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**STUDY ON THE DEVELOPMENT OF A STRATEGIC MODEL
FOR THE DYNAMIC REALLOCATION OF
ORGANIZATIONAL RESOURCES**

SUMMARY

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The study is inspired by a concrete opportunity, met in the work practice of an organization, with operations at national level. Opportunity lies in the need to find a strategic model to support the continuation of the customer portfolio growth and when expansion through expansion has reached the plateau. The study ran for 16 years between 2002 and 2018 and responded to the need for organizations to grow when the geographically defined market reaches its maximum expansion potential.

Particular attention paid to the concept of organizational growth is also reflected by the growing concern of practitioners in building strategic models to support them, with five strategies being defined: market penetration, market expansion, product expansion, diversification and acquisitions / mergers (Suttle, 2018). All of these strategies aim to enlarge the market by expanding, using additional resources either in marketing and distribution, or in the field of production and research. On the other hand, the growth of an organization can be achieved by increasing the efficiency and effectiveness of resource use and internal efforts, but the same result can be achieved by organic growth without accessing additional resources (for example, financially). Organic growth is done today, using a top-down approach and generally starting from financial results. Less productive resources are sent to areas in the organization that promise more growth.

Unlike expansionist paradigms, the dynamic reallocation of resources as a way to sustain organic growth implies that resources are continually and constantly sought in those areas of the organization that can generate growth without the need for financial input (Atsmon, 2016a).

It is very important in this context to specify that the customer or resource portfolio of a company is generally composed of the sum of the parties. By seeing each job as a business unit that produces profit or loss, we can conclude that it is important to take care of each employee, with everything he has at his disposal, by the company. Working with environments or consolidated budgets, we take the risk that performance will not be given by most business units. It is often common practice that heavy work is carried out by a relatively small group of employees or business units covering the average performance of others so that the results are positive overall.

Current research starts from the challenge that while growth patterns through expansion are much studied and debated, organic growth patterns are the subject of studies dating back just from 2016.

Starting from these considerations, *the purpose of scientific research* is to find a new strategic model that allows for tracing actions that support organic growth when growth through expansion has reached its limits. Exploring this link of influence responds to the paradigm formulated in the literature, to focus on growth through expansion to the detriment of organic growth.

In order to capture the sophisticated nature of the concept of organic growth through the dynamic reallocation of resources and implicitly to provide an adequate understanding for the design of a strategic model, the study is focused on three defining elements. Thus, the first is the time of the growth plateau, in which customer portfolios are no longer growing, while the same paradigms of extrinsic growth are used, the second is the actual dynamic reallocation of the internal resources of the organization, and the third is the behavior of the model in the two types today's organizational structures - the classic pyramid structure and agile organization.

Starting from the rationale behind the formulation of the purpose of the scientific research, the objectives of the research were set:

- the determination of a parameter to assess the moment when growth has reached its limits, in the absence of which the enforcement of market boundaries produces more damage and fewer achievements;

- proposing a dynamic reallocation of internal resources to the organization;

- analyzing the operation of the strategic model in classical, structured pyramidal organizations and in the new, agile type.

The research objective is innovative, the scientific concerns related to the dynamic reallocation of resources, being recent themes of strategic management. Thus, we can mention the works of Atsmon (2016a, 2016b), Bourlier (2016) dealing with the reallocation of resources from the perspective of the benefits of using such a strategic tool, and also propose some ways through which this can actually be done without but to put forward a strategic model in this respect.

In order to respond correctly to the objectives set in the scientific approach, the research efforts were structured around three major sections: the first refers to the theoretical and methodological aspects that support the clarification and definition of the theoretical framework around the strategic modeling and dynamic reallocation concepts the resources and the specific ways and means of applying these concepts in practice, the second refers to the study stages and the working methodology used in various types of organizations, and the third section focuses on the results generated by the application in the business environment, to pirimidial structured organisms and agile organizations. The three major sections are presented in four chapters, the first two referring to the theoretical axis of the research, the next two on the practical axis.

The theoretical and methodological foundations of the study, which are also included in the first research axis, consist of the following:

- Critical analysis of literature based on the classic definition of the strategy and its adaptation to the requirements of the Industrial Revolution 4.0, in order to understand the contextual development of the research;

- Studying the strategy of classical, pyramidal and new agile structures with a view to understanding how to position the new strategic model;

- Defining strategic modeling and debating how to bring novelty in this respect, with the aim of finding the best way to develop an innovative strategic model;

- Analyzing 9 classical strategic models, including 7 transitive models and two disruptive models, to determine common elements in their tracing and dynamics, as well as analyzing the innovation path in this area by using parallels between existing models;

- Analyzing 3 other strategic models that support the development path of modern organizations, to understand the way in which the new strategic model is tested and implemented;

- Analyzing the external and internal segmentation strategies in order to find the optimal segmentation mode to be used in the new strategic model;

- Critical debate on how to recruit, motivate and retain talented staff, starting from two classic systems and reaching the point where the role of talented staff is being analyzed, in achieving positive results; the purpose of this debate was to understand the optimal distribution of staff on the segments to be defined in the new model;

- Analysis of the literature on the dynamic reallocation of resources, starting from the principle of reallocation of resources, going through the place, volume and mode of reallocation and reaching the profiles of the leaders supporting this strategic approach in order to make the most effective use of these resources knowledge, in designing the new model.

The main applicative aspects of the PhD thesis are as follows:

- Establishing the main research objective and specific objectives;
- Formulating the study stages and establishing the working methodology;
- Determining sample participants of research, and how they will be involved in work processes;

- Testing the study stages and capitalizing on their findings in various types of organizations as a form of organization (company type or small and medium enterprise) as well as organizational structure (classical pyramid structure or new agile structure);

- Formulating recommendations and rules for the operation of the new strategic model as a result of the practical experience encountered in conducting the study.

The starting point of the study is the analysis of the basic principles of the strategy, starting with defining the context of the start-up period of the Industrial Revolution 4.0, by defining the strategic modeling and the practical aspects related to it, and the study of some classic strategic models, which have in common the 5-step development from the point of view of the triad organization - internal client - external client. The study starts from the analysis of the "productivity paradox", according to which the contribution of information technology has not yet brought an obvious increase in labor productivity (Geissbauer, 2018). The productivity paradox is worth noting because organizing companies in the pyramid structure as well as the pace of adopting new technologies can be factors that slow the pace of change with direct influence on productivity gains. Thus, it can be concluded that the need to adapt new structures and strategic models that allow for the absorption of new technologies can be a valuable asset.

At this point in the study, the strategy is being discussed in the context of the first two decades of the 21st century, where the strategy, even if it is influenced by technological change, retains its basic principles. Consequently, starting from Porter's classical definition (Porter, 2016), the idea is that for success, the organization depends on what needs it wants to cover and in what way it does. Michel Porter (2008) outlines the most common mistakes in formulating the strategy: confusing the strategy with action, confusing the strategy with reaching a market share, confusing the strategy with important activities or key activities. The clarification of these elements helped place the new strategic model within the organization's research strategy.

A functional strategy not only can be drawn at any time but is one of the elements that make the difference between success and failure, especially for a few years. In order to occupy a healthy and sustainable market position, 4 elements are needed: strengthening financial management, sustainable cash generation, risk management and increased profitability, coming from greater added value, achieved through diversification / differentiation / innovation and / or accessing external markets (Anicescu, 2018). If the first three elements relate to financial management, the fourth, namely differentiation, is an effective way to ensure the survival of the organization and, equally, a path to its success. Strategic differentiation attracts the need for innovation, in this context, strategic modeling can be one of the answers.

After the strategy is drawn up, its implementation is implemented, and the most commonly used tool linking strategy and practice, the EMEA (Europe, Middle East, Africa) is the Balance Scorecard. This part of the theoretical axis of the study defines the phases of strategy execution and analyzes the process of its execution. Using Balance Scorecard allows you to address an organization's issues from 4 perspectives: clients, internal processes, financial area, staffing, and development. By doing so, the connections between the four elements are made easier, with the benefit of drawing a balanced strategy without omitting any of the important aspects of the organization. The need to know and implement these aspects has supported the implementation efforts of the new strategic model, called Queenable..

The best way to run a business is to balance the short-term performance and health of the organization in the long run. Research studies show how healthy companies offer 3 times higher returns for shareholders, as the set of activities leading to recovery begins to show their benefits in only 6 to 12 months (Gagnon et al., 2017). Similar to man, the health of an organization is a process, not one event, so that regular testing of it, as well as some natural interventions to maintain or improve, are organizational hygiene actions. The design of a new strategy goes hand in hand with tactics and objectives in the sphere of health systems, processes, tools and organizational culture.

The organization's health management, along with the alignment between vision, strategic destination, strategic model and strategic changes, provide the framework for successful implementation of the strategy. The traditional way in which organizational leaders manage their work from financial statements becomes just part of the arsenal of working tools at their

disposal. It is very important that the working practices with the most important contribution to the health of the organization are shared vision, strategic clarity and employee involvement. Looking at things from this perspective, building a new strategy, based on an innovative strategic model, is very well connected with tactics and goals in the sphere of health systems, processes, tools, and organizational culture.

The volatile, uncertain, complex and ambiguous environment of these years brings with it the question of how much the strategy will change or will remain in classical times. Another legitimate question is whether the strategy will evolve in two directions - one for traditional footprint businesses and one for digital footprint. Such debates, quite natural, find their answers in Porter's (2016) approaches, along with those of current leaders who come from the area of digital transformations. The bottom line is that the basics of the strategy remain unchanged, appearing only in a number of ways, such as the strategy implementation period, the 2-speed strategy translation - one macro and one execution level, the role of the strategy in the fight for talented employees, the role of the strategy strategist and how to obtain value in the market for these years. Adaptations of the strategy come, however, with the understanding that investing in managing and protecting people and data are the most important investments in these years (Gregg, 2017). Seeing things from this perspective, the new Queenable model supports these two elements, giving transparency and self-control in administration.

The shift from the current incrementalism of strategy planning and strategic planning to the design and implementation of a differentiation strategy is done through the contribution of 8 actions: the shift towards strategic process, instead of annual strategic planning, the creation of a formal framework, encouraging debate, shifting focus from working with environments and encouraging multiple choices, prioritizing and focusing on important growth sources, moving from the annual budget exercise to decisive strategic moves, moving from budget inertia to creating liquidity, allowing for strategic investment, changing the strategy as a whole, and dividing it into 3 key elements, moving from work to individual strategic goals to teamwork, starting with something concrete, to the detriment of long-term planning. (Bradley et al., 2018). The usefulness of the knowledge and application of these methods of accelerating the strategic approach was useful from the perspective of the practical part of the research, in order to maximize the chances of success of the studies and implemented implementations.

The strategy adapts to the current economic environment and is influenced by several elements: the structure of the organization, its culture, the way resources are used and the market response time. Regarding the particularities of these elements adapted to the beginning of the 21st century, the notion of organizational agility appears. This is defined as the ability to quickly reconfigure strategy, structure, processes, people and technology to create values and value protection opportunities (Ahlbäck, 2017). Regarding the structure, besides the stable, but bureaucratic arrangement of the pyramid, the agile, stable but flexible structure appeared. The agile structure is in the form of a molecule, formed like the human body in cells, in which atoms, electrons are gravitated, and cells play the role of team federations, atoms are self-managed teams, and employees are electrons. The agile structure is flat, the leadership being provided by elected leaders based on competencies and not appointed on other criteria. From the cultural point of view, the two types of organizations are significantly different - the pyramid structure carries the impression of masculinity as a model cultural

to quickly and efficiently obtain the results, focusing on a leader who knows how to do and what to do, the great distance from power through hierarchical levels, broken hierarchical communication, and the relatively modest commitment of employees (Rosca, Istudor, 2016) , while the agile structure is characterized by increased commitment of employees, rapid learning and innovation, all of which come from a culture that emphasizes empowerment.

The pyramid structure is centered on execution, strategy is a task for leaders, who then have the task of translating it into practice. Agile organizations emphasize the role of the strategy as it holds the headline as the guiding light in the absence of a high power structure. Self-managed teams have the task of understanding and applying the strategy. Decisions on

traditional pyramid organizations are taken from above, unlike agile organizations, where the decision is made after consultations, from bottom to top and top down. Agile organizations implement strategy and tools to help translate this into practice - performance management and risk management - from bottom to top, self-assumptions, and then following leadership consultations. Understanding these features has made it possible to correctly position the new strategic model in agile organizations.

The strategic model is defined as a strategic plan or model designed to improve a process (Gish, W, 2017). In the business environment, several types of strategic models can be identified, depending on the degree of complexity and the degree to which they generate immediate results, such as: models for SMEs, models for research organizations, models for large organizations, models for large organizations that design complex and lasting policies. This approach has made it possible to identify organizations that have been partners throughout the study.

The Queenable Strategic Model, being a new model, required knowledge of how to innovate in strategic modeling. These include the introduction of new products, the creation of completely new models, the overturning of existing models and their inverse approach (Banholzer et al., 2018). Flipping patterns is described as a separate process, namely: describing and analyzing the dominant business model in industry, determining the long-term beliefs that are the basis of the model and identifying paradigms that support them, turning back paradigms and beliefs, translating them into - a strategic model, testing the new strategic model through debates and possibly pilot studies, generating adjustments, placing the new model on the market, based on new remodeled beliefs. In practice, the Queenable model achieves some of these points, including some resistance to change in some situations. For this reason, the extensive change analysis and evaluation model (Juneja, 2018) contributes substantially to the success of the study.

The theoretical axis of the research includes the critical analysis of 9 classical strategic models, 7 transitive models and 2 disruptive models, concluding that:

- Transient 5-step models and 5-stage disruptive models, which also show what happens when switching from one level to another;

- All models allow for a three-way approach: organization - external client - internal client - organization - sdd, based on the mutual relationship of mutual influence and similar behavior in response to internal and external environmental factors;

- All have a sequential approach starting from the phases of training, denial, entry to the market, training, needing primaries and stepping-stones end up in the intermediate phases, generally either organizational or individual development (whether speaking to an external client or by the internal client), so that in the end, they can reach the advanced stages of evolution; these advanced phases are characterized by openness, high level communication, cooperation, spiritual evolution; they are in fact the same type of evolution, only in some models is spoken of by organizations and in others by internal or external clients. According to Sherwin B. Nuland (1997), they are actually the facets of the same coin;

- There are obvious parallels between the behaviors of organizations and those of individuals, with the mirroring in the external environment of the organization;

- Are influenced by each other, and there are approaches that integrate two of these models, or even models that openly declare that they originate in addition to those already existing.

These findings have been strong indications on how to build a new model based on the research goal.

The second axis of theoretical research focused on resource management through pyramidal models and agile models. The first pyramid model analyzed was the consolidation curve of an industry (Graeme et al., 2002). The conclusion of the analysis is that the industry takes about 25 years on average to develop over the four stages and that in the present times cycles are shorter in duration due to the technological advance, fast. Organizations, in search of

resources to sustain their work, need to grow both through expansion, both externally and organically, from within. Thus, the importance of finding a strategic model for organic growth is emphasized, all the more so by expanding growth is well covered from this point of view.

The extremely rapid evolution of the market introduction of new technology in these years is analyzed through a guide on turning points, represented by digital technology (Bradley, 2016). The dynamics of the curves described by the model appear to be "disruptions induced by digital technologies" and refer to today's times, but the idea of an organization's continuing evolution on the road of technology may also be detached, sometimes without having a clear strategy in this regard. The model is relevant to understanding the context in which the new Queenable Model was implemented, along with some necessary technological adjustments, as well as to highlighting the four disruptive points, similar to other classic models.

The model that shows the growth phases of an organization, along with its growth crises, takes place in 5 phases: creativity, direction, delegation, coordination, leadership (Greiner, 1998). The bottom line is that companies' leaders when making growth decisions rely more on past decisions than on the day-to-day signals coming from within. In many cases, the leaders' attention is directed to the market, according to the traditional way of expanding growth instead of concentrating on the inside of the company, to take into account the force of organic growth (Greiner, 1998). In this respect, it is possible to take into account the signals inside the company, which can come from the organizational culture area, how to use the resources, especially the human resources, the level of organizational learning, the level of knowledge and abilities of the organization, relative to its purpose, payroll, compensation and benefits.

Another conclusion is that organizations, like humans, go through different stages of life irreversible, the transition from one stage of life to another, with some changes, from form to substance (Nuland, 1997). Understanding this model has found the best ways to put the new model into practice, taking into account the growth phase of the target organization and the particularities of this phase. At the same time, the model has facilitated the leadership of research partner companies, to understand the context and need for attention and organic growth.

Among the conclusions of the analysis of these last three models is the way in which an in-focus analysis can be made - that is, in a similar way to the market analysis, oriented towards the outside of the organization, meaning starting from the marketing segmentation and then drafting a work plan, for resource efficiency. The speed of movement according to these strategic models, the understanding of where the organization is in the various phases, plus the "acuity" with which the external environment is scanned, and the internal one, allow the evolution, survival, success or bankruptcy of an organization. *Understanding that internal segmentation is one of the levers on which a strategic model for organic growth can be built.*

The study focused on the segmentation approach, starting from the analysis of market-oriented segmentation and reaching segmentation oriented towards the internal of the company.

Some of the external segmentation strategies, the categories of segments ACORN (Prosperity, Falling, Growth, Settlement, Aspiration, Endearment) and modalities of psychodemographic segmentation (Weaver et al., 2018) highlighted the principles of segmentation without providing enough clues to replication these types of segmentation and within companies. Internal segmentation takes into account the state of technological development, the type of organizational culture and the positioning on the scale of working skills at the organization level. Analyzing the different types of segmentation has led to a 5-level segmentation based on knowledge, skills, abilities and work habits, similar to classic strategic models. This type of segmentation was extended with the analysis of staff results on each segment as well as the volume of activities submitted and a homogeneity was found on each of the 5 segments and a proportionate relationship - a level of knowledge, skills, abilities and habits work, corresponds to a certain amount of activities and a certain level of delivered results.

Another point of support for the of the PhD thesis was the core principle, which also shows the direct link between the value of a performing core of employees, the internal segments

of the organization and its outcomes. From this perspective, the future strategic model has taken into account the need to place on each segment of knowledge, skills, abilities and working habits, valuable employees, so that the whole structure benefits from the balance and possibilities of transferring know how by mentoring method.

Great talents can be the source of competitive advantage, and to succeed, an organization must focus on acquiring assets that are suited to strategy and attracting talented employees to use it (Ogg, 2017). At this point of our research, we introduced the matrix „value versus workstation importance” in an organization, precisely in the idea of providing support to talented employees who can bring value and can help differentiate the market. By internal segmentation in 5 steps of staff with homogeneous activities, it encourages retention by providing a career perspective. Thus, the employees at the beginning of the road have to go through 5 phases of development or career stages, each phase having the working instructions from the perspective of the manager or the leader and from the perspective of the individual contributor. In addition, in each of the 5 phases one assumes a role in the teams of which the employee is part, increasing social involvement and integration.

Another point of support for the theoretical research axis is the analysis of classical systems of employee evaluation and motivation. The first one, the Hay system, is mainly used in the area of payroll, compensation and benefits (University of Waterloo, 2017), the second being a differentiation system used in staff assessment and motivation (Welch, 2017). The analysis of both staff rating and motivation systems has been useful in drawing up the practical rules of the Queenable strategic model.

The principle of dynamic reallocation of resources, which involves moving financial resources, talent and managers' attention where these resources bring the company's highest value, was one of the cornerstones of this study. The principle involves going on small pieces, centered on value-added, overcoming prejudices and agility (Atsmon, 2016b).

Regarding how to dynamically reallocate resources, three issues have been analyzed: the place where resources are reallocated, the amount of resources reallocated, and how to dynamically reallocate resources (Atsmon, 2016). The purpose of dynamic resource reallocation is to give the organization a quick response to the market, new, agile organizations, best suited to this way of working. These milestones have led to the understanding that treating each member of the staff as a strategic business unit leads to these four desires. From this point on, he went on with a new perspective on staff, with homogeneous activities. This perspective allowed the creation of the Queenable operating rules. Thus, according to the annual staff performance at the individual level, relating to the net increase in client portfolios, the model offers the ability to climb, stagnate or lower the 5-speed model, giving the character dynamic reallocation of resources.

All three types of movements on the steps of the model are accompanied by employee reward or development programs. This type of approach also translates into strategic business units with greater amplitude - team, department, territorial unit.

Regarding the leadership profiles of organic growth, we identified 3 of them - investor, creator, performer (Ahuja and others, 2017). The usefulness of knowing this has increased the chances of success of practical implementations of the new model by addressing research to organizations that have the right leadership profile. We have noticed the differences between the hierarchical structure of the classical type with the goals and the flow of top-down decision-making rights with the strongest governing power at the top, with linear planning and control versus the network of teams within a culture (Aghina, 2017), which operating in a fast learning environment, with fast decision cycles, technology driven, guided by a strong common goal to co-create value for all stakeholders around the business.

This type of analysis allowed understanding of how the new strategic model was applied, on the two types of organization, but especially allowed the nuance of self-assumed roles on the 5 levels of the model. Moreover, the understanding of the agile structure has made it possible to

develop appropriate vertical development programs, especially horizontally, at the level of employees on similar levels of knowledge, skills, abilities and working habits.

The second research axis, the practical one, was developed in two chapters of the study, which refer to:

- The methodology of scientific research, starting from the definition of the basic stage, reaching 3 stages of study;
- Research results and recommendations.

The third section of the study includes research objectives and methodology, including the description of its premises. This point of support has identified how a company's customer portfolio reaches a growth plateau. The point where the organization starts to lose more customers than it brings is called an „arithmetic paradox”. It is not related to the quality of the services provided by the company, but it is simply a game of arithmetic.

For example, if a strategic territorial unit has 12,000 clients, it loses annually, according to world statistics, somewhere between 10% and 15% of them (LIMRA & LOMA, 1997), provided the services are of good and very good quality. The calculations show that annual loss averages around 1,800 customers. Good production generates approximately 1,500 new customers annually, so the unit starts the year with 12,000 customers and finishes it with $12,000 - 1,800 + 1,500 = 11,700$ customers, ie "-300" customers. Expanding this paradox, at several territorial strategic units, the profitability of the organization at national level is decreasing. This in fact implies that a number of business units at the employee level generate, by the same mechanism, higher losses than can be compensated for by employees with small, early-stage portfolios that bring net growth.

For this reason, instead of monitoring the results of the organization as a whole, the Queenable model proposes to monitor the net customer portfolio growth of each strategic business unit, be it at the individual contributor level or at a higher level. At this point of support research is given examples from the dynamics of customer portfolios from 2 companies, one service, with B2B addressing and another B2C sales. Research samples comprised 32 employees, or about 1,900 employees.

The main objective of the research is to find a strategic model that supports organic growth when growth through expansion has reached the plateau or the „arithmetic paradox”. The specific objectives were set as: the elaboration of a parameter to determine when the expansion through expansion has reached the plateau, the proposal of a dynamic reallocation model of the internal resources of the organization and the analysis of the functioning of the strategic model in the classical structured pyramidal organizations new, agile type. *The research was conducted in 2 companies with over 7,000 employees and 3 SMEs with 112 employees over a 16-year period.*

The stages of the study were: I. resumption of organic growth by refining daily activities - one can say that an existing business model was used, but the emphasis was on the qualitative improvement of process and activity management; II. drawing up a new strategic model that would allow the dynamic reallocation of resources; it will be put into practice in order to resume growth on organic bases; III. combining the two previous study stages.

In relation to the first stage of the study, we have reached the end of refining our activities to improve existing processes, which we can call classics and the design of new online-specific processes such as the buyer's itinerary and the online selling / prospecting process. Regarding the second stage of the study, the new strategic model - Queenable, was piloted and generalized in both classical structured pyramid organizations and in agile new organizations. The third stage of the study was the combined application of improved business management processes with the new strategic model.

The third part of the study also includes a description of the working methodology and of the tools used in the research. For this purpose, the method of initiative groups that contributed to the generation of work tasks was used at all the hierarchical levels involved in the research. The tools were applied in the daily life of organizations, followed by analyzing the results. The

study was also supported by the use of 2 types of questionnaires: a first questionnaire for assessing the implementation stages of the strategic model and obtaining feedback from the staff involved; a second questionnaire for assessing new work tools. The results outlined in the questionnaires were shared with both the management teams involved and all employees participating in the research. They can be listed as working tools: the new and retention process of existing ones, the activity management concentrating table, the buyer's itinerary, the purchasing behavior questionnaire, the (in)validation questionnaire, the 5-level organization chart knowledge, attitudes, skills and working habits, the Queenable strategic model of dynamic resource reallocation to organizations with classical, pyramidal structure, career steps in the Queenable model to agile organizations, roles in an agile "formation" in the Queenable view, the model Queenable and organizing "Communities" and "Formations" in agile organizations, roles in an agile "formation" through the Queenable vision, depending on the type of business.

The working tools are specific to the first two stages of the study, for the combined study stage, they were used simultaneously in the groups of employees involved in the research.

In the last part of the study are presented the results of the research and recommendations regarding the use of the new strategic model. Study Phase I allowed business operations and sales processes to be refined to a regional service sales organization for individuals, an organization belonging to a company with 41 local subsidiaries and tested in practice and analyzed, the results on the use of the newly introduced parameter called "net portfolio growth" (one of the specific research objectives) and the management of activities with weekly monitoring. In this sense, the notion of "wow" (week over week) has been introduced, which allows constant maintenance of the volume of activities (of any type, according to the sales and service process), during the working week, with the aim of constantly maintaining the number of activities. This system allows the activities to be carried over so that the volume of meetings stays constant, generating the increase in workload, increasing employee commitment and improving the final results.

Phase I of study was conducted in a B2B, small and medium-sized business organization, a subsidiary of a large global corporation, focusing on online search tools. In this research, the following tools were used: a questionnaire for understanding the steps of the online purchase process from a sales employee perspective, a questionnaire for understanding the sales / prospecting steps, using the online environment and the sales / prospecting process through social media channels (The Hopscotch - designation of the online sale / prospecting process due to its shape and to facilitate communication with the involved working groups).

Phase II, with the application of the new strategic model, took place in another pyramidal structured organization at an important branch in the country. This time, since the start of the research, a number of customer portfolios and employees at the beginning of the career were not allocated, which led to the faster implementation of the Queenable model, the dynamic reallocation of existing resources making it relatively easier, because some of the old members of the staff, marked by the old paradigm, according to which the remaining resources are automatically inherited by them, initially generated resistance to change. Five months after testing and implementing the new resource reallocation model, the organization in question rapidly increased its performance and, after 5 quarters of the start of the study, it came to generate the most important contribution to the company's financial result. In this test, classical management tools, proven and refined, were used in the study phase I.

Stages II and III were also tested in an SME consisting of 57 high-level specialists who provide B2B services as well as another company with national exposure, the target group being therefore about 700 of employees in sales. Both organizations have re-established the structure from the classic, pyramidal model to the new agile model, based on the Queenable strategic model. If in the first case the agile organization based on the new strategic model generated clarity, consistency and predictability, continuing the organization on the accelerated growth path, the results of the national company were remarkable, and after applying the new model on

6 quarterly, the company has reached about 700 sales people with comparable productivity to the market leader on the range of similar products.

The endpoint of support for research has been reserved for recommendations on the use of the new strategic model, called Queenable. In addition, as a result of the practical research, a series of operating rules were established, some specific to the traditional pyramid organizations, others specific to the new agile and other common organizations. In the last part of the study, the advantages and drawbacks of using the model are presented.

The Queenable Strategic Model is based on segmentation of resources from two points of view: the level of knowledge, skills, abilities and work habits, along with the size or value of resources used. Five stages of development have been highlighted, with each step corresponding to a KASH (knowledge, attitudes, skills and working habits) level and an appropriate level of allocated resources. The 5 stages of development are characterized by a series of strategic and tactical actions. The model and actions on each step are in fact the consolidation of other classic strategic models, also in 5 stages of development. Every level of knowledge, skills, abilities, work habits and assigned resources corresponds to a set of minimal activities and as such a set of results.

The Queenable strategic model resembles a chessboard or a board of checkers in 5 levels instead of 8 levels. Horizontal fields represent the 5 stages of development and the vertical fields represent the trajectory of a strategic unit during the course of the business (in the case of employees, there are career stages). Depending on the net growth achieved by business units, they can climb step by step, increasing their level of knowledge, skills, abilities, work habits, managed resources and consequently increasing their income over time. When a strategic unit works correctly, it reaches a net increase below the organization's goals due to the arithmetic growth paradox, and it can be unloaded from some of the accumulated resources, being rewarded for the results.

Resources released are allocated to strategic units on the lower stairs, which can be sustained to accelerate their growth. This is a dynamic way of allocating and dynamically reallocating resources to store as many strategic business units as possible, on positive net growth. This downward and upward movement on the model's steps, resembles the checkers, the play pieces being strategic business units. Hence the name of the model.

As a result of the theoretical research, 5 segments of knowledge, skills, abilities, working habits (KASH), identified as steps of the model, were identified as follows:

Level 1 → KASH 1, assigned resources 1 (corresponding to this first level), activity volume 1, results 1 → Step-specific characteristics and recommended actions: Lack of knowledge / information, commitment is negative or very low, client / employee / the focus on training, growth through creativity, there is a crisis of leadership;

Level 2 → KASH 2, assigned resources 2 (corresponding to this level), activity volume 2, results 2 → Step-specific characteristics and recommended actions: Learning / understanding period, adherence to social group, occasional client / employee / unstable organization, accent on financial benefits, growth through targeting, passed the crisis, the crisis of autonomy;

Level 3 → KASH 3, assigned resources 3 (corresponding to this level), activity volume 3, results 3 → Step-specific characteristics and recommended actions: Collective approval / pleasure period, adherence to basic activity, client / employee / organization the emphasis on working conditions, the crisis of autonomy, the control crisis;

Step 4 → KASH 4, assigned resources 4 (corresponding to this level), activity volume 4, results 4 → Step-specific characteristics and recommended actions: The product-collective-organization extension, adherence to cultural values, efficient customer / employee / autonomy, growth through coordination, the control crisis passed, the crisis of authority;

Step 5 → KASH 5, assigned resources 5 (corresponding to this maximum level), activity volume 5, results 5 → Step-specific characteristics and recommended actions: Loyalty to

product-collective-organization, product-collective-organization identification, customer / employee / promoting organization, collaborative growth, passed the crisis of authority.

This model is used to dynamically reallocate resources to classical structured pyramid organizations as well as to new agile organizations. The model allows agile organizations to assume roles in self-managed teams as follows:

- The voice of the client is that individual contributor who, in parallel with the work tasks, liaises with the final customer, sending colleagues the technical specifications and progress of the work from the point of view of the final consumer;
- The mentor is the individual contributor who, in parallel with the work tasks, takes the mentoring activities towards his / her teammates, especially to the newcomers; is a team leader;
- The trainer is the individual contributor who, along with the work tasks, helps other team members by providing information and knowledge about products, services, processes;
- The executive is the individual contributor who, in parallel with the work tasks, carries out marketing activities on behalf of the team, taking on the shares in the social media area;
- Associate is the individual contributor who, in parallel with work tasks, moderates work meetings in order to assume current goals by team members.

„Clover” organization (lacking the role of the client's voice) is more appropriate in agile organizations that require the formation of self-directed teams from staff with the same type of occupation and who are generally addressed to the external client as a person, while organizing in the form of „cherry blossoms” (described above in 5 roles) is more appropriate to the formation of self-managed teams, which is addressed to external clients, legal persons.

The various business units (eg. individual contributors) once identified can position themselves on one of the steps of the Queenable model, and in the next step they outline the strategies, strategic objectives and the set of projects or actions that increase their efficiency and effectiveness.

Once the location, role and dynamics of the strategic business unit in the Queenable model has been identified, one can move on to finding a system, processes, and set of tools to create a working framework from a triad organization perspective - internal client - external client. Using a paraphrase of the famous proverb, one can say: "The right business unit in the right place".

For unused business units, there is the question of looking for new markets, of an internal nature to the organization, as the model suggests. On the other hand, there may be another point of view: considering the expansion of activities. Not always finding new markets resolves things, on the contrary. There is the question of finding and alternatives, such as organic growth. It has the advantage of being the least risky and expensive.

For over-used units, the model offers the possibility of comparing its own performance with the market. In rare cases, new resources are still to be injected. Another point of view is that just overloading itself is the big problem. A business unit that has been performing poorly performs, for reasons independent of market fluctuations, being affected by internal causes.

The specific objectives of the research were achieved as follows:

- A parameter has been developed to determine the moment when expansion growth has reached its limitations, in the absence of which the enforcement of market boundaries brings more damage than achievements - the parameter identified is "net portfolio growth" and applies at the level strategic business units, at individual and team level, department, territorial unit;
- A dynamic reallocation of the internal resources of the organization has been proposed - in subchapter 4.3 are described in detail the rules of operation of the Queenable model, rules that have been extracted from the numerous interactions that arose with the practical axis of the research;
- The practical operation of the Queenable Strategic Model in classical, structured pyramid organizations and in the new agile models was tested, piloted and implemented in 2 large companies (with over 7,000 employees) and in 3 small enterprises and medium-sized (with 112 employees) Further developments that address the unsettled challenges at this stage of the

Queenable development are outlined both by the advantages and drawbacks of using the model. In any case, a strategic model is a living entity, which involves adjustments and additions to a lengthy process, not necessarily coming from a momentary inspiration that ends with putting it on paper.

From the point of view of further developments, the development of a strategic model is a process, not an event, and the continuation of the research can be done in two directions - one, to extend the use of the model in the pyramidal structural hierarchy and the other, to expand it into organizations agile.

In the case of structural hierarchies, the model, even if it has been tested on several types of organizations, can broaden its scope by applying it to the financial budgeting area. Model judgments and rules can be extended from the customer and employee portfolio area to budget management, which in principle has the same rules of fair use, under-utilization or over-use. Even if, in the case of budgets, the reallocation is much more practiced, by applying the concepts of profit centers and cost centers, there is no direct connection with the level of knowledge, skills, abilities and working habits, or with the phase the life of a strategic business unit, whether it's an employee or department, with more employees.

In the case of agile organizations, the application of the model needs to be further tested, and the results assessed. So far, its application has been made in two organizations. At first, implementation was a success in the large sales department. In the second company, due to the relatively incipient growth phase, the "targeting" (Greiner, 1998) was able to draw more qualitative conclusions, improve organizational culture and streamline workflows. Testing needs to be done, furthermore, on mature organizations of various sizes, with activity already in progress.

Own contributions are listed in parallel with the original research objectives. Thus, the main objective of the research was to develop a new strategic model that would allow for tracing actions that support organic growth when growth through expansion has reached its limits. In this way, the Queenable Strategic Model, which is today functional in the practice of a variety of organizations - corporations and SMEs with B2B and B2C-type addressability to the market, classic, pyramidal structured organizations and agile organizations, has emerged.

Other own contributions generated as a result of the practical solving of problems related to the improvement of performance in the current activities of the participants in the study are:

- *"Wow" method* for weekly monitoring of the rhythm and volume of current activities;
- *The online purchase / sale process through social networks - Buyer's itinerary and Hopscotch (the sales / prospecting process);*
- *Treating each position in the organizational chart as a strategic business unit* that has the role of supporting the growth of the organization, similar to the treatment of the subsidiaries of a large organization;
- The introduction of the key performance indicator called "net portfolio growth", which by extrapolation can be characterized as the difference between the resources allocated to a strategic business unit and the outputs generated by it.

Another own contribution is the proposal to complement an organization's evaluation methodology. Thus, *the instrument called the "value matrix versus the importance of a position in the organigram"* was introduced, in which four categories of positions are identified and defined according to the smaller or larger scale of the two dimensions. This approach allows the identification of positions that can make the difference in the market and can thus be treated separately in the job evaluation methodologies, allowing the generation of specific retention rate tools for staff with special capabilities and tasks.

The results of this research show that the Queenable model makes a practical contribution to organically-based resumption of organic growth. This confirms previous research efforts that have led to the need to use the dynamic reallocation of resources as an important and stable growth engine.