discovery the meanings of associations between the components of IC through multidimensional scaling (MDS)

In order to gain deeper insights from the information stored in the research database, we tried to discover the coherence of data with the components (human capital - H, relational capital –R and structural capital - S) of IC, by exploring (discovering) some latent variable that could be identified with H, R and S.

By using correlations and factor analysis, we observed that the respondents, for different reasons, have not understood very well the intended meaning of the questions and reacted to those items/stimuli according with the way data expresses it. In this context, it would be interesting to characterize the meanings of associations implicit in their answers. The most appropriate method to study these issues is multidimensional scaling (MDS) that provides a map (a topology) of the respondents' reactions (mental proximities between meanings of concepts) to items embedded into the proposed framework. The study of the visual mapping of pairwise dissimilarities in

Euclidean space, in the given context, can be useful to rephrase the sentences of questionnaire, to judge about the correction of some factors, to set up training of managers in future application of the self-assessment instrument.

The level of human capital in terms of experience, knowledge, creativity and values is mediate by the collaborative, communicative and coordinative capability of an effective IC strategic management. The preliminary results offer promising insights of organizational internal environment prone to rapid individual/team integration and talent retaining as a deterrent for competence portability and knowledge waste.

Deeper analysis will assess the IC management propensity to improve the score of mastering driving/retaining forces, through refining mechanisms of individual versus organizational specific skills on software sector. Further research must recall competence and integrity approach of **trust**, as precursor of an effective IC strategic management based upon its fundamental pillar, Human Capital.

The preliminary results of the Relational capital score (Driving forces strength = 2,05/ Restraining forces strength = -1,21) prove the highest level of management confidence in mastering driving forces to change and monitoring restraining forces, accordingly. At a first glance, this could be consistent with software sector's knowledge intensive features and easy to observe the firms' self-confidence on its Relational Capital asset impact upon rivalry mechanisms dominance. The value derived from relationships with prospectors is a peculiar combination of knowledge and a valuable asset to employ through an effective IC strategic management.

Keeping in mind that relational capital component of Intellectual Capital is about knowledge value embedded on a myriad of stakeholder's partnerships (clients, media, agents and other prospectors), it is compelling to fully master the knowledge value chain of the sector by effective management of intellectual capital.

Deeper investigations will enable the assessment of the valuable promising alignment propensity, based upon organizational adjusting capability, in terms of specific metrics of profiling behavior impact: market leader versus market follower and market nicher versus market challenger.

managerial implications and future research agenda

As the outcomes of this research explore new recipes of conceptual association, while the managerial pertinence of solutions to the challenging endeavors of strategic decision is thoroughly addressed, the following final arguments seem compulsory.

Re-Framing

The advanced Intellectual Capital and Lewin's Force Field (IC&FF) conceptual construct represents an innovative insight for channelling the debate around the strategic approach to Intellectual Capital assets. By employing Force Field framework to improve the IC management self-assessment is the main contribution of the paper, as relying upon organizational practices of discovering new knowledge, while training collective IC capability to reframe and prioritize the change enable organizational performance.

Beyond IC management awareness

The real valuable distinction between ***new knowledge and really new knowledge*** resides on enabling the natural IC management approach to change by training its capacity to objectively construct, compare and select between feasible alternatives, in respect to each organizational perceived impact of its driving and restraining forces.

Our approach proposes a new recipe not only by exposing the DF/RF stimuli, but also for revealing a re-framed strategic decision process by refreshing the intuitive knowledge and expertise.

The pertinence of the construct is challenging the strategic management's *trained capacity* (without any appetite for change), usually framed as internal and external organizational factors, toward the *untrained capacity* approach. Advancing the IC&FF framework and its associated dimensions, the analysis is focusing on a changing approach recalibrating the above dubitative internal/external factors toward organizational environment renewal architecture of influences. The results of our research seem promising, as the conceptual construct and the methodology support the validity of the outcome: organizational behavior committed to change and the action-oriented propensity.

Leveraging IC&FF recipe through methodological arguments

The methodological approach of the original conceptual framework for the strategic management of intellectual capital assets in software development companies, interconnected with force field analysis, is a preliminary attempt of an ambitious endeavour to foster the possibility to discover meta-integration approaches through Action-Design/implementation and Action-Learning.

The current preliminary analysis consists in advancing a framework to assess the opinions of the managers from software companies about the impact of both driving and restraining forces on the pillars of intellectual capital. As regards the internal consistence reliability of the instrument to assess its acceptation and usefulness, we intended to employ it as self-assessment tool that means we anticipate and assume that it is about the specific perception of respondents (managers) as regard the same stimuli as belonging to restraining force instead as driving force, as it was perceived by the whole cohort, or vice versa.

The value of the exceptions: developing the self or assisted learning Practice of collective sense making from stimuli switching perspectives (Driving/Restraining Forces) emphasis the IC management role to leverage it as a force for discovering new knowledge. This argumentation is consistent with both recognitional versus analytical strategic decision-making and organizational propensity to face change, as we previously defined it as "ready to adjust" capability (Bleoju and Capatina, 2015). Ready to adjust suppose in this case a type of organizational qualification in terms of superior factor endowment aspiration -maturity level - based on specific IC Management generated processes.

The score driving/restraining forces offers good insights for prioritizing and calibrating specific skills as compulsory for developing the capacity to adopt or to induce change in knowledge intensive industries. Furthermore, this is also consistent with the self- assessment character of the instrument, as opposed to any quantitative strategic planning framework, which trains to deliver only a prioritized list of strategies.

Organizational maturity endowment of building green governance identity partnerships

The research architecture relies upon green governance identity assessment and mapping on line retailing perception in terms of eco–labelling commitment to explore the players' propensity to engage in disruptive sustainable strategic behaviour, toward discovering antecedents of green governance partnerships to the outcome: successfully positioning on target market.

Building upon identified black holes of the IC management literature review, the components of green IC management research design aim at making sense of online retailers' eco labelling behaviour.(Table 3) .The conceptual framework links theory and evidence within purposefully boundaries of empirical world, leveraging constructs of Intellectual Capital green governance, enables collaborative green partnerships, becoming accountable against stakeholders' concerns regarding sustainable development. Revealing conceptual mapping of Lewin's Force Field &green IC governance**,** the explanatory process should compound relevant metrics of *enablers vs. barriers* in building green governance identity partnerships.

Table 3. – Driving and restraining forces on IC management of online retailers of eco-label products

Driving forces (positive for change)	**Restraining forces (obstacles to change)**
Human Capital	
Leadership pivotal role to induce eco-friendly mentalities among employees	Difficulties to build an eco-minded leadership model
Adopting eco identity by belief	Adopting eco identity as a trend
Employees' willingness to adopt an eco-friendly behaviour	Low incentives to adopt an eco-friendly behaviour
Design of training programs to reinforce eco identity	Disparate initiatives to develop training programs to reinforce eco identity
Eco-tailored customer care	Standardized customer care
Structural Capital	
Dominant position of the eco-label products retailer in the sector value chain	Low position of the eco-products retailer in the sector value chain
Co-creation of new ideas within eco-label system	Vulnerabilities in co-creation of new ideas within eco-label system
High capability to design innovative selling methods	Limited capability to design innovative selling methods
High capability to monitor the risks of altering eco identity	Limited capability to monitor the risks of altering eco identity
Sustainable intelligent alerts tools adopted	Low awareness of sustainable intelligent alerts tools
Relational Capital	
Eco-label behaviour propensity	Barriers to induce eco-label behaviour
Promoting eco-label products' fitness-for-use	Lack of interest in promoting eco-label products' fitness-for-use
Commitment to take part in an eco-knowledge hub	Lack of interest to take part in an eco-knowledge hub
Tailored e-retailer's ICT infrastructure to monitor producer-customer interactions	Standardized e-retailer's ICT infrastructure to monitor producer-customer interactions
Enabling collaborative culture to share eco identity	Reticence on sharing eco-based cultural values

Source: Alexandru Capatina, **Bleoju Gianita**, Adrian Micu, Bogdan George Dragan, **2018**, Book Title"Intellectual Capital Management as a Driver of Sustainability: For Organizations and Society"; Capitolul Eco-knowledge hubs of leveraging Intellectual Capital green governance**, Springer** Publishing House, DOI 10.1007/978-3-319-79051-0, Hardcover , eBook ISBN 978-3-319-79051-0, pag 157-175

https://www.scopus.com/authid/detail.uri?authorId=55524124900

The endeavour proves twofold valuable: to overcome white spots within benchmarking eco-value chain configurations and to enable on line retailing partnerships, rooted upon purposefully shared common practices of green IC management.

The attempts to embrace green IC management challenges make sense of eco-labelling commitment mapping of items' interpretation distribution, as testable antecedents to overcome persistent blind spots within market driven vs market driving approach.

Debriefing over respondents' dissimilar propensity toward seeking and meeting consumer tastes vs. seeking to shape consumer behaviour (Carpenter, 2017), the study focuses upon unbundling Green Cultural Intelligence within the eco-knowledge hub capability to generate practices of green IC management, by sharing actionable knowledge relevant for governance identity partnerships.

The eco-knowledge hub's **outcomes** are the following:

- designing a virtual platform of EU on-line retailers green governance clustering;
- purposefully designing tools of IC green governance audit, to check against perceived obstacles vs opportunities to benefit from sustainable green behaviour,
- supporting partnerships of eco-labelling commitment to upgrade Intellectual Capital green governance maturity gaps;
- offering an ad-hoc proactive on-line intelligence alerts on seizing green innovation opportunities (fostering open innovation partnerships);
- creating an online structured pool of green governance identity partnerships and fostering synergies among them (challenging on-line retailing business models);
- disseminating IC green governance good practice within tailored (multilevel) knowledge platforms, to deepen patterns of collaborative knowledge sharing (matching Relational Capital prevalence within IC green governance by means of Force Field and IC scores);
- monitoring and assisting on line retailers in prototyping and testing green behaviour capabilities;
- upgrading managerial skills of addressing each area of IC management maturity gap by enabling IC Mapping , monitoring and updating.

The components of the non-inferential research rely upon staging the research process by directing **exploratory** studies to define relevant on-line retailers IC management pillars and their

interrelations, while addressing recognizable gaps in knowledge base, to finally outlining the **explanatory role** of the following innovative framework. The research advances constructs moderating driving and restraining forces on IC management of online retailers of eco-label products.

The research design aims at bridging collective reflections upon carefully analysing various scenarios of sustainability and IC valuing range of associations, followed by systematically filtering selecting criteria of IC and Force Field design framework. In order to calibrate meaningful structuring characteristics, we finally retain ten items (five items for driving forces, respectively five items for restraining forces - Table 10.1) to perform experimental testing of pertinence and explanatory role within targeted empirical boundaries.

Given the diversity and variety of the pilot study collected data within the empirical boundaries (European on line retailing), our findings suggest the emergence of a middle range IC theory valuating online retailing business partnerships' green governance.

Corporate responsibility models across value chain highlight IC green self-governed networks to match environmental and social implications by promoting eco-labelling incentives among retailing partnerships.

Eco-labelling purposefully calibrates responsible consumption by anchoring shared sustainability values among eco-labelling clustering behaviour, while favouring green brands competitive positioning.

Eco-market niche behaviour still lacks in green IC vision to consolidate strategic positioning through capitalizing over variety and diversity in consumption sustainability goals.

Business models scalability on eco-niche supposes market footholds as actionable knowledge grounded on exploring metrics of green IC management, able to bridge corporate and sustainability conflicting interests.

Lewin's Force Field analysis aims at making sense of online retailers' eco-labelling behaviour related to real difficulties in green IC management and sustainability valuing associations. Therefore, the role of eco-knowledge hubs is to promote green governance, on the one hand, and to foster scalable green governance online business models, on the other hand.

Eco-knowledge hubs of leveraging IC green governance enable structuring complex choices to match growing consumers' interests over sustainability values, while sustainable

intelligence alert tools calibrate eco-reputation, by designing unique selling propositions based on eco-minded anticipated behaviours.

Innovative value added retailing brands reinforce brand equity by bridging corporate sustainability reporting and sustainable intelligence alert tools to make sense of IC green governance impact over sustainability goals of companies, consumers and society.

Building upon a multi-framing approach to green governance identity, this chapter deepens the understanding of knowledge co-creation within online eco-value chains, enriches case-based return on experiences and strengthens the eco-commitment of the green governance reputational partnerships.

The findings of this study contribute to the existing literature by confirming that eco-label knowledge hubs influence environmental attitudes and pro-environmental consumer behaviour, aligned with the approach of Taufique et al. (2016). While other researchers (Burkhardet et al., 2011) proved how organizations and their customers jointly create new knowledge in virtual spaces, this study highlights how to leverage eco-knowledge co-creation among European e-retailers.

The current study aligns to the multi-framing approach to strategic decision improving agenda (Schoemaker, 1993), recognizing goal congruency and coordinative rationality as the meta-theory voids to reflect upon. In addressing the gaps, GIC should enact as mediating between rational, organizational and contextual conflicting models, while ranking key variables as follows: invisible assets coordination, collaborative eco-culture and managing contexts of experiential learning.

Furthermore, envisioning the core distinction between sustaining vs. disruptive technologies (Christensen, 2013), the role of the eco-knowledge hub in leveraging Intellectual Capital Green Governance aims at enriching innovation theory, through anchoring disruptive behaviour as sustainable.

Generating testable solutions to guide behavioural adjusting of online retailing players supposes endowing them with benchmarking schemes against which they should assess their maturity level to successfully engage in disruptive behaviour grounded on scalable green governance shared sustainability valuing analytics.

Case-based return on experience consists in training eco-behaviour adjusting practices upon developing testable instruments to scan the eco-knowledge hub legacy, through upgrading relevant skills of green governance value chain maturity assessment.

Enriching the eco-knowledge hub's base with the capability of coaching green IC skills overcomes perceived barriers in commitment to eco-behaviour, as opposed to perceived barriers to eco-trend setting approach.

With high propensity to engage in green governance partnerships, eco-retailing firms are capable to alter business relationships as first movers, consolidate competitive identity through green leadership trust builder to finally securing further dominance advantage online retailing market.

Realigning the rules of engagement within consolidated eco-knowledge hubs of leveraging Intellectual Capital green governance, the original research framework delivers on promise. The findings reveal both market driven and market driving approaches to market orientation, by mapping IC management artefacts of leveraging Intellectual Capital green governance.

The specific focus of the study is to expose the benefits of IC green governance learning experience shared within an eco-knowledge hub. Findings recognize the impact of an eco-knowledge hub on adopting GIC learning practices, able to generate patterns of collective reflection over return on eco-labelling experience, enhancing the scalability of eco-systems.

In pursuing goal congruency, collaborative eco-culture enables eco-value chain openness toward sharing common behavioural patterns to successfully address the client's green exigencies, becoming accountable for stakeholders vigilance over eco–based cultural values.

While the present study provides a research framework to match theory and reality, by highlighting the role of the eco-knowledge hub in leveraging Intellectual Capital Green Governance, it also acknowledges that the non-inferential method adopted does not capture all nuances of experiences behind the retailer's judgments regarding the key constructs of the model. Although the explanatory model addresses key challenges of the literature, the examined actual behaviour within a pilot convenience sample does not guarantee that further evidence will fully fit the research design. To overcome this limit, further research needs to be performed in order to recalibrate the research framework to explain new findings.

Further research

This analysis proves useful to mobilize the experts to collaborate with respondents case by case, where significant, in order to explore and reveal common semantic but mostly identify commonalities of cognitive approach of sense making training, for further testing the portability of the instrument. As methodological approach, it seems natural to comply with following Action-Design/implementation and Action-Learning, as above prescribed, being more appropriate for design and implement actionable knowledge.

Nevertheless, caution is necessary to discriminate between the conceptual constructs of calibrating the change capacity of the proposed framework and thoroughly recalibrating the managerial instrument, due to the compulsory methodological validity assessment.

The conceptual construct, the methodology and the promising preliminary conclusions serve to the strategic management of intellectual capital approach, as new knowledge contribution to the debate and constitute a useful experimenting contribution to managerial practice in order to validate their pertinence, as well.

B2. The evolution and career development plan

The common fault of strategic misalignment resides on leadership scarce propensity to pooling capabilities and coordinating their deployment trough sense making processes of fitting organizational landscape to targeted outcome. Therefore **exploring precursors of matching capability with delivery, through leadership branding awareness, should provide direction toward enable capability to generate a** *sustainable configuration of choices* to capitalize on capabilities.

Body of evidence on *Organizational design* and *Decision theory* highlights the pivotal role of aligning the internal decision making structure to business performance. Complementarily, drowning upon *Intellectual Capital* literature focus on *incentive mechanisms* to watch its interrelated components human structural and relational, becomes the *key intangible value* to strategic success.

Acknowledging the conflictive approach of employees and employer as regards incentive mechanisms the research builds on leadership role *to boost on differences* and purposefully builds on sharing strategic unity.

While extant literature relays on complexity as mainly pertaining to external environment of the firm and embedding it through adaptive organization, *much less focuses on strategic leadership main features* to setup a *sustainable configuration of choices* to capitalize on capabilities.

Current research explores *underestimated relationships of leadership context dependency*, through recognition and mapping anticipative skills to amplify the possibility of capturing relevant information that are difficult (costly) to obtain within business landscape.

Featuring precursors of strategic leadership behavioral complexity -Make sense of ambiguities & Taking informed actions- the study focuses on descriptive approach (rather than quantitative) of critical *leadership skills as strategic resource* to any future competitive situation. *Action –based training routines* appropriateness to balance absorptive and adaptive capacity of strategic leadership, matches at best the *relative targets* approach to capitalize on organizational capabilities and its impact on business performance.

Collaborative approach to organizational learning makes sense of leadership branding awareness, purposefully retaining capabilities critical to success and influences the course of action through upgrading internal decision making structure to sharpen delivery on capability.

B2.1 Pertinence of training foreknowledge decisional practices

The idea to design and develop the first world Massive Open Online Courses (MOOC) dedicated to active learning of Competitive Intelligence relevant issues came from the opportunities to share our knowledge acquired in this field within a large online community of students and business professionals. Dealing in our teaching and research activities with online educational platforms and technologies, our ambition is to create a MOOC that can be further transformed in a web-based knowledge hub, providing the base for interactions between learners who are eager to discover the latest trends in Competitive Intelligence (CI) field. They will be also challenged to discover their CI profile (Intelligence Provider, Vigilant Learner, Opportunity Captor or Opportunity Defender), according to a strategic profiling tool (Bleoju & Capatina, 2015).

Being involved in researches focused on Competitive Intelligence in the last ten years, our research team wondered if knowledge related to this topic is transferable to interested learners through a MOOC. In this way, we performed a targeted search on the most relevant aggregator (directory) of MOOC (https://www.mooc-list.com/) and the lack of results associated to Competitive Intelligence keyword is central to the current research. This MOOC will be designed for Master and PhD students from business schools, but also for decision-makers from business world, who are eager to find out more about how companies are able to monitor their competitors' strategic movements and react accordingly.

The real challenges of a Competitive Intelligence Massive Open Online Course (CI MOOC) should be outlined, as follows:

- The limited transferability of Competitive Intelligence knowledge due to both firm specific CI process-based identity and its recognizable value as performance differentiator on real markets.
- The CI MOOC process design framework guides the proactive learning of tracking relevant information (new knowledge creation) from external and internal environment of the firm.
- The CI process design must purposefully match **competing interests and conflicting objectives of CI capabilities**, which are expected to distinctively position the players in competitive markets upon specific capitalization of actionable knowledge.

Facing drivers of change is the main concern for educational systems, while training foreknowledge decisional practices related to CI MOOC explores testable solutions of blending intelligent employment approach, organisational anticipative capabilities and intelligence requirements.

Structuring knowledge and problem framing becomes compulsory for instructional content, in order to address the business gaps on managerial pertinence.

Acknowledging the complexity of the interrelated disruptive research ambition and specific objectives, the current proposal is relying upon relevant team expertise on both mixed methods research design and managerial practice, as well.

The main outcome of the CI MOOC is to address the paradigm shift from the dominant conventional logic with respect to the existent body of knowledge, identifying conflicting perspectives of large scale learning on Competitive Intelligence.

The unexploited potential of MOOC due to prior poor learning design is the trigger for underling our research question relevancy: how a MOOC is able to leverage active learning constructs of easily accessible actionable knowledge on Competitive Intelligence?

Furthermore, we advance **a mix of self-assessment tools and benchmarking learning progress instruments,** as the MOOC's design and implementation focuses on purposefully matching **Collaborative Intelligence to Competitive Intelligence.**

In the past, distance learning was mainly based on correspondence courses (1890s-1920s), and later, it turned to radio and television broadcast of courses (Harcleroad and Saettler, 1968). The beginning of the third millennium proposes education challenges, with increasing online presence, open learning opportunities, and the development of MOOCs (Yuan et al., 2014).

MOOCs appears as a consequence of the technology potential to help transform education and improve student learning (Hew & Cheung, 2014), being perceived as an innovative form of online learning, as they enable collaborative learning, by encouraging learners to contribute to collective knowledge (Margaryan et al., 2015). MOOCs have revolutionized the education system by making education easily accessible to mass audiences worldwide (Shen & Kuo, 2015). In this context, the main challenge today with MOOCs is to identify what is the best model and the best practice in using this technology and how we can optimize it for our students (Brahimi & Sarirete, 2015).

The early MOOCs involved learning management systems and video lectures, using educational frameworks that enable the integration of open web resources into learning management systems (Masters, 2011). MOOCs can be perceived as innovative forms of courseware within online learning approaches, in terms of open access to courses and scalability (Yuan et al., 2013)

As MOOCs have evolved, two distinct types have been proposed: those that emphasize the connectivist philosophy, and those that resemble more traditional courses: "**cMOOC**" and "**xMOOC**" (Siemens and Baker, 2012).

Despite of the potential, MOOCs have been criticized for their poor learning design (Cooper & Sahami, 2013; Gaebel, 2013; Yuan & Powell, 2013). Kalz and Specht (2013) have summarized that the current learning design of the two major design approaches is for the one format too open and unstructured and might therefore be only suited for a very self-directed

population of learners with high media literacy (the so-called cMOOC). The other format is reproducing a classical lecture oriented approach without exploiting interaction and feedback opportunities (the so-called xMOOC). These MOOCs are offered to the learners as 'online master classes'. They are aimed at adult learners whose primary objective is to keep up-to-date in their profession. From the perspective of theories on distance education, the learning design of the dominant format of xMOOCs can be compared with the e-learning courses of the beginning of the 21st century (Rubens, Kalz, Koper, 2014)

cMOOCs promote flexibility and openness and provide the architecture for self-organized and networked learning, where learners can define their own objectives, being motivated to collaboratively create and share knowledge. xMOOCs deliver high quality content and follow a clear instructional design approach, where learning objectives are pre-defined by instructors and assumed by learners (Yousef et al., 2015).

Although MOOCs are rapidly developing and gaining high awareness in the global campus, most of them fail to help learners to remain focused on learning content. This kind of problem occurs because most MOOC designs do not offer learners an engaging experience. Identifying the engaging gamification mechanics can solve this hot issue to create highly effective MOOCs (Chang and Wei, 2016).

The great potential of MOOCs to provide university level education free of some of the traditional barriers to participation in elite education, such as cost and academic background, should be a driver of differentiation of educational offers (Jordan, 2014).

The higher level of MOOCs customization will lead to greater benefits among learners, considered the most relevant stakeholders of instructional communities, further promoting open opportunities of collaboration among instructors and across disciplines (Bruff et al., 2013).

The intense, time-critical competition across elite higher education institutions led them to adopt MOOCs as platforms based on viral technologies (McClure, 2014), capable to disrupt institutions with simultaneous high potential reward and competitive risk (Daniel, 2012).

As indicated by the “Stanford Education Experiment” (Leckart, 2012), there is a potential business model around MOOC providers being able to recommend successful learners to potential employers. The feasibility of this approach can vary across higher education institutions and MOOC providers, depending on existing partnerships with employers or the creation of new partnerships initiated through the production of high profile MOOCs (Burd et al., 2015).

Considering all the benefits of high-quality courseware content in business education, the need for a Competitive Intelligence MOOC arises, as the future of intelligence studies in business will enable its symbiosis with new educational technology. Moreover, Intelligence systems are primarily about content, not technology. Intelligence studies in business are about how we build that content for the surrounding world of any private organization (Soilen, 2016).

Flexibility, high quality content, instructional design and learning, methodologies, lifelong learning, network learning, openness, and student-centred learning (Delagdo and Grima, 2015) becomes source of reflection on the items embedded into the current CI MOOC framework design.

Collaborative sense making through engaging the target public in active learning is a reliable commitment of mobilising interrelated research of decision making literature and Intelligence studies (Baber et al., 2016).

B2.2 Anchoring the CI MOOC's model contribution to instructed learning business abilities

The CI MOOC learning design is overcoming the triple theoretical, methodological and managerial mismatch of prior MOOC's practices. The active learning environment is prone to stimulate the willingness to change routines, through leveraging the collective intelligence capacity for making sense of sharing discoveries and changing mind- sets toward inquiry and experimentation (Moore et al., 2007).

The CI MOOC aims at fostering motivation among learners, providing the opportunity to experience foreknowledge decisional practices. (Karagiorgi and Symeou, 2005).

We address the following objectives for the CI MOOC:

- setting realistic learning outcomes for learners (knowledge, skills, Competitive Intelligence profile);
- identifying learners' Competitive Intelligence profiles through a self-assessment tool embedded into the CI MOOC;
- developing multiple choice tests that will support learners in acquiring knowledge on Competitive Intelligence issues;
- ensuring the alignment between MOOC design and learning outcomes;

- engaging learners in MOOC community (these tasks will lead to foster commonalities through active enrolling on Collaborative Intelligence practices toward acquiring Competitive Intelligence skills as benefits to further capitalize on real business.

Frame-related issues and areas of focus of CI MOOC design

The relevance of leveraging active learning constructs of easily accessible actionable knowledge on Competitive Intelligence still needs to be explored.

The design framework's mission is meant to train the capacity of an innovative instructional large scale course to adapt to new educational challenges.

Exploring the benefits of the changing paradigm, the conceptual logic of the MOOC design framework, Lewin's force field analyses is the most appropriate instrument to highlight the actionability of CI MOOC design framework and planning implementation. In this way, we propose CI MOOC constructs tailored to Lewin's force field model (Table 4).

Driving forces (positive for change)	**Restraining forces (obstacles to change)**
CONTENT	
Maximizing the value of Competitive Intelligence (CI) knowledge transfer based on highly interactive MOOC content	Limited MOOC users' engagement on interactive content
Enhancing benefits of online multimedia resources embedded into CI MOOC	Limited skills to deal with online multimedia resources embedded into CI MOOC
CI MOOC capability to properly address CI skill acquisition needs	Limited CI MOOC capability to address CI skill acquisition needs
Accessibility of CI MOOC platform on mobile technology	Lack of CI MOOC platform accessibility on mobile technology
Embedding a CI strategic behaviour self-assessment tool in MOOC	Limited capacity of learners to understand the outcomes of the self-assessment tool embedded in MOOC
CONTEXT	
Fostering CI MOOC users' interest through a serious game	Harder assessment of rich interactions within the CI MOOC serious game
Trust in MOOC instructors' CI background	Limited information about MOOC instructors' CI background
Enabling CI skills acquisition through MOOC	Low proficiency in CI skills acquisition through MOOC
High interest in acquiring and developing CI skills	Limited interest in acquiring and developing CI skills
CI MOOC capability to overcome the learners' conflict of priorities	Limited CI MOOC capability to overcome the learners' conflict of priorities

COMMUNITY	
Untapping the potential for self-organized CI learning community	Limited interest of learners to belong to self-organized CI learning community
High capacity of CI MOOC to exchange tips to acquire CI skills	Limited capacity of CI MOOC to exchange tips to acquire CI skills
High interest in sharing CI skills	Limited interest in sharing CI skills
Building a solid CI culture based on strategic thinking	Difficulties to build a solid CI culture based on talents' capturing
Supporting peer facilitator roles in the CI MOOC community	Difficulties to enable peer facilitator roles in the CI MOOC community

Table 4 .CI MOOC PROOF OF CONCEPT

Source: Bleoju,G., Capatina,A., Vairinhos, V., Nistor, R., Lesca,N. (2019). **Empirical evidence from a connectivist Competitive Intelligence Massive Open Online Course (CI cMOOC) proof of concept .** *Journal of Intelligence Studies in Business*, https://www.scopus.com/authid/detail.uri?authorId=55524124900

The proposed MOOC should capture the attention of potential users by providing widely accessible professional CI courses. The highly interactive content is a driver for the goal mentioned above, but, in the same time, it could be an inhibitor for some targets of audience, as they will find difficult to use specific tools embedded in MOOC.

A serious game integrated in the CI MOOC raises its awareness and stimulates the interest of potential users. However, the serious game's limits in assessment process, beyond simple output of game grading system, must be clearly identified.

One of the major expected intangible outcomes of CI MOOC resides in its capacity to capture talented people and develop their full potential in strategic thinking. The sensitive issue consists of the capacity/incapacity of the online learning culture promoted by the CI MOOC to unlock the potential of talented people

As educational tools used in CI MOOC becomes more interconnected, huge opportunities to leverage the "learning big data" generated by every interaction should be captured. Being aware of the need to gather, access, organize and analyse "learning big data" in order to transform it into CI knowledge, the limited skills in dealing with "learning big data" could harm this valuable process.

Poor learning design is tributary to **discipline- based approach** of structuring knowledge, while CI skills training requires **enriching learning content** to match **problems and paradigms.**

CI MOOC implementation, adoption and impact

Digital cultural readiness to CI MOOC learning outcomes : adapted of SI profiling tool

No	Variable	Intelligence Provider	Vigilant Learner	Opportunity Captor	Opportunity Defender
1.	**Strategic scope**	Differentiation through knowledge sharing Intelligent leadership High internal and external scanning capacity Digital competitive identity	Acquisition of new knowledge Digital leadership Multi -Channel absorbing knowledge Mastering the digital change	Competences portability High sensing capability	Effective reaction to strategic movements of the competitors High seizing capability
2.	**Organisational agility**	Strategic agility	Process agility	Portfolio agility	Operational agility
3.	**Organisational digital identity**	Weak signals of cultural dissonance Purposefully knowledge scanning design (Content and techniques best matching)	Culture favorable to changes Sense- making high capacity of ambiguous knowledge (or capacity to discriminate between new knowledge and discovering knowledge within existing digital content)	Capacity to switch value the cultural differences High speed of adoption digital content	Capability to monitor the cultural changes High reactivity in capturing significant content from existing digital repositories
4.	**Approach of competitors' threats**	Permanent care for upgrades and innovations	Focus on meeting the clients' needs instead of attacking rivals	Competitive advantage on harvesting over competences' portability	High capacity to detect competitors' threats

We consider that the invalidated hypothesis could be explained to the context sensitivity of cultural change process, due to both dynamism of the industry and heterogeneity of corporate culture that inertial declare the openness to change, but less serve to **consolidate digital competitive identity.**

As a maturity model, the SI profiling is validating its early warning role by signaling a risk of strategic dissonance upon the features of organizational cultural change and claim a therapeutic approach, through more refined decision making support, as based on non-repeatable behavior, in the attempt to fully evolve from the fragile *capacity to monitor cultural change* to the most profitable *capacity to recognize the value of cultural differences.*

CI-MOOC meaningful learning key point: **tailoring digital sharing culture** to deliver practices of CI actionable knowledge through ranking factors of engagement, retention and benefits.

Debriefing upon Interactional process (university, CI target group, business ecosystem) develop mechanisms for early diagnosis and **to adjust the dissonances arising from interactional process in building new knowledge.**

Anchoring the 3Cs

Content (knowledge absorption), Community (knowledge sharing), Context (knowledge actionability)

1. Should train unfamiliar situations, (signs, events, ambiguity); making sense of collective interaction "*about the interplay of action and interpretation rather than the influence of evaluation on choice*" **(**Weick et al. 2005) essential in CI because we need to collectively build action and interpretation skills and let them (even biased) decision in business environment because managers often are facing learning rigid schema of our students
2. Personalised learning trajectory (individual qualities- based as prescriptors for *inquisitive* versus *watching* profiling) recognitional vs analytical and biased decision making
3. Digital learning preferences : measure sensitivity of learner preference and **collectively challenging it.**
4. Organisational(**university**) &technical constraints; specific managerial concerns budgets , regulation, data protection, etc

B2.3 Strategic positioning and acting outcomes as capitalization over research achievements

Extracting, use and reuse of knowledge from academic specific environment (embedded knowledge of interactional processes as intangible asset) is becoming a challenge for actionable knowledge initiatives to enhance academic expertise based on educational technology.

Capatina, A.,Bleoju, G. (2012, September). Organisational Instructional Communication as a Cultural Based Competitive Intelligence Tool**.** In *Proceedings of the 13th European Conference on Knowledge Management* (pp. 152-160).

https://apps.webofknowledge.com/full_record.do?product=WOS&search_mode=GeneralSearch&qid=56&SID=E6pdmEGguCelesjKUbo&page=1&doc=1

Building upon previous university capacity to design the learning environment aligned with learner's outcomes, this chapter addresses a web entrepreneurial initiative concretized in a knowledge hub (K-HUB), whose architecture is articulated on four dimensions of any business model innovation: content-new activities, structure-new linkages, context-new markets and governance-network partnerships.

The development of web entrepreneurial skills within a virtual enterprise – Smart OWL (http://elearningindustry.com/active-learning-virtual-business-landscape-road-success) gave life to the idea to design a web based platform that allows the interaction of different actors from the higher education community, in order to align effective academic knowledge management and educational technology. The Web-based knowledge hub will allow higher education institutions to be the central entity of the content and intellectual property created in this process, by putting together a set of ed-tech tools to create, manage and modify specific curriculum content.

The multi framing hub construct, enhancing new knowledge creation and protection, aims at facilitating the capitalization upon academic-business partnerships and further instantiating the multiplication effect through upgrading knowledge-based environments.

The concept and its specific methodology ambition – to become a self-sustainable platform – will allow an experimental adjustment of the self-learning capability in order to monitor and develop mechanisms for early diagnosis and to adjust the dissonances arising from interactional process in building new knowledge.

The endeavor's twofold valuable. On one hand, it has the primary role of exposing collective sense making processes upon interactional academic environment of managing

knowledge creation, sharing and transformation. On the other hand, the proposed framework of transferred explicit knowledge will guide the users in their approach of experiential training/learning, being in the same time consistent with easily accessible actionable knowledge.

Knowledge gain pertinence revisited

One strong motivation for the Entrepreneurial initiative to develop a Knowledge hub resides upon a changing paradigm of Knowledge Acquisition Theory by exploring new causal architecture of anticipating future competence training (new knowledge gain) instead of prediction of student interaction with instructional content (Trader, 2007).

Recalling the Theory of Planed Behavior, this chapter addresses the importance of promoting the culture of common goal of learning by sharing knowledge (Chen & all, 2009) and the responsibility of instructors to develop configurations of virtual learning communities. The advanced knowledge hub will be able to overcome attitudinal and cognitive barriers, by appropriately align the academic environment to students and practitioners' behavior.

The K-HUB multi-framing approach of the interactional processes (academia / students/ practitioners) advances a self-supported platform for actionable knowledge codification to enhance technology and expertise. It reveals itself as an organizational intangible asset. The knowledge gain on structure-new linkages and governance-network partnerships goes beyond the above mentioned theoretical challenge towards another managerial choice. The K-HUB have the ambition to become a source of good practices for virtual learning communities, as well as generator of testing new practices of acquiring competences. The methodological pertinence of learning by doing approach is consistent with commitment, imagination and alignment (Battistella et al., 2015), as precursors for Entrepreneurial K-HUB culture, by bridging the gaps in business education. The fourth industrial revolution, driving by extreme connectivity brings radical and irreversible changes of the global economy with foreseeable consequences in altering labor market configuration. Resuming the World Economic Forum at Davos concerns, Van Bommel (2011) advances the importance of creating new ways to deploy virtual labor to automate knowledge-based work.

The leading role of universities in assuming the responsibilities and guiding the fundamental changes driven by Artificial Intelligence and automation is generally recognized. The reconfiguration of educational programs is compulsory to master the imminent job losing – job creation trough enhancing the new opportunities of infinite data and cognitive technology which will dominate the future labor market.

Recognizing the collective impact of digital transformation, the university-business partnerships insure efficient learning platforms for acquiring knowledge and foster the rapid integration of the future workforce. The context specific factors, campus technology related impact and recognizing strategies for assuming universities leading role in partnerships for local and regional sustainable behavior , are also driving factors for the feasibility of similar previous recipes to K-HUB solution.(Bleoju Gianita, Capatina Alexandru, Geru Marius, Pană Bogdan, 2017, Entrepreneurial initiative to develop a Web-based Knowledge Hub (ID 300416-064326), pag. 53-78). https://www.igi-global.com/chapter/enhancing-the-credibility-of-the-decision-making-journey-through-serious-games-learning-analytics/228489

A contingency analysis applied to the Knowledge hubs opportunity assessments underline a specific matching between university assets and local-regional conditions featuring the following determinants: local absorptive capacity through the presence of firms able and willing to engage with university research ; promising competitive infrastructure ; technical labor market and entrepreneurial culture both in university as in business surrounding.

The above achievements are credible experiences of university engagement and successfully responding to three recent and very important technological, economic, and cultural changes: the shift from closed innovation to open innovation, identification of the delicate campus conditions for successful technology-related economic impact, and the importance of higher education moving past imitation as its primary evolutionary tool.

Another critical issue is also addressed by the authors, regarding the importance of the effectiveness of K-HUB initiatives. In spite of sound success stories, some difficulties in selecting the appropriate metrics of effectiveness arise and nevertheless a second reflection upon calibrating the ex-ante feasibility and contingency plan of any K-HUB solution is compulsory.

The tacit aspects of the program -processes and outcomes, entrepreneurship capabilities, and their potential for knowledge transfer with industry - are harder to quantify and subject to informal evaluation. The subjectivity of the informal evaluation is coherent with the regional leading role of anchored university in local and regional sustainable innovation ecosystem. The university stakeholder's are prone to discursive learning, fostering linkages among university leaders, policy makers and program managers deploying the accountability of resource allocation and the pilotage of the multiple external groups' interactions of any K-HUB project.

Innovative dimension of the entrepreneurial K-HUB

The innovative dimension of the K-HUB resides on its capability to capture and share knowledge through a specific learning environment framework capable to employ instructed learning, based upon balancing conflictive objectives of constructed organizational memory and building capability of generating articulated actionable knowledge.

The K-HUB outcomes may be outlined as following:

1. Design and implementing a collaborative schema for knowledge sharing and exploitation.
2. Collective sense making through aggregation of pertinence (generating content) on domain- specific communities of practice.
3. Guided virtuous learning cycle from employability capability toward narrowed competence portfolio.

The multiplier effect of K-HUB should be emphasized, once learners will manifest a knowledge acquisition behaviour after graduation, being endowed with entrepreneurial critical competences: market scanning, capturing opportunities and intelligent targeting. Furthermore the e- collaborative strategy once trained, it should better match intelligent employment, both on demand side, fostering integration on the labour market, and offer side as well, enabling their flexibility and job opportunity switching.

The advanced K-HUB learning cycle is tailoring at best the four dimensions of the business model innovation; content, structure, context and governance, coherent with entrepreneurial culture propensity to disruptive behavior defined by permanently scanning, discover and capitalize upon new markets, new activities, new linkages and network partnerships.

Considering the above empirics the Entrepreneurial initiative to develop a Web-based Knowledge Hub undertakes an innovative conceptual blending twofold valuable. Primarily, the

K-HUB is leveraging collective intelligence to adjust the dissonances arising from the holistic interactional processes, exposing heterogeneous cognitive maps of individuals involved on knowledge exchange. Secondly, the K-HUB constitutes a constructed intangible asset -as innovative framework of transferred explicit knowledge- which will guide the users in their approach of experiential training/learning, being in the same time consistent with easily accessible actionable knowledge and openness to entrepreneurial features of their culture.
The following research contributions advances knowledge gain on testable solutions.

Louis Havriliuc, Alexandru Capatina, Gianita Bleoju**,** 2019 *Enhancing the credibility of the decision-making journey through serious games learning analytics* for IGI Global's "Cognitive Computing in Technology-Enhanced Learning"; https://www.igi-global.com/book/cognitive-computing-technology-enhanced-learning/218576, ISBN13: 9781522590316|ISBN10: 1522590315| EISBN13: 9781522590323|DOI: 10.4018/978-1-5225-9031-6, pp 29-46.
https://www.igi-global.com/book/cognitive-computing-technology-enhanced-learning/218576?utm_source=m&utm_medium=ac&utm_campaign=bec_to_prod&utm_content=02.27.2019
https://www.igi-global.com/chapter/enhancing-the-credibility-of-the-decision-making-journey-through-serious-games-learning-analytics/228489

Capatina, A., Bleoju, G., Rancati, E., & Hoareau, E. (2018). **Tracking precursors of learning analytics over serious game team performance ranking**. *Behaviour & Information Technology*, *37*(10-11), 1008-1020, **AIS 0,339**
https://apps.webofknowledge.com/full_record.do?product=WOS&search_mode=GeneralSearch&qid=3&SID=E6pdmEGguCeIesjKUbo&page=1&doc=1

Drăgan, G. B., Bleoju, G., Capățînă, A. 2017 .**Exploring Precursors of Value Delivery on Organizational Capabilities through Leadership Branding Awareness**, 5th International Academic Conference on Strategica - Shift! Major Challenges of Today's Economy.
https://apps.webofknowledge.com/full_record.do?product=WOS&search_mode=GeneralSearch&qid=35&SID=E6pdmEGguCeIesjKUbo&page=1&doc=1

Căpăţînă, A., Bleoju, G., Hoareau 2016, E. **Fostering Students'interest for Experiential Learning-The Case of Grenoble Digital Marketing Bootcamp.** 4th International Academic Conference Strategica, Bucharest, Romania, Opportunities And Risks In The Contemporary Business Environment, Book Series
https://apps.webofknowledge.com/full_record.do?product=WOS&search_mode=GeneralSearch&qid=38&SID=E6pdmEGguCeIesjKUbo&page=1&doc=1

Capatina, A., Bleoju, G., 2015. **Exploring the potential of serious games' online communities in leveraging collective intelligence**. In *Strategica International Academic Conference "Local versus Global* (pp. 294-302).
https://apps.webofknowledge.com/full_record.do?product=WOS&search_mode=GeneralSearch&qid=41&SID=E6pdmEGguCeIesjKUbo&page=1&doc=1

In the context of unpredictable changes, which have a huge impact on firms' competitiveness, providing managerial tools to assess organizational preparedness for the future becomes compulsory. The performance gaps registered between competitors are due to the different degree of organizational preparedness to anticipate and react to future market trends.
Managerial proficiency in understanding and addressing market challenges lies with scanning for

relevant information, react to ambiguity, developing peripheral vision and overcome cognitive bias in weak signal interpretation. In order to enhance future organizational preparedness, core organizational skills to embed knowledge need to be addressed and responses to be provided, confronting the demand of decision-makers for SI training with developing anticipative capability.

The changing patterns of competition and its impact over the organizational capabilities' alignment continue to be a challenge for scholars and practitioners in business & management. In order to deal with increasing complexity and volatility of the competitive landscape, organizations should inquire about the knowledge and skills they must develop for the managerial future orientation. Current patterns of strategic behaviour are still dominated by standardized or specific models and tools which are foreseeable to deter gain from innovation and change in future markets. Therefore, Strategic Intelligence core skills should be trained to support management decision in providing adjustable learning tools to successfully leverage dynamic capabilities of the firms.

In order to provide anticipative managerial training, a Strategic Intelligence framework to assess the degree of organizational preparedness is hosting a learning approach to SI maturity with:

- **conceptual training:** knowledge acquisition oriented, to match SI missing skills;
- **interpretative and iterative:** expected proficiency in knowledge sharing; knowledge transfer oriented of core SI skills; actionability trough collective learning experimentation;
- **future oriented behavior training:** knowledge capitalization oriented to enhance competitive identity of SI performers; influencing the future competitive environment; developing a SI supportive culture.

SI CMM articulates actionable organizational knowledge and provides guidelines for managerial practice to share SI practices about future competitive pressures anticipation in order to identify the specific SI core skills that need to be improved. The value added of the SI CMM resides on interrelated corpus of knowledge of Strategic Intelligence and Competitive Behavior, valorizes our up-to-date benchmarking insights over the key topics on organizational alignment capabilities to environment turbulence and underlines **knowledge discovery vocation as SI unique feature** to influence organizational intelligence maturity.

In the following sections, the main approaches and outcomes in the field of intervention, conceptualization, constructed experimentation and adjusting within the multi-framing approach of Strategic Intelligence profiling are exposed, as well as the methodological matching.

Enhancing competitive response to market challenges requires managerial 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 strategic leadership on core skills pillars 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).

Competitive positioning relies upon organizational learning approach of interpreting the environment with *test makers* actively searching for information and *test avoiders* with passively interpreting information within limits. Four categories of interpreting behavior are considered: enacting and discovering labels *intrusive organizations*, while conditioned viewing and undirected viewing labels *non-intrusive organizations* (Daft and Weick, 1984). Intelligence studies in business builds upon the above seminal work and focuses upon an organizational learning approach to improve managerial interpretive skills to cope with the environment.

The foresight maturity model (Rohrbeck, 2010) adapts and develops the three steps model of managerial enacting upon weak signals on emerging change: **scanning** or data gathering, **interpretation** with sense meaning of data and **enact** through learning (Daft and Weick, 1984).

Future orientation stream of literature provides useful insights about measuring corporate foresight maturity to reach future preparedness status, labeled vigilant future prepared status at maturity. Valuable insights features continuously **perceiving** through change sensors, systematically **prospecting** for anticipating unexpected changes, followed by **probing scenarios** to shape the rules of competition, as core skills to be developed (Rohrbeck, 2010). The conceptual framework underlines **five capability dimensions** against which the respondent is assessing his level of organizational future orientation (OFO) readiness: information usage, method sophistication, people and networks, organization and culture. The quantitative benchmark research assessed the level future preparedness with a 300 multinationals longitudinal study, 120 interviews among high and medium management level, followed by 20 case studies across industries. The study defines an optimum level of future preparedness when its corporate foresight need level is matched by its corporate foresight maturity level, with the results clustering corporate foresight practices with the sample as follows: vigilant (24%), deficiencies (26%) and in danger (50%). (Rohrbeck et al., 2018).

Enhancing competitive response to volatile and uncertain environment challenges requires managerial core skills to understand, interpret and enact upon competitor analysis and market selection. Mapping competitive pressure in different industries give valuable insights about how to make relevant current position to future positioning when anticipating change patterns of competition. Each firm will be uniquely affected by its capacity to decide upon markets selection; therefore, to enhance the competitive response, reconfiguration with alliances and targeting will be undertaken. Based on common strategic intent five types of alliances are labelled: surrogate attackers, critical supporters, passive supporters, flank protectors or strategic umbrellas will destabilize and redirect the pressure system (D'Aveni, 2002).

Relying upon measuring the managers' perceptions about competitive dynamics, one significant study informs about limited capability to identify and enact upon sensors, once opportunities and threats dominates competitive response decision. Reflections upon developing organizational capabilities shapes plausible competitive response behavior through experimenting learning approach to align internal and external influences in anticipating early enough changing patterns of competition in future markets (Fouskas and Drossos, 2010).

Exploring new markets is particularly challenging for capturing opportunities, while previous performance is non repeatable. To address the concern, a useful response lies with

mapping corporate foresight activities to overcome vulnerabilities in coping with uncertainty. Experimenting recipes of multiple iteration of perceiving, prospecting and probing in bottom of the pyramid (BOP) segments where finding *distant opportunities* is crucial for capitalize upon (Højland and Rohrbeck, 2018).

Differentiation in future markets becomes particularly difficult when it comes to manage innovation related benefits among partners engaged in coopetition, as they are sharing common knowledge base.

Seeking offer differentiation colludes with technological coopetition business model and peculiar concerns arise when analyzing radical innovation vs incremental improvements for individual firms engaged in coopetition. Conflictive objectives derived from the propensity to share vs protect practices to embed relevant knowledge has implications for business model transformation. Return on evidence of a cross industrial survey in Finnish markets informs about the emergence of radical business model innovation to preserve the offer differentiation outcome within collaboration among competitors (Ritala and Sainio, 2014).

One recent study proposes a comparative three level (early stage CI, Mid-level CI capability, World-class CI capability CI maturity model with eight dimensions: strategy and culture, relationship with management, structure, resources, system, deliverables and capabilities, analytical products and CI use, impact. The comparative model aims at enabling benchmarking across industries and return on empirical evidence underlines the necessity of a holistic model to track upon each company CI practices to reach maturity (Oubric et al., 2018).

Business and intelligence communities are seeking for relevant guidance to enact upon organizational competitive capital and training should provide external expertise support to focus on defining and scope a business opportunity *(*Liebowitz, 2006).

Developing competitive capital lies with selecting facilitators and enablers from organizational-environment interaction. Organizations must go beyond mere awareness of SI practices benefits but to engage in purposely pooling Strategic Intelligence skills. In order to cope with turbulent environment, managerial practice should be enriched with engaging in sensing and seizing change and enact before competition. Moreover, a genuine learning approach to collective intelligence practices would overcome cognitive dissonance in strategic decision and activate interpretative and iterative loops to enrich SI core skills for influencing future markets. SI cultural identity embraces collective filtering to develop insights about distant

opportunities, while strategic leadership will take lead in exploiting competitive capital though open minded and learning from consequential mistakes experimentation.

Strategic Intelligence Capability Maturity Model (SI CMM)

The conceptual model highlights the degree of preparedness of four SI profiles' behaviors (Intelligence Provider, Vigilant Learner, Opportunity Captor and Opportunity Defender) against seven levels of maturity. SI CMM framework outlines both conditioned scanning capabilities (the first five SI readiness levels) and enablers to anticipate future market trends (the last two SI readiness levels).

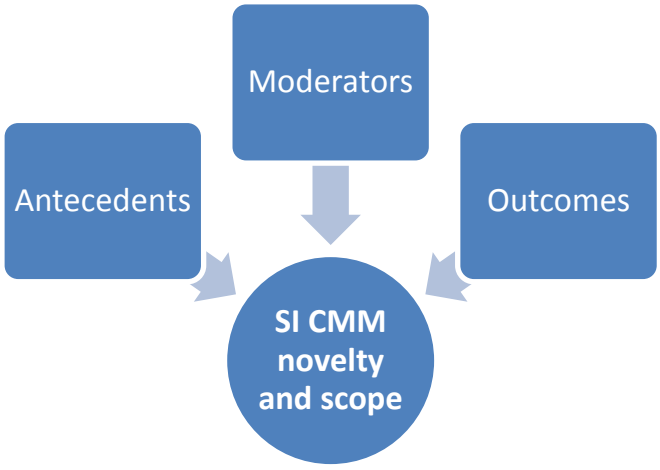


Figure 4: Key elements of SI CMM

Source: Gianita Bleoju, Alexandru Capatina,2019: **Enhancing competitive response to market challenges with a Strategic Intelligence maturity model**, Journal of Intelligence Studies in Business, https://ojs.hh.se/index.php/JISIB/article/view/402, p17-27

https://www.scopus.com/authid/detail.uri?authorId=55524124900

SI CMM defines a systematic approach to pooling SI core skills, leverages SI expertise to combine conditions affecting competitive response and enables organizational intelligence to influence future markets (Figure 3).

SI CMM **antecedents** reveal volatility, uncertainty, complexity, ambiguity and competitive pressure at the external level, while dynamic capabilities, test makers and test avoiders are related to the internal level.

SI CMM **novelty** resides on knowledge discovery vocation and competitive capital collection cases return on experiences to share within the community or practitioners to match future need of SI core skills upgrading, while its **scope** deals with targeting profile specific need of updating SI knowledge.

SI CMM **moderators** aims to assess the lack of managerial anticipative skills associated with each SI profile identity; the coordination and sharing SI common knowledge to enhance preparedness in forward-looking competitive pressures; the development of a supportive culture to enable organizational preparedness for the assisted learning: consultancy-based (conceptual training), business mentoring (problem solving), procedural animators (action oriented).

SI CMM **outcomes** reveal profile specific roadmaps to improve SI core skills tailored to four SI profiles, previously developed within an exploratory research.

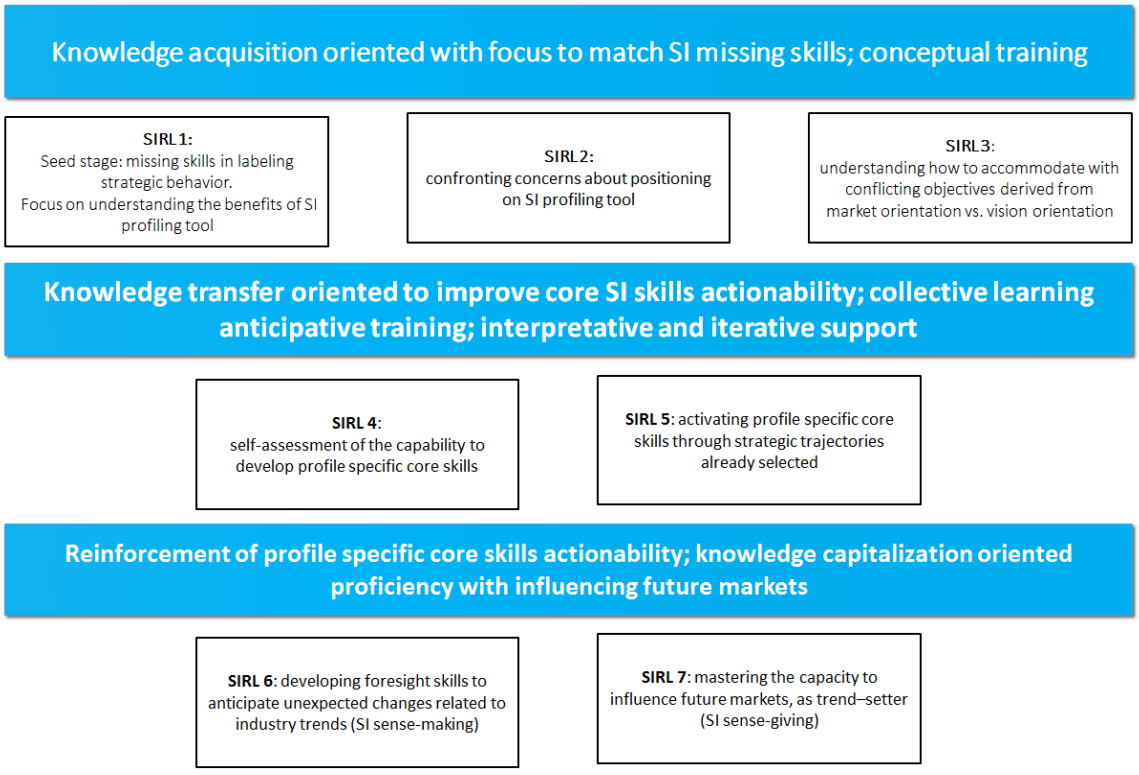


Figure 3: SI CMM journey

SI core skills acquisition assisted learning consolidates profile specific SI competitive identity through tailored interventions and enhance profile specific capability to SI process self-improvements.

Drawing upon organizational intrusiveness and matching test makers vs test avoiders (Daft and Weick, 1984), profile specific SI performance improvement with each maturity level assessment will focus on iterative and interpretive approach to learning progress, tailored to each SI profile.

Intelligence Provider (IP) **develops** core skills to distinguish between market challenges influencing organizational fitness; **explores** strategic trajectories to gain proficiency in noise and consequential mistakes recognition; **pursues** risk of failure minimization. Moreover, IP is capable to engage systematic scanning of the environment with the specific purpose of blind spot recognition, while developing scenarios of their impact.

Vigilant Learner (VL) leverages context dependent knowledge gain to permanent upgrade case-based experience in discerning opportunities and threats; adopt ready-to-adjust behavior in confronting future competitive context.

Opportunity Captor (OC) pursues market challenger behavior with leveraging learning from imprinted consequential mistakes to recognize similarities in avoiding future failures through sensing changes and filtering amongst capturable challenges.

Opportunity Defender (OD) focuses on market follower capability to protect market share though systematic avoiding consequential mistakes.

The SI CMM builds upon previous informative pilot testing of the SI profiling tool against four variables with high impact on organizational knowledge: strategic scope, organizational agility, organizational cultural change process and the approach of competitors.
The in-depth analysis of the SI CMM framework empirical testing outlines the **SI profile specific core skills** to develop in order to overcome managerial lack of anticipative skills.

In the attempt to fully evolve from the fragile capacity to monitor cultural change to the most profitable capacity to recognize the value of cultural differences, a SI new profile emerges, Opportunity Provider (OP), as a repository of outliers and mismatches, due to ambiguous trajectories in each profile maturity journey. OP enacts as a test maker of SI core skills renewal, consistent with an emergent competitive identity prone to knowledge discovery vocation as SI unique feature to influence organizational intelligence maturity.

OP profile core responsibility is to collect and interpret outliers and mismatches of IP, VL, OC, OD behavior when relying upon transient competitive advantage during an instable stage of maturity assessment.

OP's main features lie with coordination and sharing SI common knowledge to enhance preparedness in forward-looking competitive pressures. OP will monitor the risk of strategic dissonance upon the features of organizational cultural change and experiment a therapeutic approach, through more refined decision-making support, as based of non-repeatable behavior.

OP profile has been built upon promoting strategic leadership approach to master the transient competitive advantage while trained to behave agile, embeds learning on organizational fitness to various competitive contexts. OP profile identity lies with competitive capital influence in mastering and tracks on pattern recognition when capturing opportunities.

SIRL 1 to 5 provide improvements in developing capacity of what we do with what we see, while SIR 6 and 7 is inquiring about what we see and what we do not see therefore OP focus on blind spots to capture distant opportunities.

Stage 6 and 7 makes sense of 1 to 5 stages of SI knowledge acquisition and provide improvements on SI actionability with developing foresight skills to anticipate unexpected changes.

OP enacts as early warning control of each profile capacity to cope with unexpected consequences associated with roadmap implementation of selected strategic trajectories upon SIRL1 to 5.

The need for SI instruction level 1- level 7 lies with profile specific learning support, ranging from sharing common SI knowledge (Level 1-5), while tailored guidance should focus (level 6-7) on developing managerial capability to active experimentation of enhancing competitive response. Sharing commonalities focus is about gaining trust with the learning content about capitalizing on past competitive success and failures. The maturity gain lies with collective judgment in filtering causal associations of conditions in success and failure stories. Tailored organizational preparedness guidance supposes assisted experimentation of anticipated future competitive pressures with focus on developing new SI core skills to enhance competitive response.

Future research aims at exploring causal configurations of conditions (sensing change, seizing opportunities, business model innovation) affecting competitive response preparedness (SIRL 6 and 7) through QCA methodology.

B3. References

Louis Havriliuc, Alexandru Capatina, **Gianita Bleoju,** 2019 Capitolul *Enhancing the credibility of the decision-making journey through serious games learning analytics* for IGI Global's "Cognitive Computing in Technology-Enhanced Learning"; https://www.igi-global.com/book/cognitive-computing-technology-enhanced-learning/218576, ISBN13: 9781522590316|ISBN10: 1522590315| EISBN13: 9781522590323|DOI: 10.4018/978-1-5225-9031-6, pp 29-46.
https://www.igi-global.com/book/cognitive-computing-technology-enhanced-learning/218576?utm_source=m&utm_medium=ac&utm_campaign=bec_to_prod&utm_content=02.27.2019
https://www.igi-global.com/chapter/enhancing-the-credibility-of-the-decision-making-journey-through-serious-games-learning-analytics/228489

Alexandru Capatina, **Bleoju Gianita**, Adrian Micu, Bogdan George Dragan, **2019**, Book Title"Intellectual Capital Management as a Driver of Sustainability: For Organizations and Society"; Capitolul Eco-knowledge hubs of leveraging Intellectual Capital green governance**, Springer** Publishing House; Editor Florinda Matos, ICCA Portugal. DOI 10.1007/978-3-319-79051-0. Hardcover , eBook ISBN 978-3-319-79051-0, pag 157-175,
https://www.springer.com/us/book/9783319790503
https://www.springer.com/us/book/9783319790503#aboutAuthors

Bleoju Gianita, Capatina Alexandru, Geru Marius, Pană Bogdan, **2017**, **Entrepreneurial initiative to develop a Web-based Knowledge Hub** (ID 300416-064326), pag. 53-78, capitol în cartea **Key Challenges and Opportunities in Web Entrepreneurship (2017)**
Editori Alexandru Căpăţînă şi Elisa Rancati
Projected Release Date: June, 2017|Copyright: © 2017 |Pages: 300
ISBN13: 9781522524663|ISBN10: 1522524665|EISBN13: 9781522524670|DOI: 10.4018/978-1-5225-2466-3
http://www.igi-global.com/book/key-challenges-opportunities-web-entrepreneurship/175854
http://www.igi-global.com/chapter/entrepreneurial-initiative-to-develop-a-web-based-knowledge-hub/180838
http://www.igi-global.com/pdf.aspx?tid=180846&ptid=175854&ctid=17&t=About%20the%20Contributors
http://www.igi-global.com/viewtitlesample.aspx?id=180838&ptid=175854&t=entrepreneurial+initiative+to+develop+a+web-based+knowledge+hub

Capatina, A., Bleoju, G., Rancati, E., & Hoareau, E. (2018). **Tracking precursors of learning analytics over serious game team performance ranking**. *Behaviour & Information Technology*, *37*(10-11), 1008-1020, **AIS 0,339**
https://apps.webofknowledge.com/full_record.do?product=WOS&search_mode=GeneralSearch&qid=3&SID=E6pdmEGguCeIesjKUbo&page=1&doc=1
Bleoju, G., Capatina, A., Rancati, E., & Lesca, N. (2016). **Exploring organizational propensity toward inbound–outbound marketing techniques adoption: The case of pure players and click and mortar companies**. *Journal of Business Research*, *69*(11), 5524-5528, **AIS 0,774**
https://apps.webofknowledge.com/full_record.do?product=WOS&search_mode=GeneralSearch&qid=12&SID=E6pdmEGguCeIesjKUbo&page=1&doc=1

Opait, G., Bleoju, G., Nistor, R., & Capatina, A. (2016). **The influences of competitive intelligence budgets on informational energy dynamics.** *Journal of Business Research*, *69*(5), 1682-1689, **AIS 0,774**
https://apps.webofknowledge.com/full_record.do?product=WOS&search_mode=GeneralSearch&qid=8&SID=E6pdmEGguCeIesjKUbo&page=1&doc=1

Zara, M., & Bleoju, G. (2007). Innovative biotechnology-A source of distinct competence in the food industry. *Journal of Environmental Protection and Ecology*, *8*(4), 875-880, **AIS 0,045**
https://apps.webofknowledge.com/full_record.do?product=WOS&search_mode=GeneralSearch&qid=18&SID=E6pdmEGguCeIesjKUbo&page=1&doc=1

Bleoju,G., Capatina,A., Vairinhos, V., Nistor, R., Lesca,N. (2019). **Empirical evidence from a connectivist Competitive Intelligence Massive Open Online Course (CI cMOOC) proof of concept** *Journal of Intelligence Studies in Business*
https://ojs.hh.se/index.php/JISIB/article/view/512/221

Capatina, A., Bleoju, G., Matos, F., & Vairinhos, V. (2017). **Leveraging intellectual capital through Lewin's Force Field Analysis: The case of software development companies**. *Journal of Innovation & Knowledge*, *2*(3), 125-133.
https://apps.webofknowledge.com/full_record.do?product=WOS&search_mode=GeneralSearch&qid=23&SID=E6pdmEGguCeIesjKUbo&page=1&doc=1

Capatina, A., Bleoju, G., amazakib Yamazakib, K., & Nistor, R. (2016). **Cross-cultural strategic intelligence solutions for leveraging open innovation opportunities.** *Journal of Intelligence Studies in Business*, *6*(3).
https://apps.webofknowledge.com/full_record.do?product=WOS&search_mode=GeneralSearch&qid=27&SID=E6pdmEGguCeIesjKUbo&page=1&doc=1

Bleoju, G.,Capatina, A. (2015). **Leveraging organizational knowledge vision through Strategic Intelligence profiling-the case of the Romanian software industry.** *Journal of Intelligence Studies in Business*, *5*(2).
https://apps.webofknowledge.com/full_record.do?product=WOS&search_mode=GeneralSearch&qid=31&SID=E6pdmEGguCeIesjKUbo&page=1&doc=2

Drăgan, G. B., Bleoju, G., & Capățînă, A. **Exploring Precursors of Value Delivery on Organizational Capabilities through Leadership Branding Awareness**, 5th International Academic Conference on Strategica - Shift! Major Challenges of Today's Economy Location: Bucharest, ROMĂNIA : Sept 28-30, 2017
https://apps.webofknowledge.com/full_record.do?product=WOS&search_mode=GeneralSearch&qid=35&SID=E6pdmEGguCeIesjKUbo&page=1&doc=1

Căpățînă, A., Bleoju, G., & Hoareau, E. **Fostering Students'interest for Experiential Learning-The Case of Grenoble Digital Marketing Bootcamp.** 4th International Academic Conference Strategica Location: Bucharest, Romania, Date: OCT 20-21, 2016, Strategica: Opportunities And Risks In The Contemporary Business Environment, Book Series: Strategica, 621.
https://apps.webofknowledge.com/full_record.do?product=WOS&search_mode=GeneralSearch&qid=38&SID=E6pdmEGguCeIesjKUbo&page=1&doc=1

Capatina, A., & Bleoju, G. (2015, October). **Exploring the potential of serious games' online communities in leveraging collective intelligence**. In *Strategica International Academic Conference "Local versus Global* (pp. 294-302).
https://apps.webofknowledge.com/full_record.do?product=WOS&search_mode=GeneralSearch&qid=41&SID=E6pdmEGguCeIesjKUbo&page=1&doc=1

Bleoju, G., & Capatina, A. (2015, September). **Leveraging Organizational Knowledge Vision Through Strategic Intelligence Profiling: The Case of Romanian Software Industry.** In *European Conference on Knowledge Management* (p. 142). Academic Conferences International Limited.
https://apps.webofknowledge.com/full_record.do?product=WOS&search_mode=GeneralSearch&qid=45&SID=E6pdmEGguCeIesjKUbo&page=1&doc=1

Matos, F., Vairinhos, V., Capatina, A., Bleoju, G., & do Rosário Cabrita, M. (2015, September). **Comparative analysis on country reputation through patterns of intellectual capital: The case Portugal versus Romania.** In *European Conference On Knowledge Management* (p. 514). Academic Conferences International Limited.
https://apps.webofknowledge.com/full_record.do?product=WOS&search_mode=GeneralSearch&qid=48&SID=E6pdmEGguCeIesjKUbo&page=1&doc=1

Capatina, A., & Bleoju, G. (2014, September). **The Specific Valorisation of Competitive Intelligence Profiling on the Software Industry.** In *European Conference on Knowledge Management* (Vol. 1, p. 189). Academic Conferences International Limited.
https://apps.webofknowledge.com/full_record.do?product=WOS&search_mode=GeneralSearch&qid=52&SID=E6pdmEGguCeIesjKUbo&page=1&doc=1

Capatina, A., & Bleoju, G. (2012, September). **Organisational Instructional Communication as a Cultural Based Competitive Intelligence Tool.** In *Proceedings of the 13th European Conference on Knowledge Management* (pp. 152-160).
https://apps.webofknowledge.com/full_record.do?product=WOS&search_mode=GeneralSearch&qid=56&SID=E6pdmEGguCeIesjKUbo&page=1&doc=1

Gianita Bleoju, Alexandru Capatina,2019: **Enhancing competitive response to market challenges with a Strategic Intelligence maturity model**, Journal of Intelligence Studies in Business, (indexat in Web of Science - Emerging list) Vol 1 Nr 1 2019
https://ojs.hh.se/index.php/JISIB/article/view/402, p17-27

Bleoju Gianita, Capatina Alexandru, **2014**, **Collaborative innovation through adjusting strategic intelligence capabilities on software market**, *Network Intelligence Studies,* publicată de Romanian Foundation for Business Intelligence, NIS 4, vol. II, nr. 2/2014, ISSN –L:2344-1712, pag 173-182.
http://www.nis.bxb.ro/Article/NIS_4_5.pdf

Bleoju Gianita, **Toward vision oriented organization through foresight capability development**, 2014, *Annals of "Dunarea de Jos" University of Galati Fascicle I. Economics and Applied Informatics*, nr. 2/2014, print ISSN 1584-04009, online ISSN 2344-441X, pag. 89-92
http://www.eia.feaa.ugal.ro/images/eia/2014_2/GianitaBleoju.pdf

Alexandru Capatina, Rozalia Nistor, **Gianita Bleoju**, **2013**, **Empirical Evidence on Cultural Dimensions Related to Competitive Intelligence Strategies Adopted by the Romanian Software Companies**, *Business Management Dynamics*, Vol. 2(7), ISSN: 2047-7031, pag. 20-27.
http://bmdynamics.com/issue_pdf/bmd110325-%2020-27.pdf

Alexandru Capatina, Rozalia Nistor, **Gianita Bleoju**, **2012**, **Identification of Trend Patterns Related to the Dynamics of Competitive Intelligence Budgets (The Case of Romanian Software Industry)**, *Advances in Management and Applied Economics*, vol. 2, nr. 3, ISSN 1792-7552, pag. 133-162.
http://www.scienpress.com/Upload/AMAE/Vol%202_3_10.pdf