

Collaborative Economy – a New Framework for Business Organizations

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Abstract

In the last decades, our society and economy have undergone shocking changes, leading to the emergence of new economic models. They were originally born in more developed countries. Subsequently, the information revolution swept the world and contributed to the development of the new model. The cooperative economy is one of them. Through technology and the internet and tools that can instantly access any information from anywhere in the world, the collaborative economy is expanding and developing. This makes communication between different categories of people easier and easier. The purpose of this article is to highlight the challenges, opportunities and benefits of cooperative economies in national and international environments and to find out the current level of understanding and acceptance by different stakeholders. This article contains an analysis of the challenges of collaborative economy, which is an important economic transformation in recent years and contributed to the birth of a new perspective on business environment.

Keywords: *colaborative economy, stakeholders, organizational culture, organizational performances*

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1. Collaborative economy framework

In the current dynamic environment, there is the possibility to obtain information due to existing technology, their processing being theoretically unlimited. But with the help of the internet, attracting potential customers depends directly on the speed of response and response of the service provider. From this perspective, the quality of the service provided by the providers can be associated with the image of social networks. Due to the existing function and technology in today's society, new consumers have the opportunity to contact service providers and share their opinions about their experience with other consumers (Botsman, Rogers, 2010), derived from the quality of services received and vice versa. The Internet offers this opportunity through various platforms.

In this article are presented some aspects regarding the understanding and evaluation of the way and to what extent the collaborative economy is providing an attractive framework for business development. In addition, through the cooperative economy, the organizations look for improving and developing new ways of evolution in terms of quality, infrastructure and technical methods. We believe that

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it is important to find out to what extent an organization or a country is affected by this economy and what kind of impact or changes will be produced in the future. Categorization of challenges based on the expansion of the new market concerns all areas: business, culture, technology, etc. This has become a necessity that researchers in the field could no longer overlook. The following article aims to reveal some traits of the collaborative economy.

The economies of the world's countries are not only supported by large companies, but also by the operations small and medium-sized enterprises. That's why it is important to discover new ways to improve the competitiveness of SMEs. Some measures will clearly refer to macroeconomic policies, but there are others that need to be taken at the microeconomic level, for which understanding management and leadership development at all organizational levels is a real necessity.

In the collaborative economy, organizations face a number of challenges that managers will need to find answers to and for which knowledge-based management can be an important part of the identified solutions.

This approach aims to understand and improve the competitiveness of SMEs and the degree of management development within SMEs, especially in Romania (Bibu, Sala, Alb, 2016). We explore some general perceptions of managers and employees in Romanian SMEs regarding the current capabilities of companies, external influences and the degree of management development.

Current leaders face both the clear need to define the new internal and external coordinates of the organizations, but also the way they can manage, can use this special resource which is represented by the knowledge held both individually and organizationally in order to integrate to their best in the collaborative economy.

Knowledge-based management is based on the pronounced increase in the level of education of the workforce. The interactions between the manager and his collaborators take place more intensely and in a constructive way. But what it is even more important is the fact that managers use more and more a multi-stakeholder analysis.

The connection of managers and stakeholders takes place in a different way, in the sense that no one is perceived as the holder of absolute truth, but it is important to know each other, to understand and to cooperate. We find the same perception in more and more organizations, which creates new premises for the nature of intra- and intergroup relations.

In order to increase the competitiveness of organizations, leadership has a very important role, being a key factor in the process of organizational transformation that can explain the transition from one level of competitiveness to another and being able to build up a healthy entrepreneurial ecosystem.

2. Stage of knowledge – the collaborative economy

"Sharing economy" became visible in the early 2000s, with new business models based on social technologies and a growing fear of the idea of depletion of

natural resources. The phenomenon of sharing is very different from the classic prototype of the transaction. Because it involves the interaction between aliens and goes beyond a geographically defined community.

Exchanges are usually monetized, systematized in the business model and approved online platform. The emergence of these "peer-to-peer" platforms (collectively referred to as "peer-to-peer") "Cooperative economy" allows individuals to use underused advertising resources, by sharing costs. So far, consumers have enthusiastically accepted the services provided by Airbnb, Uber and other companies.

It can be stated for instance, that the proliferation of housing sharing in the existing marketing and tourism literature has accelerated only in recent times, due to the emergence of the (collaborative) sharing economy. This article will present arguments to argue that it is now an opportune time to pursue an inventory of existing knowledge to guide future research in the fields of marketing and management. Therefore, the purpose of this article is to review and propose an agenda for what it means to share resources from an organizational perspective. Sharing for instance it is wide spread within universities where knowledge flow pretty free among major stakeholders (Bratianu, 2014). In fact the quality of sharing makes the universities to be able to accomplish their mission and to provide top quality education and research (Brooks, 2005).

Through a systematic review based on a broader framework, this article provides an organized, retrospective picture of the background, decisions, and outcomes of collaborative economy. The written papers also provide a snapshot of the theories, contexts, and methods used to gain this understanding before concluding a discussion of existing knowledge gaps and how these gaps would could be addressed through ideas relevant to future marketers and collaborative economy.

All the debates on this topic capture various aspects of the long-term relationships that exist both in terms of scholarships on the market, but also the temporary sharing or pooling of different resources existing in the environment.

A better understanding of employees' perceptions of leadership and their commitment to the organizations in which they work is very important. In the collaborative economy we must take into considerations the perceptions of customers, owners, managers, employees a.s.o, focusing on the results of organizations (Ciocoiu, Dobrea, Tartiu, 2011), on the impact of stakeholders and the extent to which managers and employees possess the characteristics that can lead to organizational performances.

3. The collaborative economy and organizational development

Many activities carried out by organizations are usually seen as an independent and affecting just one industry, so we can notice that state institutions apply to them various measures to stimulate investment, domestic or foreign, non-reimbursable financing, measures to increase competitiveness, and actions of promotion in order to determine consumers for awareness and action.

But as in any field, if we are not careful we can be misled. We must understand the higher and higher interdependencies among organizations and how they rely on each other. Thus, the measures adopted must be in accordance with the development of a real ecosystem and to take care to all changes that may occur, meaning the development of economic, demographic and social areas.

All these aspects have determined the orientation towards various alternative business models, in view of an efficient approach in terms of sustainable development, reaching the application of the collaborative economy in different fields of activity.

There is the potential for collaboration opportunities from a consumer perspective and there are identified examples in food, travel services, health and wellness, currency exchange, travel and assistance companions, accommodation and work space, transport and education.

The collaborative economy is supported by the organizations where the adaptive cultures are manifested. The focus within the adaptive cultures is on the present and future situation of the environment in which the organization evolves, understanding the needs of cooperation (Năstase, Florescu, Mircioi (Vălimăranu), 2018). Based on these considerations, managers structure the company's activities, which are oriented towards achieving well-defined objectives in the company's strategies and policies.

Strong cultures support risk-taking at different hierarchical levels, foster relationships of trust between members of the organization and different stakeholders and encourage them to take a proactive attitude. Managers work well with each other to identify problems and implement viable solutions in entrepreneurial ecosystems; they believe that together they can overcome any difficulty the organizations may face. There is a great openness to change and innovation, the manifestation of individual and collective initiative is encouraged and they develop strong bonds among organizations.

In many cases, when trying to describe how a culture has influenced the achievement of good results, expressions such as: leadership, initiative, risk-taking, open discussion, innovation and flexibility are used. It is a connection of some processes in the companies to a series of values promoted by managers and leaders in the organization. By opposition when a negative situation arises, expressions such as: bureaucracy, conservatism, short-term orientation, selfishness, rigidity, etc. are used and the managers are pretty reluctant to cooperate.

In companies with strong leadership, managers, through various mechanisms, initiate changes in strategies and policies, whenever necessary, to satisfy the interest of customers, shareholders, employees and other representative stakeholders.

In the collaborative economy we discover that two of most appreciated qualities become vision and cooperation, two of the most important to carry out a successful activity. In other words the managers at all hierarchical levels want to work with others, whose personal traits can promote and achieve common organizational goals.

It is also worth mentioning the essential changes regarding the managers' vision on what becomes important for the organizations, as well as the changes of attitudes and behaviors of the managers, first of all, but also of the executors, necessary changes to make possible a capitalization of the business environment and threat minimization, coming from within it.

The complex environment demands that the manager design and maintain the stability of the organization's operations, but at the same time he must assume responsibility for the elaboration of the strategy and, through this, allow the permanent adaptation of the company to the changing business environment.

It is not an easy task for the managers to ensure that the organization serves the purposes of those who contribute to its development. It must act as a focus for the organization's values. Stakeholders put pressures on the organization to satisfy their interests. The manager must interpret the values of each stakeholder, combine them, to see what the system of forces is, inform their subordinates on the priorities of the organization and guide them through the decisions adopted and applied.

Many economic systems are environment conducive to stimulating managers and recognizing their performances. In high-performing companies, being a manager is obviously reflected in the image he projects on those he comes in contact with, either inside or outside the company.

Where the environment is stimulating, intensive communication with other managers from other organizations is good, there are even some forms of competition of ideas and initiatives, and managers will be stimulated to get as involved as possible in the life of their company, as well as to be more attentive to their partners, to be innovative, enterprising, to assume risks that give them satisfaction through the results obtained together.

The results obtained by the management team within the ecosystem, as well as the standards established in the company, require a certain performance of managers, a permanent proof of the status gained, which greatly marks their approaches and behavior in relations with other stakeholders.

In competitive systems, managers are aware that their status is based on performance and that the success of the entire system depends on each component, but at the same time be aware of the additional requirements and responsibilities they have not only for their own organization, but also for the development of partners in the ecosystems they belong to.

The degree of risk assumed, the depth of the changes introduced, largely depend on the tradition that the companies have in such processes. Where risk aversion is high, managers will be forced to make decisions that do not jeopardize the company's evolution, even if this means stagnation or very slow progress.

The collaborative economy needs managers who understand it, who understand the strong links between different organizations and are willing to help them progress, to develop. Otherwise, after a period of time these organizations will disagree both with the objectives of the organization and with the conditions of the external environment. Establishing and introducing new approaches is not an easy

task for a leader. But it must be one of his main concerns. Managers often have to resort to different ways of acting to strengthen their messages to business partners.

The characteristics of the collaborative economy are revealed by a multitude of system elements, but also organizational ones, from macroeconomic mechanisms to the companies' strategies and the way of interaction between them.

There are a number of factors that make their mark on the functionality, the leadership of the organizations that we need to see today for a better integration in the new type of economy:

- changes in the characteristics of the workforce - it becomes elder, more educated, more diverse, with a greater involvement of women, etc.
- work ethic - is an increasingly debated component in companies, emphasizing the need for a guide to ethical behavior in the workplace;
- development of information technology, communications;
- the introduction of artificial intelligence, which leads to a certain rarefaction of the labor force and to the reconsideration of the role of human resources;
- internationalization of activities for a large part of companies, simultaneously with the globalization of markets.

Performance will be stimulated if the attitudes, behaviors and methods used in business are correlated with the real needs of one's own organization, but seen as part of a whole. In this case, strong organizations can cause most of the participants in the respective systems to act in ways that are collaborative rather than competitive, constructive and non-destructive, emphasizing the competitive capacity of their own company, but at the same time of the entire system.

In the presented situation, the changes in the approach of the organizational processes start to become more and more visible: new organizational strategies and policies appear, strategic formulas and organizational policies are adapted more adapted to the requirements of the business environment, usually the number of hierarchical levels is reduced. the company's activities are decentralized, a new motivational system is implemented, etc., all this being supported by a re-evaluation of the system of values, symbols, attitudes and behaviors of the staff, with emphasis on stakeholders and especially on meeting the needs of the company's customers.

Non-adaptive organizations can also take a variety of forms. Some companies are characterized by arrogance, individualism, tend to create internally oriented bureaucratic structures, the interest for other stakeholders is manifested only in terms of self-interest. In such organizations, managers tend to ignore relevant contextual changes and respond appropriately through strategies and other organizational practices. They create a difficult framework for expression for others around them, for business partners and artificially create additional obstacles in the functioning and development of that system.

Under the given conditions, the top management must be able to identify the essential elements that favor the survival and development of the company in the relations with the other members of the systems of which it is part, which are in accordance with the philosophy underlying the company's activities. on the other

hand, to be open to the modification or replacement of some organizational components that no longer correspond to the conditions at a given moment.

Sometimes, however, what needs to be changed is only certain directions of action and not the elements of essence. It is recommended that in the change processes that take place, especially those of a certain magnitude, reference be made to the organizational strategy, showing to what extent these are also profound changes in terms of the organization's behavior in its relations with different partners.

4. Results and discussion

To this end, this article argues that it is now an opportune time to pursue an analysis of existing knowledge in a more robust way to guide future research in the field of marketing and tourism on the concept of collaborative economy. This boom in the collaborative tourism economy is seen as a response to issues such as various problems of the traditional tourism system.

The role of top management is to balance the tendencies of stability and conservatism of some members of the organization with the pressures for change, both externally and internally, to encourage company staff to show their creativity and take risks, obtaining mobilization maximum of the resources available to the organization in order to achieve the objectives set out in the company's strategies and policies by emphasizing the cooperation with other entities that belong to the same system.

We must accept the idea that change is permanent and organizations are forced to anticipate, to adapt to the context in which it evolves and then we will accept the idea that these stages occur simultaneously for different types of change, but which are interconditioned.

Under the current conditions, it is no longer possible for an organization to keep its previously built systems unchanged for a certain period of time, but it resorts to permanent adjustments so that the competitive advantage held can be maintained and even amplified.

An important role in the process of transition to the collaborative economy belongs to the innovative organizations that manifest themselves as real agents of change, respectively organizations that have the vision and the necessary strength to drive the process of change, not only at the level of one's own organization, but at the level of one or even more ecosystems.

From the construction of the collaborative economy we observe the strongly systemic approach that is the basis of its construction and functionality and that highlights the need and continuity of developing partnerships between all stakeholders of an ecosystem.

These changes presented must take into account the environment-organization relationship in terms of substantiation, development and implementation of strategies in a way much closer to their real dimension, in a strongly integrative vision.

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