



Munich Personal RePEc Archive

# **Organizational Learning Strategies of Start-up Firms; Creating the Office Of Strategic Thinking (OST)**

Chatterjee, Sidharta

Andhra University

August 2010

Online at <https://mpra.ub.uni-muenchen.de/25536/>

MPRA Paper No. 25536, posted 03 Oct 2010 00:42 UTC

# Organizational Learning Strategies of Start-up Firms; Creating the Office Of Strategic Thinking (OST)\*

Sidharta Chatterjee<sup>†</sup>

## Abstract

In this short paper, we discuss some efficient strategic content management practices that would help enhance a firm's business horizons to deliver better quality product to their end customers. Business firms who operate data mining and knowledge-based services related to market research needs to evolve sound information management practices through efficient data re-engineering, research and analysis (R&A) techniques. Companies in the business of market research needs to develop certain skills to win on empowered consumers and hence to stay ahead in debate in this age of hyper-competition. These companies in either way continuously innovate and standardize their content development strategic activities through process improvement from knowledge gain and expertise as well from knowledge manipulation in order to move up the value-chain. To this end, we propose some innovative, yet flexible strategies that shed some fresh light on the *thought development process* by proposing the establishment of a new Office of Strategic Thinking (OST) under an existing R&D set up for setting standards which are of highest and best in quality, while, retaining the ability to innovate contemporaneously. Our study concentrates mainly on market research firms and new entrants who put in great effort to keep abreast of skills and process development methodologies in this ever-changing business environment.

**Keywords:** Content management, OST, organizational approach to learning, market competition, knowledge innovation, market research, information management, value-creation, firm growth

**UNSPECIFIED;** Note: Usual Disclaimer Applies

Date: August 2010

**JEL Classification:** D40, L10, L16, O31

**Paper Type:** Working Paper

---

<sup>†</sup>This research has been undertaken by the author as a visiting researcher at the Andhra University in, Department of Economics, School of Economics, Vishakapatnam. The author extends his thanks to the Head of Economics Department, Prof. K.S. Rao for excellent research support. The author also extends his gratitude to I. Shankara Rao, P.G. Student in Economics, and to the staff members of Dr. V.S. Krishna Central Library, Andhra University, Vishakapatnam.

\* This paper has been prepared to propagate and dissipate knowledge and calls for further research and collaborations among academic researchers. Working papers are distributed for purposes of comment and discussion only. . This is an ongoing research and as such, should not be copied neither sold, but is freely distributed among students, academics and industry analysts for the benefit of its readers.

Contact Information: [sidharta123@yahoo.com](mailto:sidharta123@yahoo.com)

Any remaining errors are mine

## 1. Introduction

Information is a *key* to success. In this age of hyper-competition in the new economy, one constantly needs to evolve and grow, whether be it for the academic learners or business professionals since, *success* and thus *survival* of any professional individual or a market research firm much depend on their technology efficiency for data acquisition and information development process innovation. This does not however designate that one needs to *re-invent the wheel* or *cook up information* for the sake of content development, but use strategic intelligence to source and analyze data, however formal are they, and organize these data into meaningful information that may be categorized as *knowledge*, as also, to assess the market value of this procured knowledge. Better information has a market value and the economics of content development and delivery business thus depends on the quality as well as the ability to bring forth large amount of information and capacity in the shortest possible time. One who reaches the market with new information at the earliest has a definite cost arbitrage over her competitor as also, be able to gain vendibility momentum over others. This is also true for the same that, one who *sources* the data *first* stay put as the true market leader in the long run. Usually, market research companies (henceforth MRC) which are knowledge-driven services sustain a lot of effort in getting access to valuable data (information) which they organize (trade) in the market for information. MRCs' source data from a multiple of agents, i.e., personal visits to the corporate houses, newsmagazines, internet, independent correspondents, news archives, technical notes, media, through their own Research and analysis (R&A) and even at some stage through collaboration with Universities. They are however, categorized under various industry sectors that they operate, i.e., Management Consultants, Financial Market Research and Analysis, industry monitors, corporate consultants etc. Many information services firms apply innovative indigenous proprietary technology to develop high quality research which has substantial market value (i.e., *Bloomberg*, *Forrester Research*, *Business Monitor International*, *ISI Emerging Markets*, *Haver Analytics*, and *Thompson Reuters* to name a few). Besides, they have much potency in sourcing strategic data on account of huge investments in human capital and R&D, which is otherwise unavailable to general market participants, in addition to, holding the capacity to organize, analyze and bring online large amount of information at the earliest. Each day, enormous data are generated around the world by various agencies, but not all of these data reach the reader, and even if they do reach, neither the reader have that much of time to

crunch all the information thus generated. Market research firms hence try to understand the market demand for specific information targeted toward specified customers to whom, the data might be of some value. However, the role of a Market Research Company limited to setting up a best team of data analysts and content generators does not always qualify that the information produced will have the right market value. Information as organized data generated through some definite process to give some meaning do have some value, but the real importance of the information is valued variedly by heterogeneous groups of receivers *at the point in time* which they judge, for example, like forex traders and stock market investors who evaluate and validate its real application as well as its benefit. Hence, proper strategic management and initiatives enforced and monitored by an able CEO to guide and mentor the firm's team member is also an absolute requirement (MacCormack et.al.2007). With comprehensive efforts, once qualified information has been generated and transmitted in the market and thus procured by customers at a price, this later does not altogether become useless, but may be re-engineered and reused thereafter.

Herein within our capacity, we discuss some of the strategic issues that drive content management companies in developing market correlated information which we term '*assertive information*' and, outline some methodologies which they practice. We show how new approaches can be conceived to facilitate better information generation using some common technical methods to create industry quality relevant contents suited to their nature of business. We also outline some innovative methods of accelerating growth and content delivery which may be useful for small start-up enterprises in achieving greater proficiency in creating market oriented information. This will further aid in developing a benchmark for project completion (information generation) and will tend to reduce project cycle time by increasing the rate of capacity addition with limited resources, that tend to be the hall mark of resource constraint start-up firms. Furthermore, in order to help develop a strong team of project execution professionals that facilitates sustained operational excellence through efficiency generation in content development and research, we extend some strategies aimed at developing a captive knowledge covering data bank for long term data supply. This calls for data re-engineering, provisioning, mentoring storage and delivery of finished content applications which eventually, turn out to be one of the most valuable repositories of intelligent information that the firm

leverages in the long run, alongside human capital. In this latter, we attempt to disentangle content analysis re-engineering process into finest elaborative permutable quanta and then, apply data recombination methodology for information transcription process to understand the relative importance of the content generated. This is to ascertain the notion how learning-driven approach to design better content establishes an MRC's foothold in the market thereby increasing its commercial dimensions.

## **2. Planning, Organization and Team Building:**

Successful firms execute their business through strategic planning and organization of their limited resource base to achieve better complacency in project implementation. The key to building a *great team* and to utilize their optimal resource base require intelligent planning and organizational design that drives a firm's growth engine. Before venturing into *Office of Strategic Thinking* (OST), we outline *three levels of planning* and organization for start-up firms that are into the business of market research. These are;

### ***Level 0***

- *Analyze market opportunities and developing industrial foresight;* Understanding market opportunities and consumer base is important to gain a foothold into the new economy. Developing strategic mind map of short-term and long term objectives alongside changing consumer preferences and demand for specific products(s) helps develop industrial foresight. Casting and molding design process based on these preferences aid managers to develop first-hand knowledge of the market process and thus to streamline their own production process and supply-chain.
- *Knowing the intensity of competition and understanding the business;* Markets are hyper-competitive today. It is better to know *where* to compete, *when* to compete and *how* to compete. Equivocally, it is an absolute requirement to know the competitors business, their mode of operation, their market strengths and reach, the process technology behind their products quality and services and then, align these outputs between management goals and corporate objectives to evolve management procedures consecutively to develop products and services customized for the market. In doing so, it becomes much easier to discover one's own strength and weaknesses, capability and

capacity as well to develop strategic initiatives to achieve competency with limited resources.

- *People, Program and Profit as a triple-bottom-line strategy*; It is of common notion that the finest and greatest assets of a company is its men and women or 'people' which is better termed as human capital. It is through this coordinated effort of labor and practice that a firm reforms and develops strategic intellectual programs specific to the business model, by virtue of its services rendered by its best capital that drives a firm's profit. The prime agenda should be to provide and allocate the best possible resources at hand, both capital and time for best possible results. After creating an R&A wing, proper mentoring and guidance shall be provided with levelheaded independency to 'concentrate' and 'think' in order to develop better 'thought' processes. It is important to mention the differential research methodology procedures and approaches observed by a public funded University and a privately owned firm, where, time to search and cost of search varies greatly. It is not expected from the management of a small market research firm to allocate and advocate unconstrained resources (capital and time) to the R&D department in order to pursue highest-quality research output, and by the time the team would be able to bring out such, the firm could be *out of business!* So, what is expected of the R&A is to bring out optimal quality of services at the specified time specific to the market segment. This would enable the firm to bring large amount of information and capacity online. Segregating an R&D team into a *think and innovate* model could be a possible alternative for small firms to cut down product recycle time in a significant way. This would entail process development through task sharing by engaging diverse people in distributed programs that would ensure efficiency in people management as well as program innovation to drive a firm's profit center.

#### **Level 1**

- *Calculated capital investments in learning and knowledge process*; Optimal amount of capital investments in people and program would ensure Original Content Development (OCD) and innovation through strategic knowledge acquisition. This would ideally aid a firm to leverage its market knowledge to gain competitive advantage. Each firm needs to develop its unique product or services policies at the very beginning through strategic

planning, hence, continued yet small time investment in strategic planning, people and program would likely ensure that the firm increase its product market dimension.

### *Level 2*

- *Production Process & Development:* To recruit and engage a small team of specialists consisting of academic background well-versed with the knowledge of production procedures. This would entail further training to get them accustomed to the business processes under a team-work based approach. Some soft skills will be imparted to the team members from time to time to increase their efficiency and performance.
- Performance metrics to be applied to measure efficiency in delivery of services that the firm proposes to undertake. Since skills improve performance, more cooperation and coordination among team members should be applied.

### *Level 3*

- *Data acquisition, data mining and OCD:* The management shall be able to put in substantial effort to fully guide the team on data analysis through OCD while individually responsible for procuring data and information from various sources as per possible. He or she will more like perform the job as a project guide mentor to generate industry quality information from the analyzed data and hand over these to the team members for further proofreading and evaluation. Organizational skills shall be imparted to each team members and they will be coached periodically by the mentor(s), guest analysts, invited academics from Universities through seminars etc. This is to ensure product quality maintenance and enhancement through continuous R&D process.
- *Product services management and delivery:* Once the foolproof information has been developed on-site, this will be classified under different services category and marked as a final output.
- *Research & Innovation:* Innovation is the *mantra* of modern business practices. The mentor will continuously evolve new data sources and build an in-house data base, only accessible to the said employers and partners. Engagement of partners for resource sharing and knowledge sharing will be highly encouraged. The project

leader will thus bring in her novel innovative skills as well as proprietary skills which will enhance performance to achieve the business goals for the benefit of the company. These proprietary skills will cut down time to produce, minimize the cost to procure valuable information besides creating an unique product base that are of significant high value to the industry.

- A 360° review of the management team as well as the research team to be undertaken employing statistical Six Sigma-based (or equivalent technology) approach to achieve industry standard results. Inputs from the management and research team will be highly appreciated and shall be evaluated, and when accepted, proper appraisal systems as HR practices shall be followed.

### **3. Office of Strategic Thinking (OST)**

In an attempt to disentangle pure R&D functions from strategic knowledge innovation, there is a definite need for firms to evolve better market knowledge and provide high quality research under a parallel learning system. Ideally, any R&D effort is targeted to innovate production process, achieve better quality, support knowledge intensity, increase technical standards, develop methods to improve process efficiency as well as new product and services development. However, an OST will complement the R&D staff and also work independently given enough time by reallocating some resources through positioning as a sovereign strategic 'thinker' to think autonomously and thus, would provide much self-sufficiency to come up entirely with nontrivial yet unmarked innovative ideas that would flow directly into the R&D. So, this would be more than just complementarities, since, the R&D is required to collaborate fully with the OST. Then, it is for the R&D to decide and validate such *thought ideas* generated from Original Content Development (OCD) or whether they would be able to rein in on such ideas per se. In addition, this would lessen the burden on the R&D to think strategically and within specified time-frame with bounded resources. To put down simply, creating a new Office of Strategic Thinking (OST) would not only increase the information creative dimensions of firms, but would also enable them to expand their thought generation processes and idea innovation programs independently from the R&D. This will increase the structural dimensions of innovation activities of the firm as any ground-breaking ideas can be readily procured and commercialized. This will also tend create flow of new ideas and applications by increasing the

thought possibility platform under OST. Furthermore, the R&D will have enough resources at hand to supplement the supply-chain functionaries whilst, OST will deliver highly creative and unmarked ideas through thought generation process to the R&D in order to maintain a world class digital content analysis platform. Out of the several benefits that the research lead of OST may accrue, one of them is-- 'enough time to *think* and *re-think*'. A comparative analysis of application domains of both R&D and OST is tabulated below;

R&D Application Domains	OST Application Domains
New product/production method(PM)	Complement Product Design & Research
Quality improvement of products/PM	Think Process and Product (Business Matrix)
Innovation in Production Process	Innovation in Thinking Process
New Organizational development structure	New Unmarked Idea Base (UIB)
Opening up of new markets	Creating New Markets using thought process
Cost Reduction	Revenue multiplier
Developing knowledge-based platform	Thought-based digital platform of UIB

Table. 1

Another significant *prosum* that an inceptor firm could leverage at the microeconomic level on account of OST may be to overcome the externalities of deflationary spiral of stalled growth and value loss due to any congestion or bottle-neck development in the R&D department. The OST may complement the R&D on such states of idiosyncratic innovational inactivity.

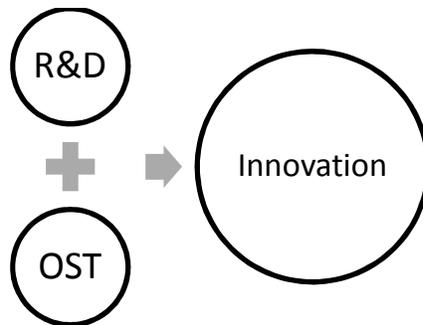
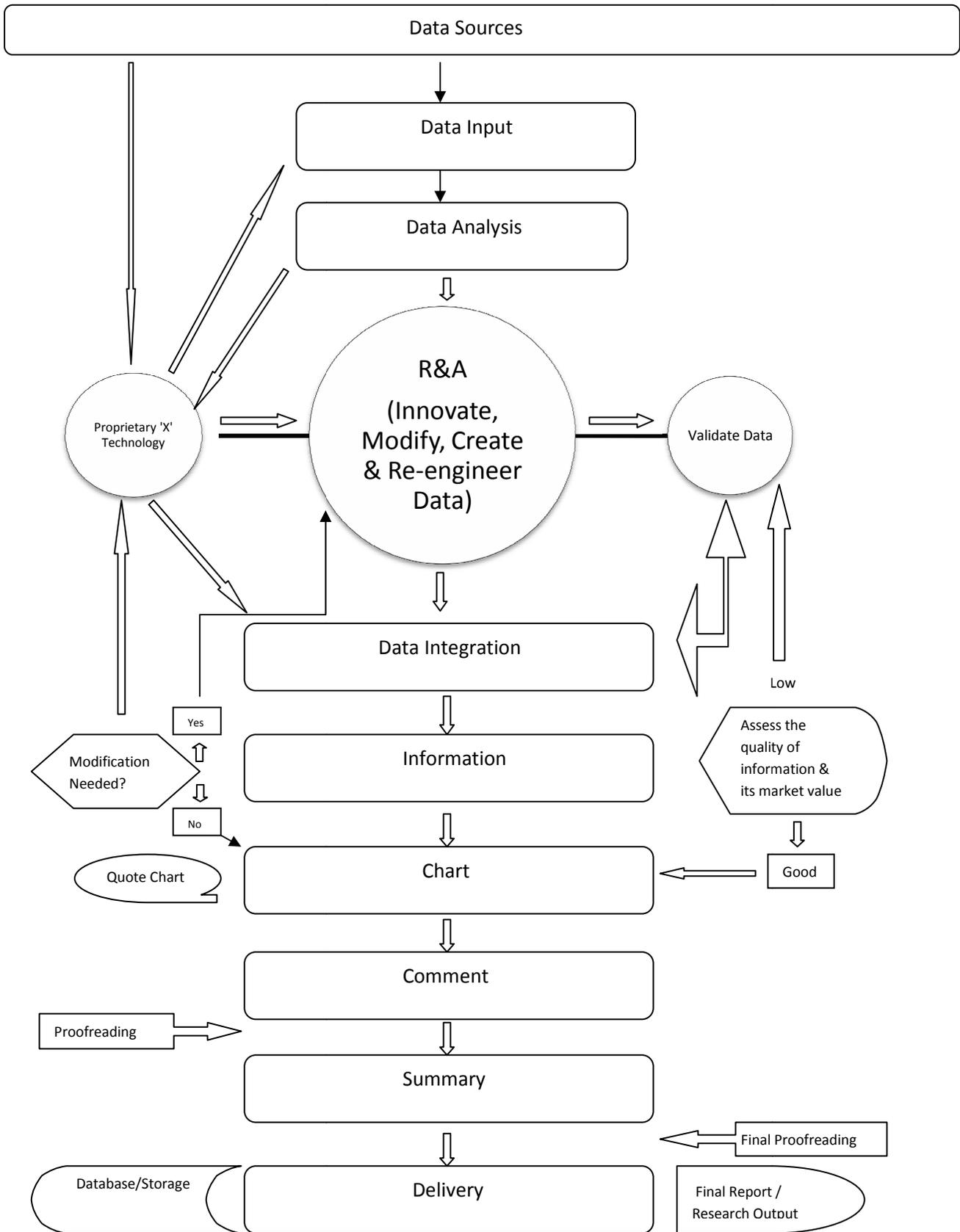


Figure 1:

*Inter alia*, through periodic inputs and technical collaboration, the R&D should be able to leverage the intellectual development of the OST. Thus, there should be applicability of equal interest among intellectual domains of the R&D and the OST and only then, could a growing entrepreneurship take full advantage of value-maximizing potency within the international arena. Below is given the flow diagram of R&D activity of a research and analysis firm

Diagram 1: Flow Chart Diagram of Content Generation Process



Controlled sources of data input and analysis method, data integration into information and delivery of the final report as article archive is drawn above. The above flowchart is a model of a common process management network for content creation and delivery. Several feedback mechanisms have been outlined and the procedures marked. We shall discuss about the 'proprietary 'X' technology or thought process method innovation as a function of an OST department and what mix of learning matrices can be adopted or modified to complement R&D functions, as well as to develop innovative content solutions of tangible value. Primarily, the function of any OST shall be to augment organizational thought process where, cost of time to think, develop a unique UIB (unmarked innovative base) which is formally a repository of ground-breaking and outstanding ideas *pro statuo* that could be passed on to the R&D for validation. Only after such verification procedures, the commercial viability of such UIB ideas could be developed as new products. However, this could well facilitate the firm to edge pass its competitor and maintain a stable market share. Although it is generally envisaged that the value of a product process developed in the OST will be of substantially high to be valued as *astrum* in the market compared to its R&D counterpart, full advantage can only be availed when their should be an absolute autonomy of the OST process development as part of a leading think tank of a firm. The staff ratio of R&D and OST could be typically about 5:1.5 with a dedicated thought process head acting as a Chief of OST reporting to the R&D.

R&D Staff	OST Staff
5	1.5
10	3

Table 2.

For a three member staffed OST, its definition of functionaries may be attributable to; the Chief of OST, or simply Chief OST Executive (COE), an assistant analyst to the Chief of OST and a reporting analyst. However, it needs be foreseen that the COE shall not be deemed as an equivalent to a Chief Technical Officer or CTO, whose role require performing different tasks from that of a COE. For large firms competent of supporting a huge R&D department with substantial allocation of funds, the structure of the OST may be slightly different from that of a start-up, with more manpower to staff the department. Besides COE, there may be hierarchical based set-up to accommodate an entire board comprising of Reading Member, Assessment Member and Evaluation group member to oversee UIB project development, to maintain

acceptable quality standard and provide specific feedback to the primary think tank. Their primary role will be to assess and evaluate a new *unmarked idea* for potential viability as well as to provide strategic direction to the project lead. The OST board will further guide the team on knowledge management issues like, OCD for the benefit of the firm since, knowledge development and continuous learning process increases a firm's resource base. Better quality information improves the quality of technology and in-turn, help create better information. To present an idea, the technology-information cycle is drawn below.

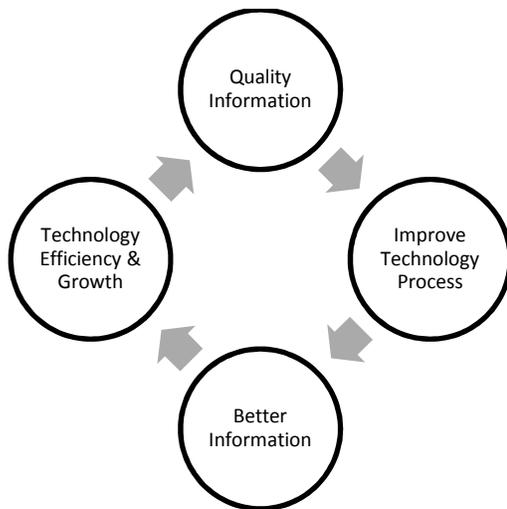


Figure 2:

Hence, quality information and technology improvement are complementary. Strategic knowledge building gives an added advantage to a firm to compete in the market place even against firms whose R&D is subsidized. Firms may be able to enhance their profit margin through product innovation leveraging new information and knowledge base that they will additionally create through the OST. Thus, technology efficiency is always an added advantage but firms also need to apply technology intelligently in order to pace up product development. There is also a need to follow innovative marketing strategies to market new products, thus throwing a challenge to future managers about potential marketing strategies. Overall, the OST may aid to provide some unique strategic innovation in knowledge management process through thought-based experimentation and intelligent model conception. OST, thus, will be performing more or less a similar role of a laboratory to collaborate to grassroots innovation.

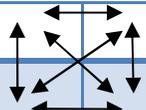
Since it is the quality impact and value-addition that creates market demand for a product, enough stress should be given on value enhancement and quality process. Although the cost of

product quality standardization, enhancement and value-addition is often higher, its potential long-term impact on a firm' revenue becomes affirmative. Consequently, safety and quality assurance of a product strengthens the firm's brand value and help develop its value-added assets-*Brand Equity*. On this otter, OST will continuously thrive to focus on highest quality achievement through rigorous R&A for better research process adoption to achieve complacency in its activities. To avoid production frontier externalities, the OST will help to bridge technological collaboration on the product-process frontier in order to *think strategically*, and *think differently*. The OST shall also, be able, to assess product vulnerabilities and develop metrics to measure internal strength of research outputs. Overall, this will tend to create an *ocean-green 'alsus'* environment of intellectual capabilities, as also, to foster innovation and idea creation among its team members. In the next section, we shall discuss some common existing and few simple innovative models of organizational learning and '*think process*' for which, an OST department will be best suited for.

#### **4. Organizational and Business Learning Matrix**

Ever since James G. March (Bray 2006), conceived the notion of Organizational Learning, exploration and exploitation of hierarchical learning has gained much reputation among the practitioners of knowledge management within an organizational set up. Different organizations have wide-ranging learning and research analysis activities that depends on their nature of business requirements i.e., academic, not-for-profit, private institutional and market driven. In this section, we discuss about some organizational learning approaches encompassing the practice of business management matrix applicable to enterprises. Our approach although, closely modeled after new information generation applied in publicly funded Universities and not-for-profit research organizations, it is not an alternative in general, since, it has been commonly assumed that the bulk of academic oriented research activities achieve the highest level of complacency and expertise, backed by substantial investments in '*time, thought process and capital*' under distributed collaborative learning environment. Although private institutional market research providers undertake substantially high quality of research activities, their pursuit are mostly profit driven, in contrast to a non-profit academic institution's motive driven; cost compliant and time-constraint. Hence, there is less autonomy for individual creativity, but more team effort. Although this model is a standard hallmark of

highly successful corporations and companies, knowledge innovation cycle invariably cover some individual creative thought process in the long run. Perhaps this is more so in the case of new market research entrants. In order to capitalize on new information market, they undertake sizeable investments in R&D activities for content innovation, yet, they prove to be far more technically shallow and non-academic in nature. The nature of their market research contents are however highly market oriented and consumer approached, yet, limitations in R&D activities on account of fixed cost of research renders their exploration superficial. It is only through their collaborative initiatives with premier Universities that they tend to bring originality in their R&D activities by leveraging the academic insights of institutional researchers. Our approach is to bridge this technology gap by providing few prescribed solutions to the above problem. This would tend to cultivate quality approach in content generation even for a start-up resource constraint firm. This is in the way of stimulating thinking process and applying thought in a multidimensional stratum. We apply some simple business matrix techniques involving per-mutational combination of keyword topics to generate meaningful ideas. To be noted here, this approach has certain limitations since it induces indentures in open leaning process. However, to generate information in the quickest possible time and to stimulate thought process, this common approach may find useful among practitioners in the relevant field. It is for the same reason that we advocate to create an Office of Strategic Thinking (OST) wherein, substantial time and effort could be allocated for the same. Simplifying content generalization of the underlying principles through segmental interface design using topics as vectors may aid in replicating and then conjuring up the segmented topics to initiate thought process. Following matrix mode of vector topic analysis applying topic transcription procedure, one may extract and remodel a multitude of meaningful subjective matters. On this frontier, our notion is *simplicity in complexity*. An example is given below. One may be able to derive a number of possible combinations out of these given vector inputs;

Brands		Crisis
Growth		Value

Matrix table 1:

We now delineate some of the possible permutable combinatorial outputs from the matrix inputs;

- ❖ Why brands often loose value?
- ❖ Impact of financial crises on brand equity and brand value
- ❖ Brand value loss from *stalled* growth
- ❖ Valuation metrics to measure *strength* of a particular brand
- ❖ How brand value modifies demand function of a product?

However, applying a matrix to cook up topic heads would not be effective unless accompanied by relevant industry case studies and supporting data. The main motto of this method is to underline relative association *between* and *among* the topic keywords to add to the thought process in order to examine each and every possible combination that can be meaningfully conceived. Within the table above, additions of extra keywords in *italics* help increase the potential value creative dimensions of subjective combination through matrix interface. This will invariably increase the supply-chain efficiency of a firm in delivering on-demand precious information as well as new products within a shorter time frame in a cost effective manner. It is prominent that several newcomers enter the market that intensifies competition amongst similar services providers. Hence, the one with a perfect blend of strategic efficiency and with a focus on developing innovative capabilities like ‘Proprietary ‘X’ Technology’, or indigenous intellectual property (as depicted in diagram flowchart 1), thrive and grow under such states of hyper-competition. Let us expand the above matrix table by placing some more common keyword inputs to derive explanative inferences;

Strategy	Capability
Organization	Development
Collaboration	Competitive Advantage
Knowledge	Process
Cost	Production

Matrix table 2:

Matrix Table 2: Outputs

- ❖ Process improvement from knowledge gain through collaboration
- ❖ How production process improves from collaboration?
- ❖ Organizational development through knowledge processing
- ❖ Cost minimization in production process
- ❖ Cost of collaboration

- ❖ Process development capability of a management team
- ❖ Does collaboration increases competitive advantage?

Thus, using vector matrix analysis, innumerable number of strategic queries can be conceived to develop the Original Content Design (OCD) framework. Software development firms who usually employ a multitude of models and programs to guide design and implementation of software process improvements may also find the above model handy, at least, for reverse-engineering purposes. Their model driven consulting i.e., eSCM (Consulting and Engagement Model using eSourcing Capability Model) and other collaborative guidelines developed under Carnegie Mellon University's SEI:CMM (Software Engineering Institute: Capability Maturity Model) Level 5 Assessment model have been achieved by global software outsourcing firms like WIPRO, Infosys, HCL, etc. In-fact, Wipro was the first Indian software firm to achieve SEI-CMM Level 5 Assessment. On this regard, Wipro pioneered the concept of '*Applying Thought*', thus, laying the foundation of thought-based learning and project execution methods. These preferred frameworks adopted by software development and analysis firms have immensely helped them to improve their product quality standard through collaboration with University '*Think Tanks*' for sharing business excellence and information on successful performance strategies. Hence, it may be observed that knowledge management plays a greater role for the innovation success of firms.

## **5. Concluding Summary**

Market Research and Analysis firms that devoted substantial amount of resources toward research process development have benefitted in a significant way by moving up the corporate value chain in the long run. They have understood the need for quality research and innovative procedures by acknowledging the theory of data integration, information and knowledge in a more comprehensive manner through extending their info-agenda for dissemination of information and facilitating knowledge development as part of their growth strategy. They have also reckoned that the ownership of intangibles through manipulation of knowledge in general, is fundamental to every global firm or even for new entrants. So, in order to take the market lead, they invariably felt the need to develop and implement novel and innovative organizational learning processes to deliver high quality research targeted toward their end

users. In this paper, we have proposed a design of the Office of Strategic Thinking (OST) to complement and initiate an organization-wide learning and change process through innovations in infrastructure and parallel learning structures, while the OST, being the part of this initiative.

## References:

1. Bontis Nick, Serenko Alexander, 'Longitudinal knowledge strategising in a long-term healthcare organisation' - *Int. J. Technology Management*, Vol. 47, Nos. 1/2/3, 2009
2. Bray A. David, 'Exploration, Exploitation, and Knowledge Management Strategies in Multi-Tier Hierarchical Organizations Experiencing Environmental Turbulence'- *Proceedings of the Twelfth Americas Conference on Information Systems*, Acapulco, Mexico August 04 -06 2006,
3. Cantner Uwe, Joel Kristine, 'Functional Chains of Knowledge Management - Effects on Firms' Innovative Performance' *JENA Economic Research Papers*, #2007-080
4. Heeks Richard, 'The ICT4D 2.0 Manifesto: Where Next for ICTs and International Development?'- *Development Economics Working Paper Series*, Paper No. 42
5. Hovland Ingie, 'Knowledge Management and Organisational Learning: An International Development Perspective- An Annotated Bibliography', Working Paper No.224, August 2003, *Overseas Development Institute*, U.K.
6. Kaplan S. Robert, Norton P. David, 'Creating the Office of Strategy Management', *Harvard Business School Working Paper 05-071*, April 2005
7. MacCormack Alan, Forbath Theodore, Brooks Peter , Kalaher Patrick, 'Innovation through Global Collaboration: A New Source of Competitive Advantage', *Harvard Business School Working Paper HBS 07-079*, August 14th 2007
8. Nonaka Ikujiro, Krogh von Georg, 'Tacit Knowledge and Knowledge Conversion: Controversy and Advancement in Organizational Knowledge Creation Theory', *Organization Science*, Vol.20,No.3,May-June2009,pp.635-652
9. Škerlavaj Miha and Dimovski Vlado, 'Towards Network Perspective of Intra-Organizational Learning: Bridging the Gap between Acquisition and Participation Perspective', *Interdisciplinary Journal of Information, Knowledge, and Management* Volume 2, 2007
10. Versteegen Ursula, Käufer Katrin, 'Praxis-Pentagon of Organizational Learning: Metamorphosis of Innovative Processes', *Reflections: The SoL Journal on Knowledge, Learning and Change*, published by MIT Press, Vol. 2, No 3, Spring 2001, 36-45.

## Appendix

Comprehensive list of data-sources for market research firms: Global Newsmagazines, News-Gazettes, Research & Analysis providers, Tabloids, Newspapers, Newsletters etc.

- *"The Literary Gazette" (Moscow)*
- *Across the Board*
- *Atlantic*
- *Aviation Week & Space Technology*
- *Billboard*
- *Billion Magazine(Hong Kong)*
- *Business America*
- *Business Month*
- *Business Tokyo*
- *Business Week*
- *Business Insider*
- *Christian Science Monitor*
- *CIO*
- *Columbia Journalism Review*
- *Crain's Chicago Business*
- *Creativity & Innovation*
- *Datamation*
- *Defense Science*
- *Der Tagesspiegel(Berlin)*
- *Die Welt(Bonn)*
- *Die Zeit(Hamburg)*
- *Digital Review*
- *Economist*
- *El Heraldo (Mexico City)*
- *Encyclopedia of Japan*
- *Euromoney*
- *Financial Review(Sydney)*
- *Financial Times*

- *Forbes*
- *Foreign Affairs*
- *Fortune Magazine*
- *Frankfurter Rundschau*
- *Fresh Advances in Science & Technology(Newsletter)*
- *Gartner Research*
- *Handelsblatt(Dusseldorf)*
- *Harvard Business Review*
- *Hollywood Reporter*
- *IEEE Spectrum*
- *Industry Week*
- *Information Executive*
- *Informatique (Paris)*
- *Insight*
- *International Herald Tribune*
- *In These Times*
- *Japan Echo*
- *Japan Economic Journal*
- *Japan Times*
- *Jerusalem Journal of International Relations*
- *Journal of Japanese Trade & Industry*
- *Le Monde*
- *Le Point(Paris)*
- *Los Angeles Herald Examiner*
- *Los Angeles Times*
- *MacLean's*
- *MIS Quarterly*
- *Nation*
- *Nation's Business*
- *National Catholic Reporter*
- *National Review*

- *National Westminster Moneycare magazine(London)*
- *Natural History*
- *New Perspectives Quarterly (NPQ)*
- *New Republic*
- *New Statesman*
- *New York Times*
- *Newsday*
- *Newsweek*
- *Omni*
- *PC Computing*
- *Planning Review*
- *Present Tense*
- *Proceedings of the Center for Pacific Business Studies, Mitsui Research Institute(Tokyo)*
- *Regardie's*
- *Report on Business Magazine, The Globe & Mail(Toronto)*
- *Society*
- *Spotlight*
- *Stuttgarter Zeitung*
- *Teletel Newsletter (International)*
- *Texas Monthly*
- *The Christian Century*
- *The Geneva Papers*
- *The German Tribune*
- *The Hindu Businessline*
- *The Strait Times, Singapore*
- *The Sunday Times(London)*
- *The Times London*
- *Time*
- *Transnational Data & Communications Report*
- *U.S. News & World Report*
- *USA Today*

- *Wall Street Journal*
- *Washington Post*
- *WFSF Newsletter*
- *Windows*
- *World Executive Digest*
- *World Monitor*
- *World Press Review*
- *Xinhua*

***Bibliography:***

*Drexler, K. Eric., Engines of Creation (New York, Anchor Press, 1986)*

*Kaligo, Al, Lou Baumbach, and Joe Garzinsky, Telecommunications Management: A Practical Approach (New York AMA Management Briefing)*

*Toffler Alvin, Powershift (Bantam Books)*

*Yearbook of World Problems and Human Potential*