

EDITORIAL: New challenges and opportunities in strategic decision making

Dear readers!

We are pleased to present the recent issue of the journal “*Corporate and Business Strategy Review*”.

From a business perspective, companies are facing new and unprecedented challenges due to technological (e.g., Industry 4.0, digitalisation, etc.) and non-technological (e.g., demographic developments, silver society, etc.) trends. Adaptability plays an increasingly important role, as environmental and surrounding conditions are rapidly changing, which means that companies need to be more agile, faster and willing to adapt and change. Despite the realization that change is necessary or unavoidable for the successful and sustainable continuation of one’s company, the current lack of reliable empirical findings and practical experience means that it is often not possible to determine which path should be taken in the entrepreneurial transformation to successfully reorientate and reposition the company without taking a too high risk.

Overall, this means that managers and entrepreneurs have to deal with increased complexity because the business environment is changing at an ever-faster pace (Clegg, Schweitzer, Whittle, & Pitelis, 2017), presenting entrepreneurs with new challenges that can often no longer be reliably anticipated. A lack of foresight and strategic action can trigger crises of varying degrees of severity so that approaches to transformation and restructuring are necessary to develop to ensure that companies have long-term sustainable futures. This is all made more difficult by the influences of the VUCA world, so that issues such as plannability, risks and security cannot be easily estimated or quantified (Ematinger, 2018, p. 3; Jakee & Jones-Young, 2021, p. 30). Overall, this leads to yet further increases in complexity of management, so that emerging problems should be dealt with at an early stage.

From these aspects, it can be deduced that the term “future-oriented corporate governance” is gaining in importance (Amann & Petzold, 2014, p. 7). The need to deal with corporate governance and strategy arises from the following aspects (based on Amann and Petzold, 2014, p. 8, Märk and Situm, 2018, p. 182, Reeves, Levin, and Ueda, 2016, Schmutte, 2020, pp. 35–36)¹:

- There is a significantly faster pace of change in a wide variety of topics, which forces entrepreneurs to put their own strategy to the test more frequently and adapt it if necessary.
- A variety of topics is developing, which no longer allows for a simple compilation of correlations, which leads to increased complexity in (secured) decision-making (in the sense of both correlative and causal as well as often latent and unobservable entanglements of different variables).
- Individual influences and trends cause a much greater degree of change (disruptions), which require many more extensive countermeasures from

¹ It should be noted here that there are certainly many more aspects, but these will not be included further in the context of these explanations. Nevertheless, based on these lists, it can be estimated how much the environment and the surroundings of companies are changing — even in a disruptive form — and thus represent a constant challenge for management.

a management perspective. It is not only technological innovations and new developments that will cause significant changes but also non-technological trends (e.g., individualisation, work-life balance, etc.), which should not be excluded from consideration.

- The pressure on “classic business models” is also increasing for established market participants due to the advance of digital business models, which open up completely new possibilities and can or will cause disruptive changes in markets.

- The aspect of risk management will gain in importance in the future (Hunziker, 2019, p. 2) because, firstly, every innovation also opens up new risks that were previously unknown, do not appear obvious and/or remain latent until they occur. Secondly, the possible effects of risks (probability of occurrence and extent of damage) must be evaluated, which is becoming more difficult but all the more relevant for future corporate management in view of the complexity of causal relationships of events.

In this issue, current findings from the research are presented, which will support researchers with ideas for future work and provide managers and consultants with resources to support the development of solutions and assistance in decision-making. In the first article of this issue, *Ajay Sidana, Neeru Sidana, and Rohit Sood* analysed how global gold price trends impact domestic gold prices and domestic gold price trends contemplate in international gold markets (specifically a comparison between the US and India). The second contribution by *Alexandros G. Sahinidis, Panagiota I. Xanthopoulou, Panagiotis A. Tsaknis, and Evangelos E. Vassiliou* addresses the issues of age and working experience. The results show how important experience is, which can only be built up over several years so that entrepreneurial orientation is promoted and here an association with the non-technological trend of the Silver Society and Silverpreneurs emerges.

In their conceptual paper, *Alan Fish and Xianglin Ma* discuss the due diligence (DD) in reframing organisational leadership through an investment approach to human capital and mindset. *Dodo zu Knyphausen-Aufseß* and *Tilman Santarius* deal with the aspect of digitalisation and also take up the topics of (de-)growth and sustainability in this context. Digitalisation, in particular, will open up diverse opportunities for growth and sustainability through various technological innovations, which will promote the development of new business models. Finally, *Benjamin Dietz* and *Dodo zu Knyphausen-Aufseß* have taken up the topic of reacquisition, which has received too little attention in the mergers and acquisitions (M&A) literature. They show that reacquisitions are evaluated significantly more negatively by investors than regular M&As.

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