

Impact of Smart Organization Strategies on Obtaining Larger Market Share Evidence from Jordanian Firms

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Abstract:

The main purpose of this study is to investigate the impact of smart organization strategies (Continuous learning strategy, Generate alternatives strategy, Environment studying strategy, Intelligence operation strategy, Collective intelligence strategy, and Strategic vision) on obtaining larger market share in the Jordanian cement company (Lavarge).

The sample consists of managers and heads of departments in Jordanian cement company. The results showed there is a statistically significant positive effect for smart organization strategies on obtaining a larger market share in Jordanian cement company, and smart organization Strategies affects (73.5%) on obtaining a larger market share.

Also the results showed the attitudes of study sample towards smart organization strategies (Continuous learning, Generate alternatives strategy, Intelligent operations, Collective Intelligence, Strategic vision), were positive ,Whereas the attitudes of the sample were moderate degree regarding variable Understand the Environment ,and towards obtaining larger market share were positive degree.

The researcher submits a set of recommendations for Jordanian Cement Company and managers in other organization that contribute to take advantage from smart organization strategies.

The managers must study and understand the environment, giving logic reaction, discovering the opportunities, and decrease uncertainly in changing environment, because the environment is dynamic and there is a continues changes in technology, competition, needs of customers, also managers must direct the education and learning process towards achieving the principles of smart organization, the researcher recommend making other research about effecting smart organizations strategies in other organization.

Keywords: *Smart Organization Strategies, Market share, Jordanian cement company.*

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1. INTRODUCTION

Organizations today need to increase learning, training, and development to cope with contemporary business environment changes. Smart Organization (SO) must need more open and receive new ideas and concepts. The commitment to achieve organizations goals is the source of alues to motivate manager's behavior.

Organizations Leader's prompt employees to use and implementation knowledge, technology, skills, besides using intelligence, experts, to reach competitive advantage and cope up with changing environment.

Organizations must own the leadership and contribute to develop their organizations to communicate and transform them into intelligent organizations to reach excellence (smart organization), and organizations must

adapt with the environment to enable growth and sustainability (Quinn, 2005).

(SO) is a process that aims to define market trends towards customers, competitors, and support business decisions to achieve a market share, and attractive new customers to achieve excellence, (SO) is the ability to transfer knowledge and skills to produce new idea, products, and services Barringer, et al(2012)

(SO) learns and adapts changing environment, emphasis on the value of structured external survey of external environment, organization must learn to becoming smart by linking the elements related to information management and organizational learning,(SO) strategies considered the main ways to achieve market share in competitive environment. Alabady&Hashim(2012)

The market share is important indicators that enhance the competitive side of organization to dominate the market through the price policy, the organization aims to provide quality and efficient products and services by developing and improving its production, service and marketing activities in order to achieve better market share, the market share is one of advantages that organization strives to achieve it.(Etale,et al(2016)

This paper aimed to explain the effect of smart organization strategies on obtaining larger market share in Jordanian Cement Company”lavarge”

2. PROBLEM OF STUDY

Many organizations in industrial and service sectors give a great importance to the characteristics of (SO), the elements of (SO) influence the mechanisms of work and address to face future changes and competition. As a result, industrial and service companies, and Jordan Cement Company “Lavarge”, are required to take advantage of technological, human resources, and

material characteristics and capabilities, infrastructure, competencies, and expertise of employees to become a (SO). Survival, growth, development, and obtaining larger market share have become associated with a great correlation with the best and smartest, and organizations have sought to renew and adapt with the changes that occur in the external environment. The organization's concept of smart organization focuses on making good strategic decisions and creating the best opportunity to become more effective. Matheson & Matheson (2001)

The implementation of (SO) elements is a qualitative and essential for all organization looking for competitive advantage and obtaining larger market share, this paper investigate the availability of smart organization strategies in Jordanian Cement Company. The questions of problem are:

Q 1:What is the effect of smart organization strategies "Continuous learning strategy, Generate alternatives strategy, Environment studying strategy, Intelligence operation strategy, Collective intelligence strategy, Strategic vision " on obtaining larger market share in the Jordanian cement company?

The sub questions are:

1. What is the effect of Continuous learning strategy on obtaining larger market share?
2. What is the effect of Generate alternatives strategy on obtaining larger market share?
3. What is the effect of Environment studying strategy on obtaining larger market?
4. What is the effect of Intelligence operation strategy on obtaining larger market share?
5. What is the effect of Collective intelligence strategy on obtaining larger market?
6. What is the effect of Strategic vision on obtaining larger market?

Q 2: What are the attitudes of study sample toward smart organization Strategies and market share in Jordanian Cement Company?

Important of study

Organizational intelligence plays a major role in survival, success, growth, & competitiveness of organizations, there are many reasons effected organization to become more Intelligence, such as development of communications , information technology, internet, the continues changes of external environment and competition. Also this paper is significant to clarify the most important elements and dimensions of (SO) impacted on obtaining larger market share in Jordanian Cement Company, and this study is very important for organizations managers and academics; the study is considered one of few studies in Jordan.

3. STUDY HYPOTHESES

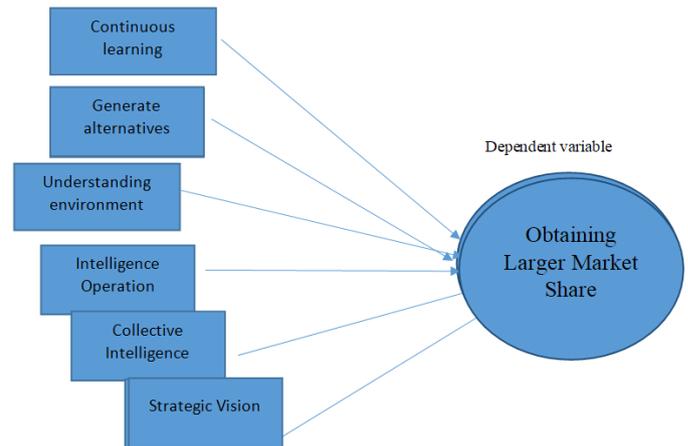
Main hypotheses: No impact of (SO) Strategies on obtaining larger market share in Jordanian Cement Company. The sub hypotheses are:

1. No impact of Continuous learning strategy on obtaining larger market share.
2. No impact of Generate alternatives strategy on obtaining larger market share.
3. No impact of Understanding environment strategy on obtaining larger market share.
4. No impact of Intelligence operation strategy on obtaining larger market.
5. No impact of Collective s intelligence strategy on obtaining larger market share.
6. No impact of Strategic vision on obtaining larger market share.

MODEL STUDY

Independent variable

Smart Organization Strategies



Source: Matheson, David; Matheson, James E. Smart Organizations Perform Better. July / August 2001. Research-Technology Management; Vol. 44 Issue 4, p50. Cited on 24th May 2006. Available: EBSCO host. Html. <http://www.iriinc.org/rim.htm>.

4. PROCEDURAL DEFINTIONS

1. **Smart Organization:**An organization that makes effective strategic quality decisions to produce the best opportunities to achieve value and to remain high-performance, growth, continue to succeed. Matheson & Matheson (2001)
2. **Continuous learning:** The constant expansion of skills through learning and increasing knowledge development in response change in the work place. Tussing (2012)
3. **Generate Alternatives:** An alternative is an art on prescription' service which offers a range of stimulating creative activities, without alternatives, we have no decision good alternatives are under our control, significantly different, potentially attractive, and doable. Florida (2014)
4. **Understanding environment:** The aggregate of social and cultural conditions that influence the life of an individual, community, organizations. Matheson, Matheson (1998)
5. **Intelligence operations:** Intelligence operation is the process by which governments, military groups, businesses,

and other organizations systematically collect and evaluate information for discovering the capabilities and intentions. Matheson, Matheson,(1998)

6. **Collective Intelligence:** Groups of employees performing things collectively that seem intelligent, gather information, innovate, generate knowledge, and to act effectively based on the knowledge. Malone (2008)
7. **Strategic vision:** Is the dream of the future, which it seeks to achieve in reality through a well-studied strategic plan, and how the organization sees itself in the future. Thompson & Strickland (2003)
8. **Market share:** There are several definitions of market share in the literature, Regan'O (2002) defined the ratio of the organizations sales to total sector in a specific period, Robinson & Pearce (2003) defined market share The ratio of organizations sales to competitors.

5. THEORETICAL FRAMEWORK

Concept of Smart Organization:

The concept of "The Smart Organization began in the last years of the twentieth century. Smart organization is making good strategic decisions; those decisions lead to create value. smart organization is administrative and technological, intelligence concept suggests that intelligence is applied to face the challenge and develop organization's performance, Quinn assumed that intelligence and thought is an essential resource in the production and services,(Cottrell,2003) said intelligence is the ability to transfer and transform knowledge and skills when new tasks arise. Matheson, Matheson, 1998)

Steinberg (2004) defined intelligence is a process that aims to define market trends towards customers and competitors, and support business decisions to achieve market share, attracting new customers.

Matheson & Matheson (2001) defined smart organization as the high performance organization that is still successful and able to grow and continue to succeed.

The principles of the smart organization: There are nine principles of smart organization: Generate alternatives, The culture of generating value, Continuous learning, Empowerment, make a disciplined decision, flow of information, Strategic perspective from the outside to inside, Organizational thinking, Understanding the environment.

A smart organization is knowledge, networking, and dynamical, environmental, continuous learning, adaptive to new organization forms, and ready to create and find the opportunities smart organizations contain more than the capability of setting up and exploiting a digital infrastructure, or entering into a virtual collaboration with other partner companies. Matheson & Matheson (2001).

Market share

Market share is the percent of total sales in an industry generated by a particular company. Market share is calculated by taking the company's sales over the period and dividing it by the total sales of the industry over the same period. This metric is used to give a general idea of the size of a company in relation to its market and its competitors. The market share is one of the important indicators that enhance the competitive position of the organization , because all organizations strive to increase their market share, maintain market share and target the organization through price policy and product offering Quality services and high efficiency through developing and improving their production, service and marketing activities .

6. Market share is a measure of the consumers' preference for a product over other similar products. A higher market share usually means greater sales, lesser effort to sell more and a

strong barrier to entry for other competitors. A higher market share also means that if the market expands the leader gains more than the others. By the same token, a market leader - as defined by its market share - also has to expand the market, for its own growth. Chux Iwu (2012)

RELATED STUDIES

1. Study Pazireh, et al (2019) **Model development for establishment of smart organization: case study of the social security organization**. In this study, Structural Equation Modeling was applied by using Least Squares Method and Smart PLS software to test questions and accuracy of the model. The results showed that the variables learning organization, the organization's comprehensive smartness, organizational communications, organizational management, and systemic thinking are reflection of the smart organization. Among these variables, the most influential was organizational management. The results showed a significant positive relationship between the level and components of smart organization in the Social Security Organization.
2. Study Lazarević, Lukić (2019) **Building smart organization through learning and development**. The aim of this paper is to analyze the importance of acquisition, generation, application and transfer of knowledge among employees, and based on the concept of smart organization. The results showed that Learning and development of employees have become the key factors which make difference between successful and unsuccessful organizations, but also a factor that provides the necessary condition for achieving and sustaining competitive advantage in the market. require new features of organizational design, which will ensure responsiveness to change, flexibility, and adaptation to the environment, organizations must align all elements of organizational design and effectively use their learning abilities to create value are smart organizations.
3. Study Al kasasbah, et al (2016) **Organization Characteristics and its Impact on Social and Environmental Performance**, The aim of this research was to examine the effect of smart organization characteristics: clear strategic vision, merit culture, and supportive incentives system, on social and environmental performance. A questionnaire has been developed to gather data from all directors and heads of departments at headquarter of Jordan Phosphate Mines Company. The findings of the study were - The level of importance of respondents' perceptions about elements of smart organization characteristics, elements of social performance, and elements of environmental performance were moderate. except the paragraphs relating to introducing aids to poor families in the local community, respecting community customs and traditions was high..
4. Study Neacsu (2015) **The Role of Smart Organizations in Socio-Economic Environment** This study explain the role of Smart Organizations in Socio-Economic, the results showed smart Organization has, as primary attribute, an instantaneous adaptability to socio-economic reality in which it operates. The elements that ensure the adaptability and those that actually define an smart organization are: the use of information and communication technology as optimizer for internal processes; the ongoing transformation of market data and data from related areas of activity in integrated knowledge with a high degree of persistence in terms of their usefulness.

RESEARCH METHODOLOGY

The researcher has followed the descriptive analytical approach in preparing the study tool and collecting and analyzing data, to suit this methodology for research purposes.

The research sample:

The research was applied to a sample of managers and heads of departments in the Jordanian Cement Company (Lafarge), and they numbered (53) employees, as (62) questionnaires were distributed to the research sample, and the researcher retrieved what he estimated (57) questionnaires from the sample, and after emptying and reviewing the questionnaires, it was found The presence of (4) questionnaires that are not valid for analysis due to a lack of data, or a reference to more than one cell, so that the final sample of the total study population (85.5%), and thus the sample is considered representative of the research population.

Description of the research sample:

The research sample included a number of employees from the directors and heads of departments in the Jordanian Cement Company (Lafarge), and the following forms show their distribution on the variables of the demographic study:

Figure No. (1) Distribution of the respondents according to the gender, Job title variables

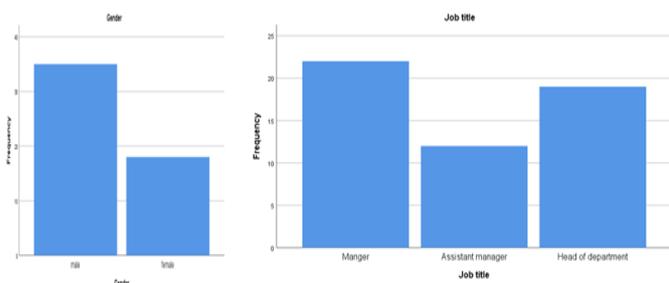


Figure (1) shows that the members of the research sample were distributed according to the gender variable to (35) male employees with a percentage of (66%), and (18) female employees with a percentage of (34), we see the majority of gender is male. Also

the members of the research sample were distributed according to the job title variable to (22) Manger employee with a percentage of (41.5%), (12) Assistant manager employees and with a percentage of (22.6%), and (19) Head employees of department, with a percentage of (35.8%), the figure show the majority was managers

Figure No. (2) Distribution of the respondents according to the Educational level & specialization variables

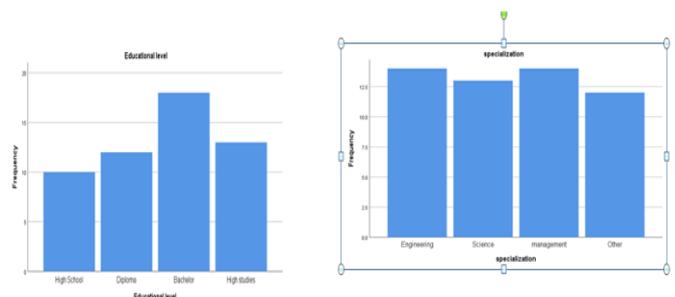


Figure (2) shows that the members of the research sample were distributed according to the educational level variable to (10) employees who hold a High School with a percentage of (18.9%), (12) employees of those with diploma and a percentage of (22.6%), and (18) An employee with a Bachelor degree with a percentage of (34%), and (13) an employee with a Bachelor of High studies with a percentage of (24.5%),we see the majority of educational level was Bachelor degree .And the members of the research sample were distributed according to the specialization variable to (14) employees who specialize in Engineering with a percentage of (26.4%), (13) employees who specialize in Science and with a percentage of (24.5%), and (14) Employees was management specialization, with a percentage of (26.4%), and (12) employees of other specializations with a percentage of (22.6%),the figure showed the majority of specialization in management.

Figure No. (3) Distribution of the respondents according to theDuration of experience Variable

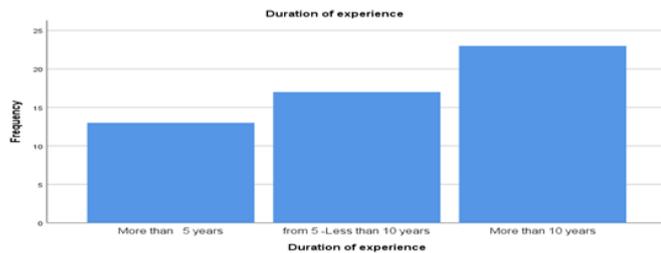


Figure (3) shows that the members of the research sample were distributed according to a variable of duration of experience to (13) employees who have more than (5) years of experience and a percentage of (24.5%), and (17) employees who have experience from 5 -Less than 10 years, with a percentage of (32.1%), and (23) employees with more than 10 years of experience, and with a percentage of (43.4%), we see the majority of experience more than 10 years .

The study tool and its psychometric properties: To achieve the goals of the research, a questionnaire was developed to measure the effect of smart organization strategies on obtaining a larger market share, distributed over seven areas and table (1) shows the distribution of paragraphs of the research tool over the seven axes.

Table No. (1) Distribution of paragraphs of the research tool

NO	Domain	paragraphs
1	Continuous learning	1 – 6
2	Generate alternatives strategy	7 - 11
3	Understand the Environment	12 - 16
4	Intelligent operations	17 - 22
5	Collective intelligence	23 - 27
6	Strategic vision	28 - 34
7	Market share	35 - 45

Verify the validity of the instrument: The tool was presented to the jury consisting of (5) academics specializing in business administration management, and they were asked to express an

opinion, and to write notes about the tool and its authenticity from the scientific and linguistic aspect and the extent of suitability of its paragraphs to the individuals of the study sample. Accordingly, amendments were made and the terms and alternatives were replaced in some paragraphs to show the tool in its final form consisting of (45) paragraphs.

Verification of the reliability of the scale: The reliability factor was estimated by taking a random sample from the study sample of (25) employees and the reliability factor of Alpha Cranach was calculated to be (0.978).

The Statistical Analysis:

Hypotheses testing:

The first sub hypothesis: No impact of Continuous learning strategy at the significance level ($\alpha \geq 0.05$) on obtaining a larger market share in Jordanian Cement Company.

To examine this hypothesis, one way ANOVA was applied as follow:

Table No. (2) One way ANOVA for Continuous learning strategy variable

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	12.172	10	1.217	12.120	.000
Within Groups	4.218	42	.100		
Total	16.390	52			

It is clear from Table (2) that there is a statistically significant effect at the level of ($\alpha \geq 0.05$) for Continuous learning strategy variable on obtaining a larger market share in the Jordanian cement company, as the calculated value (sig) reached (0.000) which is less than the level of significance ($\alpha \geq 0.05$), thus rejecting the null hypothesis and accepting the alternative hypothesis.

The second sub hypothesis: No impact of Generate alternatives strategy at the significance level ($\alpha \geq 0.05$) on obtaining larger market share in Jordanian Cement Company.

Table No. (3) One way ANOVA for Generate alternatives strategy variable

ANOVA					
total7					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.042	8	1.130	6.767	.000
Within Groups	7.348	44	.167		
Total	16.390	52			

It is clear from Table (3) that there is a statistically significant effect at the level of ($\alpha \geq 0.05$) for Generate alternatives strategy variable on obtaining a larger market share in the Jordanian cement company, as the calculated value (sig) reached (0.000) which is less than the level of significance ($\alpha \geq 0.05$), thus rejecting the null hypothesis and accepting the alternative hypothesis.

The third sub hypothesis: No impact of Understanding environment strategy at the significance level ($\alpha \geq 0.05$) on obtaining larger market share in Jordanian Cement Company.

Table No. (4) One way ANOVA for Understanding environment strategy variable

ANOVA					
total7					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	15.824	9	1.758	133.649	.000
Within Groups	.566	43	.013		
Total	16.390	52			

It is clear from Table (4) that there is a statistically significant effect at the level of ($\alpha \geq 0.05$) for Understanding environment strategy variable on obtaining a larger market share in the Jordanian cement company, as the calculated value (sig) reached (0.000) which is less than the level of significance ($\alpha \geq 0.05$), thus rejecting the null hypothesis and accepting the alternative hypothesis.

The fourth sub hypothesis: No impact of Intelligence operation strategy at the significance level ($\alpha \geq 0.05$) on obtaining larger market share in Jordanian Cement Company

Table No. (5) One way ANOVA for Intelligence operation strategy variable

ANOVA					
total7					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.645	7	1.092	5.620	.000
Within Groups	8.745	45	.194		
Total	16.390	52			

It is clear from Table (5) that there is a statistically significant effect at the level of ($\alpha \geq 0.05$) for Intelligence operation strategy variable on obtaining a larger market share in the Jordanian cement company, as the calculated value (sig) reached (0.000) which is less than the level of significance ($\alpha \geq 0.05$), thus rejecting the null hypothesis and accepting the alternative hypothesis.

The fifth sub hypothesis: No impact of Collective intelligence strategy at the significance level ($\alpha \geq 0.05$) on obtaining larger market share in Jordanian Cement Company.

Table No. (6) One way ANOVA for Collective intelligence strategy variable

ANOVA					
total7					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	16.166	11	1.470	268.648	.000
Within Groups	.224	41	.005		
Total	16.390	52			

It is clear from Table (6) that there is a statistically significant effect at the level of ($\alpha \geq 0.05$) for Collective intelligence strategy variable on obtaining a larger market share in the Jordanian cement company, as the calculated value (sig) reached (0.000) which is less than the level of significance ($\alpha \geq 0.05$), thus rejecting the null hypothesis and accepting the alternative hypothesis.

The Sixth sub hypothesis: No impact of Strategic vision at the significance level ($\alpha \geq 0.05$) on obtaining larger market share in Jordanian Cement Company.

Table No. (7) One way ANOVA for Strategic vision variable

ANOVA					
total7					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10.003	11	.909	5.838	.000
Within Groups	6.387	41	.156		
Total	16.390	52			

It is clear from Table (7) that there is a statistically significant effect at the level of ($\alpha \geq 0.05$) for Strategic vision variable on obtaining a larger market share in the Jordanian cement company, as the calculated value (sig) reached (0.000) which is less than the level of significance ($\alpha \geq 0.05$), thus rejecting the null hypothesis and accepting the alternative hypothesis.

The main research hypothesis: No impact of smart organization Strategies at the level of the Significance ($\alpha \geq 0.05$) on obtaining larger market share in Jordanian Cement Company.

To examine this hypothesis, linear regression analysis was applied as follow:

Table No. (8) Model Summary for smart organization Strategies

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.861 ^a	0.741	0.735	0.28878

a. Predictors: (Constant), smart organization Strategies

From Table (8), it is clear that smart organization Strategies affects (73.5%) on obtaining a larger market share in Jordanian Cement Company.

Table No. (9) One way ANOVA For smart organization Strategies

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.137	1	12.137	145.534	.000 ^b
	Residual	4.253	51	.083		
	Total	16.390	52			

a. Dependent Variable: market share
b. Predictors: (Constant), smart organization Strategies

It is clear from Table (9) that there is a statistically significant effect at the level of the Significance ($\alpha \geq 0.05$) for smart organization Strategies on obtaining a larger market share in the Jordanian cement company, as the calculated value (sig) reached (0.000) which is less than the level of

significance ($\alpha \geq 0.05$), thus rejecting the null hypothesis and accepting the alternative hypothesis.

Main study question: What are the attitudes of study sample of smart organization Strategies and the market share in Jordanian Cement Company?

To answer this question, the researcher calculated mean and standard deviations for the responses of the members of the study sample. The results were as follows:

And Before starting, the researcher derived the following criterion for the purpose of interpreting the results:

Table NO. (10) Tool criterion

NO.	Range	Explanation
1	1 – 2.32	negative
2	2.33 – 3.65	neutral
3	3.66 - 5	positive

Table NO. (11) Mean and standard deviations

Domain	mean	SD	Explanation
Continuous learning	4.02	0.29	High
Generate alternatives strategy	4.08	0.32	High
Understand the Environment	3.57	0.70	Moderate
Intelligent operations	4.07	0.38	High
Collective intelligence	3.75	0.52	High
Strategic vision	4.07	0.42	High
Smart organization Strategies	3.94	0.38	High
Market share	3.68	0.56	High

It is clear from the table (11) that the attitudes of the study sample towards independent variable smart organization strategies were positive trends with a mean (3.94) and a standard deviation of (0.38), and we also note from the table also that the attitudes of

the members of the study sample towards each of (Continuous learning, Generate alternatives strategy, Intelligent operations, Collective Intelligence, Strategic vision) are positive, Whereas, the attitudes of the respondents were neutral regarding variable understand the Environment was medium degree with an average mean (3.57) and standard deviation (0.70),also we see generate alternatives strategy came first with mean 4.08 and SD 0.32,and Understand the Environment came last with mean 3.57 and SD was 0.70,also the attitudes of the study sample towards dependent variable Obtaining larger Market share were positive trends with a mean3.68 and SD was 0.56.

7. CONCLUSIONS AND RECOMMENDATIONS

The purpose of this paper is to clarify the impact of smart organization strategies (Continuous learning, Generate alternatives strategy, Environment studying strategy, Intelligence operation strategy, Collective intelligence strategy, Strategic vision), on obtaining larger market share in the Jordanian cement company, the sample consist of managers and heads of departments in the Jordanian cement company. The results showed there is a statistically significant positive effect for smart organization strategies (positive (Continuous learning, Generate alternatives, Understand the Environment strategy, Intelligent operations, Collective Intelligence, Strategic vision) on obtaining a larger market share in the Jordanian cement company, and smart organization Strategies affects (73.5%) on obtaining a larger market share .

The attitudes of the study sample towards smart organization Strategies were positive (Continuous learning, Generate alternatives strategy, Intelligent operations, Collective Intelligence, Strategic vision),Whereas, the attitudes of the respondents were moderate degree regarding variable Understand the Environment ,also the attitudes of study sample towards obtaining larger market share were positive degree.

The researcher submits a set of recommendations that contribute to increase interesting in smart organization strategies in Jordanian Cement Company and other organizations:

The managers must study and understand the environment, providing logical reaction, discovering opportunities, and reducing the risks in competitive environment, because the environment is dynamic and there is a continues changes in technology, competition, needs of customers, also directing the education process and learning towards achieving the principles of smart organization and keeping with modern management concepts, supporting and promoting the implementation of other smart organization strategies, because the success of organizations depends on intelligence ,finally the researcher recommend making other research about smart organizations strategies in other organization.

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