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TEZA DE DOCTORAT

Importanta serviciilor support in dezvoltarea sustenabila a companiilor. Valoarea adaugata latentă / nexploatata din organizatii.

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Introducere

Secolul XXI a adus multe provocari pentru conceptele economice consacrate. Determinantul principal a noului mileniu o reprezinta revolutia informationala care este sprijinita si potentata de dezvoltarea rapida a tehnologiei informatiei si comunicatiilor, dezvoltare care a dus multe concepte si principii la limita uzurii lor morale, acestea avind nevoie de o urgenta actualizare.

Limitarile unor concepte economice clasice au determinat necesitatea unei noi perspective care sa reflecte "lectiile invatate" ale crizei economice din 2008 si a dezvoltarii si schimbarilor determinate de modificari in mediul social , politic, stiinta si cercetare, tehnologic si informatic.

Modificarile declansate de revolutia informatica au determinat un process ireversibil de schimbare si transformare in toate ramurile activitatilor stiintifice si sociale.

Timp de multi ani, in decursul revolutiei industriale, accentul a fost pus pe optimizarea si rationalizarea activitatilor de baza, care au fost principalul factor de rentabilitate si eficienta. Activitatile de baza numite si activitati primare au avut o dezvoltare asimptotica, ajungind in momentul de fata la rata de dezvoltare incetinita. Activitatile de baza , activitatile primare se afla astazi la un nivel foarte ridicat de control si eficienta care incearca sa maximizeze beneficiile noilor posibilitati si oportunitati ale secolului XXI.

Activitatile de suport numite si activitati secundare a afacerii au avut un inceput mai lent, fiind la inceputul lor activitati simpliste cu caracter secretarial. In acelasi timp, simultan cu cresterea in complexitate a operatiunilor de afaceri, a descoperirilor revolutiei industriale, a globalizarii si a salturilor in dezvoltare a tehnologiei informatiei, activitatile de suport a afacerilor au inceput sa evolueze si sa se dezvolte.

Activitatile secundare s-au tranformat si au evoluat. Acestea au pornit ca activitati consumatoare de resurse si valoare economica si au ajuns sa fie activitati creatoare de valoare economica, proactive si predictive.

Importanta si rolul activitatilor de suport a afacerilor au fost ilustrate de Michael Porter in conceptul lantului sau de valori, in care activitatile de suport sunt prezentate ca fiind activitati importante care faciliteaza si contribuie la realizarea marjei economice; marja economica fiind obiectivul strategic principal al firmei.

Datorita dezvoltarilor si descoperirilor erei informatice, activitatile de suport a afacerilor si-au marit si consolidat contributia la procesul de creare a valorii economice; crearea valorii economice fiind obiectivul principal al oricarei firme.

Obiectivul si motivatia tezei

Pentru a putea fi competitive in pietele viitorului, pietele complexe si globalizate, firmele au inteles ca activitatile primare trebuiesc dezvoltate mai departe si ca abordarea clasica a activitatilor secundare, a activitatilor de suport a afacerilor, trebuie schimbata. Activitatile secundare, activitatile de suport a afacerii, trebuie dezvoltate pentru a asigura contributia acestora la succesul afacerii prin aportul la profitul firmei si la procesul de creare a valorii economice.

Obiectivul tezei de doctorale este de a demonstra ca activele necorporale, cum sunt cunoasterea si informatia, ca rezultat al serviciilor de suport a afacerilor, reprezinta un produs distinct si valoros a economiei secolului XXI care faciliteaza si ajuta procesul de creare a valorii economice a firmelor.

Toate firmele, care actioneaza in orice tip de economie, au activitati secundare, activitati de suport a afacerii, prezente in organizatia proprie. Rezultatul acestor activitati secundare poate fi considerat activ necorporal, care contribuie la rezultatul firmei.

Teza doctorala isi propune urmatoarele **ipoteze de cercetare**:

- Rezultatul activitatii serviciilor de suport a afacerii reprezinta un activ necorporal al firmei. La fel ca orice activ care este utilizat de firma in scop economic, activele necorporale trebuie sa fie gestionate, evaluate pentru a maximiza eficienta acestora
- Ilustrarea valorii economice adaugate generate de serviciilor de suport a afacerii
- Rezultatul activitatii serviciilor de suport a afacerii reprezinta o resursa economica sustenabila si constituie un element de avantaj competitiv pentru dezvoltarea afacerii
- Validarea si demonstrarea ipotezelor anterioare printr-un model de calcul a valorii economice

Motivarea si obiectivul tezei doctorale au la baza experienta profesionala personala in domeniul economic, financiar si de management a mai multor firme. In ultimii 15 ani am activat in functia de director financiar, director economic, director general in mai multe firme mici si mijlocii si in corporatii mari si complexe.

Toate firmele in care am activat au avut o "problema" comuna, serviciile de suport a afacerii au fost subevaluate, subdezvoltate si nealiniate cu strategia de afaceri a companiei.

Potentialul economic provenit din activitatile de suporta a afacerii nu a fost, in cea mai mare parte, utilizat si/sau exploatat.

Transformarea serviciilor de suport in contributori la procesul de crearea a valorii economice nu a fost pe deplin implementata si nici pe deplin utilizata. Toate firmele avand diverse programe de optimizare individualizate, disparate care au fost determinate, dictate si cerute de conditiile existente pe piata.

Cresterea importantei si evolutia conceptului valorii economice si a managementului valorii, potentat de catre era informatica, au adus serviciilor de suport a afacerii / activitatilor secundare o atentie sporita. Firmele s-au transformat din furnizori de date reactivi catre parteneri de afaceri in furnizori de date proactivi si predictivi, care conduc si faciliteaza organizarea eficienta a afacerii. Schimbarea paradigmei a permis serviciilor de suport a afacerii sa se pozitioneze ca element important care are o contributie clara la valoarea economica a afacerii si la lantul de valori a firmei.

Analiza literaturii stiintifice existente nu a adus dovezi consecvente care sustin importanta si utilizarea contributiei serviciilor de suport a afacerii la fluxul de valori a firmei. Literatura de specialitate nu contine o viziune consecventa asupra contributiei serviciilor de suport a afacerii la asigurarea avantajului competitiv si dezvoltarii durabile a afacerii.

Literatura existenta privind serviciile de suport a firmelor se concentreaza pe imbunatatirea si inovarea procesului de afaceri specific si individual a firmei. Exista putina sau nu exista deloc literatura consistenta privind serviciile suport a afacerii in ansamblu acestora, care documenteaza si demonstreaza valoarea adaugata economica adusa de activitatile secundare si de catre serviciile de suport corespunzatoare.

Structura tezei

Structura tezei de doctorat este axata pe principalele caracteristici ale economiei secolului XXI, valoare si managementului valorii, cunoastere si organizatii bazate pe cunoastere si indicatori de performanta bazati pe valoare.

Teza doctorala este structurata in 4 parti distincte, *introducere, cercetare teoretica si conceptuala, cercetare cantitativa si aplicata si concluzii finale.*

Prima parte, partea introductiva prezinta si detaliaza obiectivul, motivatia, subiectul cercetarii si strategia de cercetare.

Partea a doua a tezei de cercetare doctorala, cercetarea teoretica si conceptuala, contine 3 capitole care detaliaza, explica si sprijina continutul tezei. Partea a doua a tezei de cercetare reprezinta o analiza profunda si detaliata a conceptelor cheie pe care se bazeaza teza: valoarea si managementul valorii ; cunoastere, economie bazata pe cunoastere si organizatii bazate pe cunoastere; flux de valori cu accent pe activitatile de suport a afacerilor.

Primul capitol se bazeaza pe conceptele valoarea si managementul valorii care stau la baza firmelor moderne, acestea fiind factorii principali ai procesului de creare a valorii economice pentru actionari.

Al doilea capitol privind cunoasterea, economia bazata pe cunoastere si organizatiile bazate pe cunoastere se bazeaza pe capitolul anterior privind valoarea si managementul valorii si are scopul de a prezenta, defini si de a aprofunda intelegerea managementului valorii si valorii in raport cu cunoasterea, economia bazata pe cunoastere si organizatiile bazate pe cunoastere. Cunoasterea a determinat, in secolul XXI, reconsiderarea multor concepte si principii economice clasice.

Al treilea capitol se ocupa cu prezentarea conceptului lantului de valori al lui M Porter; prezinta semnificatia, istoria, dezvoltarea si utilizarea acestuia pentru firme. Conceptul va fi analizat din perspectiva serviciilor de suport pentru afaceri si a procesului de creare a valorii. Conceptul lantului de valori va fi folosit pentru a determina si a evidentia contributia valorii activitatilor de suport a afacerii. In acest capitol sunt descrise si analizate serviciile de suport a afacerii din perspectiva lantului de valori al lui Porter.

Partea a treia a tezei de cercetare consta in 3 capitole: evaluarea si masurarea valorii, contributia valorii serviciilor de suport a afaceri - model de calcul si chestionar

Primul capitol, evaluarea si masurarea valorii, subliniaza importanta, metodelelor si indicatorilor de performanta bazati pe valoare care pot fi utilizati in evaluarea performantei. Sunt prezentati indicatori de performanta bazati pe valoare , cum ar fi valoarea adaugata economica, cash calue added, si profitul economic. Istoricul, dezvoltarea, utilizarea si continutul acestora fiind detaliata din perspectiva contributiei la procesul de creare a valorii de catre activitatile de suport printr-un model de calcul.

Capitolul al doilea, contributia valorii serviciilor de suport pentru afaceri - model de calcul, prezinta un model de evaluare a performantei bazat pe valoare, care surprinde si subliniaza crearea de valoare a serviciilor de suport pentru afaceri prin utilizarea si aplicarea unor indicatori de performanta bazati pe valoare.

Al treilea capitol prezinta validarea, acceptarea si perceptia modelului de calcul de catre directori executivi ai mediului de afaceri din Romania. Validarea, acceptarea si perceptia modelului prezentat a fost evaluata prin intermediul unui chestionar, care a primit raspunsuri de la directori executivi si profesionisti care activeaza in firmele care opereaza in Romania. Prezentarea chestionarului interviul cu toate elementele sale si a raspunsurilor primite sunt analizate din perspectiva activitatilor de suport a afacerii

Partea a patra, concluzii finale, a tezei doctorale contine concluziile cercetarii care subliniaza cercetarea teoretica si conceptuala, cercetarea cantitativa si aplicata si concluziile finale

Primul capitol al concluziilor finale se bazeaza pe concluziile cercetarii teoretice si conceptuale. Concluziile generale, teoretice si conceptuale subliniaza temele cercetate si sustin ipotezele de cercetare.

Capitolul al doilea al concluziilor finale, este bazat pe contributia personala si pe argumentarea ipotezelor de cercetare doctorale.

Noutatea si relevanta tezei

Teza are ca punct de plecare urmatoarele ipoteze de cercetare:

- Rezultatul activitatii servicii de suport a afacerii reprezinta un activ necorporal al firmei. La fel ca orice activ care este utilizat de firma in scop economic, activele necorporale trebuie sa fie gestionate, evaluate pentru a maximiza eficienta acestora
- Ilustrarea valorii economice adaugate a serviciilor de suport a afacerii
- Rezultatul activitatii serviciilor de suport a afacerii reprezinta o resursa economica sustenabila si constituie un element de avantaj competitiv pentru dezvoltarea afacerii
- validarea si demonstrarea valorii economice adaugate printr-un model de calcul teoretic si practic.

Ipotezele de cercetare au fost derivate de la problema specifica si clara a managementului firmei, evaluarea si determinarea valorii create de serviciile de suport pentru afaceri.

Firmele secolului XXI se bazează pe gestionarea corectă și la timp a informațiilor disponibile, relevante pentru procesul decizional de management a firmei.

Un furnizor important de informații de afaceri sunt serviciile de suport care achiziționează, procesează, gestionează și distribuie date, informații și cunoștințe relevante pentru firmă.

Activitățile de suport a secolului XXI au ca activitate principală asimilarea și prelucrarea informațiilor relevante pentru afaceri. Rezultatul activităților de suport a afacerii se bazează pe rapoarte specifice procesate și pe date și informații care sunt furnizate și utilizate de managementul firmei pentru procesul decizional.

Prin urmare, activele intangibile utilizate (date, informații) sunt profund implicate în activitățile primare a firmei prin asigurarea unui flux durabil și continuu de furnizare de certitudine rezonabilă și cunoștințe de afaceri.

Abordarea clasică, bazată pe contabilitate, nu poate fi utilizată pentru a evalua valoarea creată de intangibilele folosite, date și informații. Indicatori de performanță bazati pe valoare sunt necesari pentru a evalua procesul de creare a valorii determinat de activitățile de suport a afacerii.

Managementul valorii a devenit din ce în ce mai important în gestiunea și operarea zilnică a firmei secolului XXI. Ca urmare a acestui fapt un nou tip de indicatori de performanță bazati pe valoare au fost adoptati de lumea afacerilor. Valoarea adăugată economică (EVA – economic value added), Cash value added (CVA), profitul economic reprezintă doar citiva dintre indicatorii de performanță care au fost utilizați având perspectiva pieței de capital și a investitorului, în care rentabilitatea investiției bazată pe valoare este prioritară.

La nivelul firmei au fost adoptati indicatori de performanță bazati pe valoare în principal pentru îmbunătățirea și eficientizarea activităților primare. Activitățile de suport, activitățile secundare au fost marginalizate din această perspectivă. Utilizând indicatori de performanță bazati pe valoare și pentru activitățile de suport, a devenit posibilă o analiză a firmei mai detaliată bazată pe contribuția activităților firmei (activități primare și secundare sau de suport) la procesul de creare a valorii.

Modelul de calcul propus în teză folosește indicatori de performanță bazati pe valoare într-un nou context. Noul context potențează rezultatele activităților de suport prin prezentarea și calcularea contribuției valorice a acestora.

Cu cat firma reuseste sa utilizeze toate informatiile relevante, disponibile pentru afaceri, cu atat mai mare si sustenabil este avantajul competitiv obtinut.

Modelul de calcul propus si conceptele integrate in acesta au fost testate si validate prin intermediul unui chestionar de catre managementul a mai multe firme.

Datele obtinute (93 de raspundusuri), nu au reprezentativitate statistica pentru mediul de afaceri roman, dar pot oferi o indicatie pe baza careia se pot trage concluziile necesare. Datorita naturii eterogene a firmelor respondente, din punct de vedere al locatiei, marimii, tipului si actionarilor majoritari, a fost posibila evaluarea pregatirii economiei romanesti pentru provocarile si oportunitatile erei informatice, era in care datele, informatiile si cunoasterea au devenit marfuri de prim rang.

Globalizarea economica pune firmele romanesti, indiferent de actionarii lor majoritari, de marime, de tipul si de locatia lor, sub presiunea asimilarii rapide a noilor reguli ale jocului, joc numit competitia de pe piata a secolului XXI. Firmele din Romania trebuie sa fie inovatoare, creative si abile in incercarea lor de a obtine un avantaj competitiv durabil.

Chestionarul a indicat ca firmele din Romania au acceptat provocarile si oportunitatile erei informatice, Prezenta si utilizarea tehnologiei TI & C (tehnologia informatiei si comunicatiilor) nu este suficienta in cazul in care datele, informatiile si cunostintele furnizate nu sunt capitalizate la maxim.

In 2018 Romania se confrunta cu ambele extreme ale adoptarii TI & C, au aparut firme competitivitate la nivel global, precum si firme care functioneaza cu aproape nici un fel de implicare a TI & C, acestea ramanind inca tributare vechiului mod de gestionare si functionare a firmei

De-a lungul anilor, Romania a devenit o sursa de cunostinte TI & C recunoscuta la scara mondiala si apreciata firmele din Romania dar si de firme straine. Se poate spune ca economia romaneasca nu este pregatita sa se schimbe, sa creeze valoare din datele, informatiile si cunostintele pe care le detine prin intermediul TI&C. Cu toate acestea primii pasi au fost deja facuti, Romania are una dintre cele mai bune infrastructuri de internet din lume, plasand tara permanent in top 5 in lume la acest capitol.

Exista inca o parte considerabila a firmelor care nu sunt pregatite sa se schimbe si sa adopte noua economie bazata pe date, informatii si cunoastere. La nivelul conducerii firmelor si la cererea actionarilor majoritari straini, firmele locale au adoptat si au implementat conceptele de management al valorii si recunoasterea valorii in cadrul proceselor lor de afaceri.

Exista insa si companii care au realizat potentialul ascuns al managementului valorii si evaluarii si utilizarii valorii si au creat procese de afaceri bazate pe valoare. Cunostiintele create de firme sunt stocate si difuzate in cadrul organizatiilor lor. Recunoasterea contributiei de valoare din partea activitatilor de sprijinire a afacerilor este inca in stadii incipiente.

Multe dintre serviciile de suport pentru afaceri sunt inca tributare perceptiei industriale, clasice, acestea fiind vazute in calitate de consumator de valoare si resurse si nu ca si creatori si promotori a valorii economice. Capitalizarea cunostintelor si a informatiilor furnizate de catre serviciile de suport pentru afaceri se afla inca in stadiul incipient; multe dintre opiniile exprimate in chestionar indicind necesitatea unor schimbari in acest aspect pentru a asigura inovatia necesara si un avantaj competitiv durabil pe care organizatiile de afaceri din Romania le au pentru competitia globala.

Startul intirziat a procesului de schimbare determinat de era informatica poate fi considerat o oportunitate pe care mediul de afaceri din Romania trebuie sa o ia pentru a creste competitivitatea. Majoritatea respondentilor la chestionar au indicat ca valoarea, managementul valorii si managementul bazat pe valoare reprezint o oportunitate care trebuie sa fie capitalizata.

Serviciile de suport se afla la inceputul procesului de schimbare, tranzitia spre rolul de creator decisiv si sigur de valoare economica pentru firma. Contabilitatea (informatiile furnizate de contabilitatea financiara si manageriala) nu sunt utilizate pentru procesul decizional de afaceri si pentru managementul afacerilor. Contabilitatea financiara romaneasca este inca foarte mult determinata de fiscalitate si taxare si nu ofera informatii relevante despre managementul si procesele de afaceri. Beneficiile contabilitatii de gestiune nu sunt capitalizate in intregime, mai ales din perspectiva erei informatice in care noile descoperiri tehnologice TI & C au facut posibila o mai buna prelucrare si diseminare a datelor.

Contabilitatea romaneasca este reactiva si putin informatizata; nu este o activitate proactiva care asigura firmei avantajul competitiv necesar prin procesarea si utilizarea datelor, a informatiilor si a cunostintelor disponibile in activitatile de suport a afacerii.

Majoritatea serviciilor juridice sunt folosite doar pentru a asigura si a diminua riscurile aferente tranzactiilor de afaceri, nu exista o implicare generalizata considerabila sau semnificativa in tranzactiile de fuziune si achizitie in Romania.

In chestionarul de validare a modelul de calcul propus in aceasta teza, managementul resurselor umane are unul dintre cele mai mari scoruri a perceptiei a rolului creatorului de valoare economica datorita apropierii de partea operationala a firmei.

TI & C, ca activitate de afaceri, este prezenta si se defineste ca provocare majora a mediului de afaceri globalizat al secolului XXI, valorificand datele, informatiile si cunostintele necesare. TI & C a devenit instrumentul pentru managementul si gestionarea pietelor dominate de era informatica a secolului XXI si a firmelor.

Achizitiile se afla inca in faza incipienta, nu multe firme au capitalizat avantaje competitive prin intermediul acesteia activitati. Esenta unei achizitii profitabile, eficiente si performante consta intr-o informatie corecta, la timp, accesibila, care a devenit disponibila datorita erei informatice.

Doar aproximativ 50% dintre respondentii chestionarului au adoptat si folosesc instrumente si concepte de evaluare a performantelor, bazate pe valoare. Aceasta indica inca o rezistenta ridicata la provocarile si oportunitatile erei informatice.

Prin identificarea, recunoasterea si evaluarea datelor si informatiilor disponibile neexploatate, pot fi obtinute imbunatatiri si cresteri ale eficientei. Majoritatea respondentilor chestionarului au indicat, de asemenea, nevoia clara de a se dezvolta, de a adapta si de a adopta realitatile noii economii in care datele, informatiile si cunostintele sunt marfuri de prim rang.

Datele si informatiile disponibile din cadrul firmelor isi au sursa in activitatile de suport a afacerilor; acestea sunt raman neutilizate datorita lipsei de informatii, a disponibilitatii si a unor ratiuni economice. Activitatile de suport a afacerilor trebuie sa inceapa transformarea , sa renunte la abordarea clasica si sa devina un element esential si important in procesul de creare a valorii economice .

Contributia personala

Principalul motiv pentru subiectul cercetarii doctorale a venit din nevoia si experienta profesionala , in care activitatile de suport a fost subestimate si uneori chiar ignorate datorite viziunii simpliste asupra a rolului contributorului la crearea valorii economice. Secolul XXI, un secol determinat de era informatica, a schimbat modul in care multe concepte sunt intelese si vazute.

Prezenta teza doctorala este una dintre primele teze care abordeaza activitatile de suport a afacerilor din perspectiva procesului de creare a valorii. Crearea de valoare la nivelul firmei poate fi considerata suma activitatilor de afaceri productive directe si indirecte. Crearea valorii si contributia activitatilor productive este necontestata, dovedita si sustinuta de revolutia industrială prin diferite principii si metodologii de optimizare a performantelor.

Performanta si valoarea contributiei serviciilor de suport pentru afaceri, ca activitati de afaceri indirecte, este considerata marginala sau ne semnificativa cand este masurata prin indicatori clasici de performanta.

Pentru evidentierea contributiei serviciilor de suport, in procesul de creare a valorii economice, au fost utilizati indicatori de performanta bazati pe valoare precum EVA (valoarea adaugata economica), CVA (cash value added) si EP (profit economic). Indicatorii de performanta bazati pe valoare pentru serviciile de suport permit conducerii firmelor utilizarea unui instrument puternic pentru evaluarea contributiei valorice a activitatilor lor de suport.

Modelul de calcul prezentat se bazeaza pe indicatori de performanta acceptati si validati, adoptarea si aplicarea acestor indicatori la serviciile de suport pentru afaceri presupun o schimbare a modului de gandire economica.

Literatura existenta analizata s-a axat fie pe perspectiva de piata si a capitalului fie pe activitati individuale de suport a afacerilor, care au avut nevoie intr-o oarecare masura de cresteri ale eficientei operationale.

Literatura analizata nu a indicat existenta unui element care sustine o abordare complexa si cuprinzatoare a activitatilor de suport a afacerilor din perspectiva crearii valorii economice. Procesul de creare a valorii economice nu poate fi considerat a fi generat exclusiv de activitati productive directe, activitatile de suport avand o contributie considerabila si cuantificabila la procesul de creare a valorii afacerii.

De cele mai multe ori atunci cand se confrunta cu rationalizarea afacerilor, restructurarea proceselor de afaceri si restructurarea afacerii managementul afacerilor utilizeaza doar perspectiva clasica a costului, in care aspectul costurilor este singurul factor considerat. Aspectul de creare a valorii economice este foarte putin sau deloc considerat.

Atunci cand se utilizeaza doar perspectiva costurilor, de exemplu in procesul decizional legat de internalizare sau externalizare a unor activitati, aspectul crearii valorii economice este

ignorat complet, abordarea bazata pe cost este tranzactionala si nu ia in considerare procesul de creare a valorii economice a firmei.

In analiza proceselor de afaceri indirecte , a activitatilor de suport a afacerii, trebuie considerata si relatia cost-valoare economica. Aceste concept, cost si valoare economica, nu sunt intr-o relatie de directa proportionalitate. Pentru a evita reducerile inconsecvente ale valorii economice determinate de reducerea costurilor, evaluarea si considerarea procesului de crearea a valorii economice este este esential.

Modelul, simplificat, de evaluarea a valorii economice are la baza indicatori de performanta bazati pe valoare , cum ar fi valoarea adaugata economica (EVA), cash value added (CVA) si profitul economic (EP), indicatori care au fost pusi intr-un nou context de evaluare si masurare a valorii activitatilor de suport a afacerilor. Modelul prezentat a fost testat si validat prin intermediul unui chestionar de catre conducerea mai multor firme.

Chestionarul a confirmat cererea si necesitatea unei abordari mai granulare a crearii si a aportului de valoare economica, unde nu este suficienta perspectiva clasica a costului.

Exista o nevoie clar definita, de catre respondentii chestionarului, pentru ceva nou, care revizuieste si actualizeaza conceptele clasice si care trebuie sa acopere cerintele gestionarii informatiilor care capteaza valoarea creata de catre activitatile de suport.

Contributia personala la prezenta teza doctorala poate fi rezumata dupa cum urmeaza:

- motivatia tezei este generata de anii de experienta practica in diferite firme care nu au abordat aspectul crearii valorii economice bazate pe cunoastere
- teza abordeaza activitatile de suport, activitati care traditional sunt subevaluate si subdimensionate din perspectiva contributie si crearii de valoare economica.
- prezenta teza este una dintre primele teze care abordeaza , in corpore, contributia serviciilor suport la procesul de creare a valorii economice
- teza utilizeaza concepte acceptate si cunoscute pentru a evalua si masura schimbarea in modul de gandire conducerii firmelor
- teza satisface o nevoie a mediului de afaceri, caruia ii pune la dispozitie concepte si metodologia de calcul a contributiei serviciilor de suport la procesul de creare a valorii economice
- conceptele si modelele prezentate in teza reprezinta pasul evolutiv pentru firmele care isi doresc sa obtina un avantaj competitiv durabil bazat pe cerintele si provocarile erei informatice

Tematica tezei, motivatia, conceptele si modelele provin din practica si sunt valide si aplicabile pentru toate tipurile de firme, de la organizatii antreprenoriale la corporatii.

Teza este sustinuta de o vasta experienta practica si acum, prin cercetare doctorala, de asemenea, prin cunostiinte academice profunde si detaliate. Teza propune imbinarea teoriei managementului bazata pe valoare, a informatiei si a cunoasterii cu aspecte practice de administrare a afacerii care, daca sunt utilizate in mod corespunzator, pot conduce la cresterea performantelor si a avantajului competitiv.

Globalizarea, digitalizarea si internationalizarea pietelor au determinat o schimbare ireversibila in lume. Cautarea unui avantaj competitiv durabil a reinceput, incepe cu o schimbare in mentalitatea liderilor de afaceri si a profesionistilor care trebuie sa corespunda cerintelor secolului XXI.

Economia romaneasca se afla inca in faza incipienta atunci cand vorbeste despre cerintele secolului XXI sau a erei informatice.. Au fost facuti primii pasi, cum ar fi adoptarea pe scara larga TI & C. Promotorii clasici, cum ar fi companiile IT, au facut pionierat in adoptarea cerintelor noului secol.

Teza de fata ofera cadrul conceptual si instrumentele care pot fi utilizate de firmele din Romania pentru a evolua, adapta si adopta noile valori ale secolului XXI.

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Annex 1

The most important steps in the development of Knowledge Management according to Karl Wiig.

1975 -- As one of the first organizations to explicitly adopt a knowledge-focused management practice, Chaparral Steel bases their internal organizational structure and corporate strategy to rely directly on explicit management of knowledge to secure technical and market leadership -- without the assistance of information technology. Chaparral still does not rely much on IT for its extensive KM practice and remains the quality and efficiency world-leader among mini-mills.

1980 -- Digital Equipment Corporation (DEC) installs the first large-scale knowledge-based system (XCON) for support of its configuration engineering and sales functions.

1981 -- Arthur D. Little starts the Applied Artificial Intelligence Centre to build practical knowledge-based systems (KBS) for commercial and Government clients.

1986 -- The concept of “Management of Knowledge: Perspectives of a new opportunity” is introduced in a keynote address at a European management conference sponsored by the International Labour Organisation of the United Nations.

1987 -- The first book relating to KM is published in Europe (Sveiby & Lloyd: “Managing Knowhow”).

1987 -- The first roundtable KM conference “Knowledge Assets into the 21st Century” Hosted by DEC and Technology Transfer Society at Purdue University.

1989 -- A survey of Fortune 50 CEOs’ perspectives on KM by is undertaken in which all agree that knowledge is their organization’s most important asset -- but no one knows how to manage it.

1989 -- The Sloan Management Review publishes its first KM-related article (Stata: “Organizational Learning -- The key to management innovation”).

1989 -- Several management consulting firms start internal efforts to manage knowledge.

(Price Waterhouse integrates KM into its strategy.)

- 1989 -- A few small and specialized consulting firms offer KM-specific services to clients.
- 1989 -- The International Knowledge Management Network is started in Europe.
- 1990 -- The Initiative for Managing Knowledge Assets (IMKA) is started by a consortium of several U.S. companies to provide a technological base for KM.
- 1990 -- In Europe the first book on the learning organization is published (Garratt: "Creating a Learning Organization: A guide to leadership, learning & development").
- 1990 -- In U.S. the first books relating to KM are published (Savage: "Fifth Generation Management" and Senge: "The Fifth Discipline: The art & practice of the learning organization").
- 1990 -- The French Grande Colloquium de Perspective provides major address on "Knowledge Flow in a Global Innovation Management System."
- 1991 -- Skandia Insurance creates the position of Director of Intellectual Capital.
- 1991 -- The first Japanese book relating to KM is published in the U.S. (Sakaiya: "The knowledge value revolution"}).
- 1991 -- Fortune runs the first article on KM (Stewart: "Brainpower").
- 1991 -- Harvard Business Review runs its first article on KM (Nonaka: "The knowledge creating company").
- 1992 -- Steelcase and EDS cosponsor conference on Knowledge Productivity.
- 1993 -- In Europe, an important KM article is published (Steels: "Corporate Knowledge Management").
- 1993 -- The first book explicitly dedicated to KM is published (Wiig: "Knowledge Management Foundations").
- 1994 -- The International Knowledge Management Network expands its scope to include the Internet.
- 1994 -- The International Knowledge Management Network conducts a conference "Knowledge Management for Executives" with over 100 European participants in

Rotterdam. Université de Technologie de Compiègne (France) holds its first annual KM conference.

1994 -- Several large consulting firms offer KM services and start seminars for prospective clients on KM.

1994 -- Knowledge Management Network and FAST Company magazine are founded in the U.S..

1995 -- The European ESPRIT program includes explicit requests for KM-related projects.

1995 -- American Productivity & Quality Center (APQC) and Arthur Andersen conduct the “Knowledge Imperatives Symposium” with over 300 attendees. Other KM conferences and seminars are held in the U.S. and Europe.

1995 -- APQC initiates a multiclient KM Consortium Benchmarking Study with 20 sponsors.

1995 -- The Knowledge Management Forum is started on the Internet.

1995 -- KM Focus is broadened to include research on intellectual work (Suchman, 1995).

1996 -- Several KM conferences and seminars are held in Europe and the U.S. organized by both general conference organizers and consulting organizations.

1996 -- Over one dozen large consulting organizations and many smaller ones offer KM services to clients.

1996 -- Many companies are starting KM efforts -- some with internal resources only, others with assistance by outside organizations.

1996 -- The European Knowledge Management Association is started

(Wiig, Knowledge Management: Where Did it Come From and Where Will It Go?, 1997)