STRATEGIC CHANGES IN ENTERPRISES IN THE PROCESS OF THE INTERNATIONALISATION

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Summary

Strategic change is to be understood as a kind of transformation of organization, which means the process aiming at recovery of a competitive sustainable advantage through redefining of business goals, creation of new competencies and use of these abilities to seize new market opportunities. Strategic transformation requires organizational and behavioral changes e.g. self-renewal of a company. Strategic changes constitute an element of strategic management in the context of internationalization, use of new informational technologies and multicultural environment in organizations. Fields of change are the aim of strategic managerial decisions. They make it possible for organization not to just survive in the market but also to assume a significant position among competitors.

Keywords: strategic changes, enterprises, internationalization, management

Strategic changes – defining the problem

The rapid and sudden changing environment around enterprises forces one to address the problem of reaction of particular economic entities to future opportunities and threats which they all face.

Enterprises acknowledge the necessity of changes in operational, tactical and strategic dimensions. However, a part of them has taken a different approach: decisions are reached faster than plans are made and enterprises’

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long-term operations are analysed. In such a case, permanent changes can be implemented abruptly, in an unplanned manner. They may even be a spontaneous reaction to temporary disruptions in the market.

A strategic change is to be understood as *"a transformation of organisation between two points in time, pertaining to involvement techniques of possessed and future assets. The assets involvement techniques should influence the possibilities of reaching organisational goals."*[3]

Although change in its nature is dynamic, as an ongoing process, it translates to a transformation of the organisation. This simple definition of strategic change becomes complicated if one considers, after M. Parker, that *"a strategic transformation is a process aiming at the recovery of a competitive edge through redefining of business goals, creation of new competencies and use of these abilities to seize new market opportunities. Whereas the assumption of a new direction contains an intellectual component, a strategic transformation requires organisational and behavioural changes, in order to effectively identify and implement a new strategy (since it is necessary to abandon the old one and develop new competencies)"*.[4]

Therefore, the transformation of an organization, in a way, means the self-renewal of a company. It is a result of supervision aimed at the instilment of a managerial approach aimed at forecasting of changes and living up to them, at any moment they would appear in the market.

An attempt to implement changes may be made both when the company is at a crisis, as well as when it wants to improve its market position in relation to competition.

The nature of company transformation is in both cases different, since it is triggered by different motives. It creates different challenges for management, which depend on how and when strategic issues are to be solved.[5]

Implementation of a general strategic approach requires fundamental changes within the organization, from the way of thinking of managerial staff about strategy, to investment techniques and the role of middle and high level managers at the company. The entire transformational effort is crowned not with resolutions concerning strategic issues, but with the creation of new strategic skills, which make it possible for the company to function.[6]

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[3] Such a definition was given by J. Dabrowski (*Zmiany strategiczne w teorii i praktyce zarządzania*, Wyższa Szkoła Przedsiębiorczości i Zarządzania im. L.Koźmińskiego, Warszawa 2002/3 p.7, after: B. Gray and S.Arriss 1985, p. 708).

[4] M. Parker, *Strategic transformation and information technology*, Prentice Hall, NY 1996, p. 393.

[5] M. Parker, op.cit. p. 396.

[6] M. Parker op.cit. p. 397.

Strategic skills determine the future offer of the company, which will be evaluated by future buyers.

Strategic skills of organizations are determined by:

- ability to satisfy future needs of future buyers,
- ability to acquire new clients and new markets,
- ability to create new key competencies and unique resources.[7]

Changes may be structural, technological or social in nature. At each instance, they are the result of new tendencies or just turbulence in the market. A company attempts changes when it can lose its competitive edge and the scope of changes covers many fields of operation and conduct of the organization.

Strategic changes as an element of strategic management

The contemporary stage of economic development requires for companies, which strive to acquire a stable, competitive edge and profitability, to direct more and more attention to material factors of production. As a J.H. Daum[8] states, the tendency in the changing role of nonmaterial factors is clearly visible. Enterprises' orientation on the growth of their value brought on a different perception of costs in managerial decisions: from finance to business accounting, from financial to business reporting.

Companies in an increasing degree are aiming for optimisation, management and control over operations leading to the building of value in the framework of strategic management, investment in human resources, innovative nature of products, commercialisation processes and relations with clients and business partners. The traditional calculation of costs is expanded to cost management, in the operational and strategic dimension.[9]

The strategic dimension of management is of the utmost importance. It makes it possible to predict and monitor an idea for a business model, aimed at increasing of value of enterprise in the long-term perspective.

In order to accomplish this, strategic management must be aimed at a wider scope of decisions, a systemic approach in strategic thinking, for the purpose of defining organisation's basic operations which create value.

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[7] G. Johnson, K. Scholes, *Exploring Corporate Strategy*. Prentice Hall 2002 p.147-148.

[8] Compare J.H. Daum, *Intangible Assets and Value Creation*, John Wiley and Sons, Chichester 2002; ch. I.

[9] Compare R.S. Kaplan, R. Cooper, *Zarzadzanie kosztami I efektywnością*, Dom Wyd. ABC, Kraków 2000, pp. 175-280.

Modern strategic management is therefore perceived as a procedure based on planning, engagement of personnel, creation of leadership and strategic changes, for the purpose of increasing the value of the organization and value for the client. With this approach, the role of planning changes: management through projects yields to a permanent process of systemic management; a necessity for planning strategic changes has appeared, leading to the undertaking of a core strategy, integration of enterprise's operations into strategic business units, binding of focus on the client with the development of value for business purposes.[10]

Context of strategic changes

Strategic changes within organizations take place in the face of necessity to redefine the organisation at turning points, brought by various changes in the surroundings of the enterprise, however permanent in nature.

At each instance, when an organisation is ready for changes, its leaders analyse external conditions and the current stadium of the organization's development, in order to form it into a shape adequate for the future. This analysis should cover macro surroundings and competitive ability (main forces triggering change), as well as a review of internal problems.[11]

There is no one formula for changes, however the context for changes may be identical for many enterprises. The present development stage of world, European and Polish economy presents grounds to accept key indicators for further deliberations, in relation to which all present day organisations must take a position.

It is therefore proposed to accept three main processes constituting critical points for organisations, as the main context for changes. These are:

- internationalisation of economy and globalisation processes, understood as restructuring of markets;
- use of new informational technologies, understood as other investment and development opportunities for enterprises;
- cultural organisation, understood as development possibilities of new, common values, competencies and cooperation in multicultural environment.

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[10] Such changes are described by, among others, Haines Centre for Strategic Management Integrated Lines of Business.

[11] Mc Ateer Teal, *Strategic Organizational Change* , "Canadian Journal of Administrative Sciences" no 03/2007.

Internationalisation of economy and globalization process, as context for strategic changes in organizations

The internalization process of enterprises is intensifying, as result of at least three parallel forces at work:
– liberalization of the flow of capital, workforce, goods and services,
– opening of markets for foreign investments that are favourable for the development of international competition,
– development of modern information and communication techniques and technology.[12]

Trade is declared free of duty and tariffs, investments are delocalised, competition strategies and methods are internationalised. In these conditions, enterprises are interested in entering new markets, since this gives them opportunity for expansion (often through intensive growth), diversification of operations, strengthening of competitive edge, reduction of production costs, overcoming of protective measures in foreign markets, implementation of own, new technologies in foreign markets, instead of selling them to foreign partners.[13]

Internationalisation of enterprises does not just mean their transition to higher stages of operation in international markets,[14] but also the formation of interdependent business relations through various forms of cooperation, integration and strategic alliances and mergers.

The particular stages can be brought down to three:
– first, in which the enterprise enters the market with its offer, using resources to produce in its own country; (forms of entry may differ)
– second, based on undertaking of joint ventures with foreign partners, using various forms of capital; [15]
– third, based on entering foreign markets using various forms of capital and making capital investments on their own account and risk.

[12] Such a concept is contained in Manuel de l`OCDE sur les indicateurs de la mondialisation economique – OCDE 2005, p.16.

[13] A.M. Rugman, R.M. Hodgetts, *International business*, Prentice Hall 2003, p.56.

[14] Compare M. Duczkowska-Piasecka, *Związki przedsiębiorstw polskich z partnerami zagranicznymi jako droga ekspansji na Jednolity Rynek Europejski* [in:] W*spółczesne zarządzanie – teoria i praktyka*, ed. by S. Walukiewicz, Warsaw CBPiZ PAN 2004, pp.66-68.

[15] Different authors present various categories of entry into foreign markets in accordance with different criteria (compare: M.K. Nowakowski, *Wprowadzenie do zarządzania międzynarodowego*, Difin Warszawa 1999 [in:] M.K. Nowakowski (ed.), *Bariery internacjonalizacji przedsiębiorstwa*, Wyd. Key Text,Warszawa 1997; A. Koźmiński op.cit; J. Rymarczyk, *Internacjonalizacja i globalizacja przedsiębiorstwa*, PWE Warszawa 2004).

Business success is increasingly less dependent on governments and increasingly more dependent on the dynamics of the international market, subject to globalization at an increasing speed.

Strategic ties in business create a strategic interdependence, which means that in the event of implementing changes in the organization, its partners cannot be sidetracked. Therefore, to a large degree, this complicates management of strategic changes.

Increasing interdependence, spreading of an organization outside of boundaries of one country, conducting business within various systems (legal, economic, social) of various cultures by one company, results in the fact that business in such a dimension becomes a strategic system, not just composed of units connected through the headquarters in the mother country, but also of companies, nominally autonomous, which conduct interdependent operations, divide resources, costs and risk among each other, above legal and national boundaries of each of the units.[16]

In the face of growing competition and globalization of markets, enterprises have found themselves in a new situation: in order to cope with globalization, they must compete simultaneously in many fields. Even their home market becomes a global market and requires identical strategy as those markets which so far have been foreign. This means, that in the framework of strategic choices, in order to meet the requirements of each and every market, enterprises must assume a competitive strategy composed of an entire range of competencies.

The presented by OCDE in 2005, *Handbook on Globalization Indicators,*[17] enumerates microeconomic aspects of functioning of organizations in international markets. These are:

- adoption of a world strategy by an enterprise,
- treatment of market as global,
- selection of multiregional integration strategy,
- changes in organization aimed at its external development (mergers, agreements, strategic alliances, subcontracting on an international scale, involvement in a network);
- changes within the organization (structure, functional units, management system, etc.).

Turning of enterprises to international business results in the fact that:

- they value international competitiveness over national,

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[16] Y. Allaire, M.E. Firsirotu, *Myślenie strategiczne*, PWN, Warszawa 2000, p. 25.

[17] Compare Manuel de la OCDE… op. cit. p.19. The source mentions macro- and microeconomic indicators, with division into: referential, supplemental and experimental (proposed on a pioneering basis).

– they implement changes aimed at a larger presence in the international market,
– they build up business ties on an international scale, in all aspects of enterprise's business operations,
– they implement management systems similar to those found in other countries; they employ foreign managerial and executive staff.

Globalization is a unique type of internationalization of business and expansion of organization. It results in the internationalization of markets, enterprises, methods of competition, behaviour of buyers as well as products and changes the manner in which modern day enterprises[18] conduct their business.

The increasing pressure for changes comes from the fact that enterprises have found themselves in a situation of permanent changes in terms of economic structures and technology, which requires a change in behaviour and structures within enterprises, in the face of even faster changing tastes and preferences of buyers.

New technologies and informational and communication techniques in the context of strategic changes

In the new surroundings, in which enterprises have found themselves, due to galloping globalization and various forms of internationalization, informational techniques play a completely new role. In order to face up to strategy, IT solutions are becoming an integral part of business strategy.[19] Informational techniques in combination with the process of organisation, play the main competency role in the enterprise's transformation and all connected actions. The informational technique itself is also subject to changes. Transformation takes place, as business and conditions for its conducting change. Informational technique becomes a component of business, it has a part in its changes and new opportunities.

New informational techniques create opportunities and possibilities before companies:
– informational support for business (quick, reliable, most current, credible information),
– participation in the realisation of the mass customization concepts;

[18] T.L.Wheelen, J.D. Hunger, *Strategic management and Business PolicyPearson Education*, Prentice Hall, New Jersey, 2002 p. 5; T.L. Friedman, *Świat jest płaski*, DWREBIS Poznań 2006, p.16-30.

[19] M.M. Parker, *Strategic transformation*...op. cit. p.78.

- support for learning organization;
- ability to transform with the use of new informational techniques,
- implementation of informational techniques in planning, implementation and monitoring works;
- treating of information and informational techniques in business categories.

Therefore, the new role of informational techniques is based on the separation of their purely infrastructural functions in the enterprise and acceptance of such, which are business specific: oriented on the market and clients, as well as the development of organization and its transformation.

The relation between enterprise strategy and technology may be described in various ways:[20]

- strategy may be capitalized through technology;
- strategy supports technology,
- technology indicates strategy.

An increase in the number of countries which achieved the post-industrial development stage, leads to the fact that the proportions between producing industries and operations focused on information, knowledge, education and services, are changing.

P. Drucker[21] names three actions which lead to the company's survival and make it capable of quick changes and transformation:

- intensification of development around the concept of constant improvements;
- constant use of knowledge and expert opinions;
- development of ability and implementation of innovative solutions and be capabilities, to develop procedural innovations which facilitate permanent transformation; direct attention to permanent education, transformation of the organizational business model; reengineering.

All the above mean that modern-day businesses have found a substitutive purpose for investments: in knowledge, intellectual property, IT networks, instead of physical elements of property. In order for enterprises to be aware of this phenomenon, business processes must be redefined and it needs to be specified, what business values can be created through IT solutions. Then, changes in the planning process can be made and an IT philosophy, which brings on organizational changes, may be implemented.

[20] J. Allouche, G. Schmidt, *Les outils de la decision strategique*, La Decouverte 1995, p. 7.

[21] after: M.M. Parker op.cit. p.14.

This is a new challenge for managerial staff which too has to be prepared for a transformation of the enterprise, based on the implementation of new informational techniques. *In order to build value, strategic information through IT solutions requires constant changes. Furthermore, the enterprise needs to be properly managed and technology properly placed. The aim of such actions is to define IT's role as a full business partner and company manager, implementing business and technological strategies. These strategies will create new principles of global competition for transforming enterprises.*[22]

Organizational culture as context for strategic changes

In the context of strategic changes, organisational culture stands for the organisation's own path of development, connected with their own motives, the essence of which are hopes, expectations, values upheld by the company, passed on to successive generations of employers, as well as new values, acquired by the personnel. Organizational culture is connected with the company's mission, which justifies its presence in the market.

The two main attributes of organizational culture: intensity and integrity, show how an organization is able to mobilize itself to change.[23] The first attribute shows how culture is deeply embedded among members of the team, to what degree they are able to accept norms and values of their leaders. Integrity shows to what degree various individuals in the same organization are willing to accept a uniform culture.

Therefore, changes within the enterprise also mean changes in culture. They require time, good management, cooperation of the entire staff and acceptance of the majority in the organization. Is particularly significant in the case of such business partnerships, as, e.g., strategic alliances, vertical integration or even mergers or other types of regrouping of enterprises. The phenomenon of "adding and intertwining of cultures" appears, and only good cooperation between managers and staff can lead to the creation of "new quality" within the organizational culture. This "new quality" can be based on either an integration of cultures, assimilation processes or the separation or disintegration of culturally combined business organisms.[24]

In literature, one may find views explaining why some managerial practices are affected in some countries and in others not.[25] This should be ascribed

[22] M.M. Parker op.cit., p. 22.

[23] T.L. Wheelen, J.D. Hunger, *Strategic management and Business Policy*.. op.cit. p.89.

[24] T.L. Wheelen, J.D. Hunger op.cit, p. 228.

[25] as above, p. 233.

to the culture of the given country, especially its particular elements, which include:

- detachment of authority, meaning to what degree does a society accept the unevenness of distribution of authority within an organization;
- avoidance of uncertainty, indicating the degree to which the society is aware of threat due to uncertainty of situation;
- individualism versus collectivism, meaning the relation of individual freedom and independence in operations in comparison with the necessity of close cooperation and loyalty towards the group;
- masculinity versus feminism, meaning to what degree is society prone to place money and goods above people;
- long-term orientation, meaning to what degree society prefers long-term operations over short-term ones.

Mechanism and process of strategic changes

The mechanism of changes is related to the answer to the question: who initiates changes? What happens, that a change occurs? How to treat resistance towards changes? To what degree changes are conscious or based on spontaneous actions which turn into fortunate trends?

Strategic changes are closest to strategic management, with its four basic functions: formulation of strategy, its implementation, evaluation and monitoring of strategy implementation. Strategies are formulated for the process of strategic planning. As a starting point, the company selects its goals (defines its purpose in the market), strategic concepts (meaning strategic goals), strategic plans for each strategic business unit, for each operational unit at the enterprise, for geographic markets, as well as techniques of evaluation and monitoring of strategy implementation.

The mechanism of changes in their implementation requires leadership focused on the creation of a new "company interior".

Implementation of changes is not a simple nor uniform process. It is connected with the style of management, the enterprise's current position, purpose of changes and enterprise culture.[26]

Pressure to change is imposed by the surroundings, and the changes can also be forced by stakeholders, who have different ideas for enterprise's goals.[27]

The mechanism of changes does not just pertain to the establishment of whether they are necessary or selection of persons responsible and manner

[26] G. Johnson, K. Scholes, *Exploring Corporate Strategy*, Prentice Hall 2002, p. 545.

[27] As above, p. 94.

of their implementation. It also covers the tactics of changes: schedule, comprehensive nature of changes, communication process, as well as detailed operations and tasks.

Is a controversial issue, whether strategic change comes before a change in strategy or is a result of it. In the first case, strategy means the effect of unimplemented change under the influence of various external and internal factors. Changes based on making new choices concerning the strategic position, strategic operations, strategic competencies and abilities, as a well as a selection of paths for strategic development. In the second case, changes are made when management makes a decision concerning a strategy change, meaning the operating manner of an enterprise in the market in a long-term, under the influence of internal and external factors. In such a case, change in organization is the consequence of selecting a given strategy.

Therefore, the mechanism of changes will be shaped over the following stages:

- identification of factors creating the necessity for changes;
- selection of leader and persons responsible for changes – cooperation with personnel;
- making a decision concerning the scope of changes;
- analysis of options and selection of essence of changes;
- selection of change implementation techniques;
- selection of evaluation and monitoring procedures.

Change making is a process (in this sense, change management is contained in process management); the starting point is readiness for changes (specific strategic position of organization), next, through planning processes, formal and informal procedures are implemented (instruments, methodology). Through strategic choices and implementation of plans, the organization develops a new business process, which makes it possible to accomplish its goals.

The change process is accompanied by risk. The bigger and more dynamic the changes, the larger the risk.

Different types of changes (evolutionary, adaptive, revolutionary, reconstructive) create different results. They develop differently and lead to the formulation of different strategies for the organization.[28]

The nature of changes and their scope influence enterprise's behaviour in relation to changes:

- gradual changes, the aim of which is to correct mistakes, are adaptive in nature;
- gradual changes, aimed at transformation, are evolutionary in nature;

[28] G. Johnson, K. Scholes, op. cit., p. 536.

– dynamic changes, aimed at correction of mistakes, are implemented to restructure the organization;
– dynamic changes, aimed at transformation, are revolutionary in nature.[29]

Management of strategic changes calls for monitoring structures and systems, as well as enterprise's experience and understanding of the strategic dimension of its operation in a wider scope.

Scope and fields of changes

Fields of change are contained in the realm of strategic decisions. The main ones are:

a) selection of company development and expansion methods;[30]
b) resources allocation options (directions of investments);
c) marketing strategy of enterprise.[31]

Changes in marketing strategy will oscillate between the selection of an ethnocentric orientation (which assumes that the home market is more important than all other markets), regiocentric (which treats a specific region as a monolithic market), polycentric (which treats each country as a separate market, where tailor-made decisions are made), or geocentric (which considers the entire world as a one potential market).

Depending on whether the enterprise is an international, multinational, global or transnational one, it can select a proper market expansion strategy (with the following options: focus on a small number of countries and markets; focus on a small number of countries, but a large number of markets; diversification of countries and focus on a small number of markets; diversification of countries and markets) and couple it with a mix marketing strategy[32].

Mix marketing strategies will oscillate around the promotion of products and brands, local, international and global in nature.

d) strategic business partnership;
e) selection of target markets;
f) selection of technology and formulation of innovation policy; *here, innovation should be understood as a transformation process of concepts, from idea to execution; this means the transformation of a concept*

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[29] M.Parker, op.cit., p. 536.
[30] Ph. Kotler, Gordon H.G. Mc Dougall, J.L. Picard, op. cit., p.72-73.
[31] W.J. Keegan, M.S. Green, *Global marketing*, Prentice Hall 2000, p.5.
[32] Ibid., p.337-338.

into a market product, implementation of ideas for new behaviours in the markets, as well as use of new knowledge on the production process to change this process;[33]

g) organizational structures;

h) management systems at enterprise;

One has to pose a question: what is the relation between changes in particular decision fields? The building of a future organization is a process which has to account for future changes reflected in strategy, levelled competitive position, short- and long-term consequences of changes and relations between them, costs, consequences for stakeholders and influence of changes on surroundings.[34]

Strategic changes within internationalizing enterprises in Poland

Polish enterprises entered the internationalizing process after 1989, when the state lost its monopoly on international trade, and enterprises, in the framework of economic freedom, at their own risk and responsibility, started making decisions concerning the sale of the products and places for making business. Effectively, Polish enterprises entered processes taking place not just in the European economy, but also in the world economy. Entry into EU structures further facilitated integration with international markets.

On a European scale, the competitive level of Polish economy is low. In order to improve, Poland must increase expenditures on research and development, which will result in the modernization of enterprises, products and technologies, introduce reforms to restructure the economy, intensify privatization processes, and reform public finances, so all economic entities would be taxed on identical terms.

However, first of all, a process based on limiting of government interference in business operations has to be completed. Poland belongs to a group of countries of the highest indicator of such interference.[35]

An increase of competitiveness of Polish economy can be accomplished only through inclusion of enterprises into division of labour on an international scale, expansion into international markets, and increased participation

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[33] J.Sundbo, op.cit, p.17.

[34] E. Auster, K. Wylie, M. Valente, *Strategic Organizational Change* , Palgrave Macmillan, Basingstoke 2005; Mc Ateer, *Teal Strategic Organizational Change*, "Canadian Journal of Administrative Sciences" 03/2007.

[35] Compare "Perspectives economiques de l`OCDE" no. 78, 2005.

in globalization and internalization processes. Poland is not just a member of the European Union and a European nation, but it also is a member of an international community, which is creating an enterprising society and economy. It would be good, if this could be done on a global scale.

So far, Poland has benefited on globalization processes only in a small degree: globalization indexes calculated by A.T. Kearney show that Poland's position is relatively worsening. In terms of globalization of the economy, in 2004 and 2005 it was 31st (among 62 analyzed countries), and in 2006 it dropped to the 41st place (among 72 analyzed countries).[36] The KOF Index of Globalization for the year 2005 shows Poland at 21st place in terms of globalisation in general, however in terms of globalisation of economy, 37th.[37]

Companies in Poland are less advanced in terms of management process maturity. This is the main problem and reason for a relatively worse economic situation in comparison with similar entities operating in countries more advanced economically. This pertains mainly to the sector of small and medium enterprises with Polish capital. Enterprises with foreign capital not only bring new technologies to Poland and open foreign markets to products manufactured in Poland, but also bring in other, and modern management systems which make it possible for enterprises to prepare for future developments.

Conclusions

The ability to implement strategic changes in organizations should be perceived as a stage in the development of strategic management. A scientific approach to management, formulated by Taylor, has developed in a systematic manner. Its basic rule was: *employees work, managers think*.[38] The model of changes contained in a formula (equation) was presented by Beckhard and Harris. It considered a regularity, that discomfort due to a bad state of affairs, an understanding of what is possible to accomplish and the first steps directed at reaching a new goal, must be more tempting than resistance to change.

Strategic changes do not take place by themselves. They must be subject to conscious, long-term managerial decisions, strategic planning -which results from a process of strategic management, a concept of raising value and maintaining of a competitive edge.

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[36] Globalization Index – http:// en.wikipedia.org z dn.01.11.2007r; „Rzeczpospolita" 31.10.2007.

[37] KOF Index of Globalization ; www. freetheworld.org

[38] A. Smith, *Training and Development in Australia*, Butterworhs, Sydney 1998.

Even the best planned strategic changes not necessarily will result in an organization's increased success. The most common reasons for such a state of affairs are:

– too wide scope changes,
– failure to perceive strategic change as restructuring organization,
– inability to form a sufficient pressure group supporting changes within the organization,
– inefficient communication systems within the company,
– giving a temporary status to short-term operations and plans which are not connected with the strategic development of the company,
– underestimation of key changes in organizational culture,
– too early declaration of success.

Strategic management is a continually changing science and process, which is connected with the advancement to increasingly higher stages of development. Various authors believe than in the coming years, a competitive edge, as a strategic business goal, will not suffice to lead in the market. This goal will become an advantage in firmness and determination which will lead organizations to neutralize, marginalize and punish rivals in the market. Such a strategy is called "hardball".

In this context, the above deliberations on strategic changes seem interesting. They make it possible for organization not to just survive in the market, but also to assume a prominent position among competitors, since the final battlefield is the market and winners are those, who in the long-term can successfully sell their products.

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