

## Editorial

**Editorial comments on papers in Volume 2 Issue 2 of BMTP****Kai Wu**School of Finance, Central University of Finance and Economics, Beijing 102206, China; [wukai8759@cufe.edu.cn](mailto:wukai8759@cufe.edu.cn)**CITATION**

Wu K. Editorial comments on papers in Volume 2 Issue 2 of BMTP. *Business and Management Theory and Practice*. 2025; 2(2): 3874. <https://doi.org/10.54517/bmtp3874>

**ARTICLE INFO**

Received: 3 July 2025  
Available online: 4 July 2025

**COPYRIGHT**

Copyright © 2025 by author(s).  
*Business and Management Theory and Practice* is published by Asia Pacific Academy of Science Pte. Ltd. This work is licensed under the Creative Commons Attribution (CC BY) license.  
<https://creativecommons.org/licenses/by/4.0/>

In an era of unprecedented volatility, rapid technological advancement, and heightened global awareness, the business landscape is in a state of perpetual flux. The traditional paradigms that once offered stability are now being rigorously tested and, in some cases, completely reimagined. Our journal aims to provide a platform for insightful and forward-looking research.

This issue brings together a diverse collection of articles that collectively illuminate the tensions and synergies shaping contemporary organizations. From the micro-level intricacies of communication to the macro-level imperatives of sustainability, our authors examine how organizations are adapting—or failing to adapt—to this new reality. This editorial weaves a narrative through these contributions, highlighting three core themes: the nuanced impact of the digital imperative, the strategic reevaluation of organizational structure and innovation, and the enduring centrality of communication, responsibility, and stakeholder trust.

The first and most pervasive theme is the multifaceted nature of digital transformation. It is no longer a peripheral strategy but the central nervous system for modern enterprise. The articles herein move beyond a simple celebration of technology to offer a more critical examination of its consequences. A prime example is “Artificial intelligence in retailing: Strategic implications and key areas of concern” by Peter Jones and Martin Wynn [1]. Their work offers a comprehensive overview of AI’s integration into a highly customer-facing sector. They illustrate how retailers like Amazon and Walmart leverage AI not just for operational efficiency but to reshape the customer experience through personalization and predictive analytics. Yet, Jones and Wynn balance this narrative with a sober assessment of the attendant challenges: the ethical tightrope of balancing personalization with privacy, the threat of cybersecurity breaches, the monumental task of upskilling a workforce, and the profound questions AI raises about corporate social responsibility. Their research serves as a microcosm of the broader digital dilemma: the pursuit of AI-powered advantage is inseparable from the new responsibilities it confers.

This exploration of data-driven strategy has practical applications in the work of Kai-Hsun Wang and his colleagues, as seen in “Exploring consumer purchasing behavior: Business insights for precision marketing” [2]. The authors employ sophisticated machine learning models, including XGBoost, to predict consumer repurchase behavior with remarkable granularity. Their study demonstrates the business value of moving from mass marketing to precision engagement, offering a roadmap for transforming historical data into predictive intelligence. However, their findings contain a crucial caveat: predictive accuracy is not a panacea. The models’ performance highlights the complexity of consumer intent, which cannot be captured by purchase history alone. This highlights the need for a holistic approach that

integrates data analytics with a deeper, qualitative understanding of consumer motivations and market dynamics.

Perhaps the most thought-provoking contribution to this theme comes from Xuanming Zhang and Ze Dong in “The impact of enterprise digital transformation on management tone manipulation and its ‘double-edged sword’ effect” [3]. This paper bravely delves into the darker, behavioral undercurrents of technological change. The authors challenge the assumption that digitalization inherently fosters transparency. Instead, they uncover an “inverted U-shaped” relationship. In the early stages of digital transformation, the pressures of high investment and uncertain returns can incentivize management to engage in tone manipulation, crafting an overly optimistic narrative to secure stakeholder buy-in. It is only in the later, more mature stages that the transparency-enabling aspects of digital systems begin to curb this behavior. Their “double-edged sword” metaphor is a powerful reminder that technology is not a neutral force; its impact is mediated by human psychology and organizational pressures.

Flowing from the challenges of digital integration is our second theme: the critical need to rethink organizational structures and the aetiology of innovation. If old models are insufficient, what will replace them? The papers in this section offer compelling answers, from radical structural alternatives to the deep psychological drivers of creativity. Alfonso Estragó’s “Alternatives to bureaucracy based on worker participation and horizontal management: Why do they work?” [4] provides a direct challenge to the Weberian orthodoxy. Estragó synthesizes a history of heterodox management practices—from socio-technical systems to Holacracy—to argue for organizational models founded on participation, self-management, and horizontal collaboration. His work is a powerful argument for unleashing human potential, often stifled by rigid hierarchies. By tracing the theoretical foundations laid by thinkers like Mary Parker Follett and Abraham Maslow, he demonstrates that these are not utopian fantasies but viable and humanizing ways to organize work. The paper posits that true organizational agility comes not from better control systems but from creating environments where individuals are empowered, trusted, and connected to a shared purpose.

This structural argument is complemented by the insights in Babu George’s “Beyond scarcity theater: Designing innovation systems around authentic constraints” [5]. George deconstructs the common corporate practice of simulating urgency through artificial constraints, such as hackathons. He terms this “scarcity theater”—a performance of innovation that lacks the weight required for true breakthroughs. He contrasts this with “authentic scarcity”, the genuine, high-stakes pressure faced in environments from the Dharavi slum to wartime R&D labs. Only authentic scarcity, he argues, triggers the deep psychological and cultural responses necessary for radical problem-solving. This research provides a critical lesson: innovation cannot be mechanically summoned. It must be cultivated for engineering purposes and embrace real-world missions.

Grounding these theoretical arguments in market reality is “The success of Domino’s strategy: ‘Buy 1, Get 1 Free’ (BOGO)” by Amit Joshi, Rajeshwari Mohan Lakhwani, and Dhaya Rajamohanan [6]. This case study on a pizza promotion serves as a masterclass in modern strategic execution. The authors reveal how Domino’s

BOGO offer is far more than a discount; it is the lynchpin of a highly integrated system that combines aggressive marketing, operational efficiency, and a robust digital platform. It is a real-world example of a company that has successfully navigated the competitive landscape by aligning its value proposition with its internal capabilities and customer engagement channels.

Our final theme synthesizes the preceding discussions under the vital umbrellas of corporate responsibility and stakeholder communication. As organizations become more complex, the clarity, authenticity, and ethical grounding of their actions become paramount. A fascinating exploration of “theory versus practice” is presented by Omid Mahdih and Robert Trevethan in “Theoretical speculations versus empirical realities: Assessing the van Ruler model of communication” [7]. They put a well-established academic model of organizational communication to the empirical test in two Iranian workplaces. Their findings are a powerful cautionary tale: the neat, four-quadrant grid proposed by the model fails to hold up against the messy reality of how employees perceive communication. This research serves as a crucial reminder for academics and practitioners that elegant models must be validated against real-world experiences. In an age of complex stakeholder relations, relying on overly simplistic frameworks can lead to strategic missteps.

This call for context-specific understanding is echoed in “Determinants of corporate social responsibility in Tunisian context” by Aroussia Jedidi and Manel Hadriche [8]. Their review highlights that the drivers of CSR are not universal but are deeply embedded in local economic, political, and social realities. By examining the Tunisian context, particularly in the post-revolution era and during the COVID-19 pandemic, they demonstrate how factors such as firm size, governance, and national crises influence a company’s commitment to social responsibility. Their work challenges the one-size-fits-all approach to CSR and advocates for a more nuanced understanding.

Finally, Yuanchun Zhao and Yi Yang’s “Sustainability target setting and incentive design: A literature review” [9] provides a practical toolkit for these principles. Their review addresses the critical “how-to” of corporate responsibility: how do organizations translate goals into tangible action? They explore the complex process of setting meaningful sustainability targets and, crucially, linking them to executive incentive structures. Their work highlights the difficulties in this process—balancing long-term goals with short-term pressures and aligning shareholder interests with the broader needs of stakeholders. It is through these mechanisms that abstract commitments to sustainability become embedded in the firm’s strategic and operational fabric.

The articles in this issue paint a picture of a field in dynamic transformation. We hope that the research presented in this issue will serve as a valuable resource for navigating this intricate landscape, sparking new debates, and providing a solid foundation for the theory and practice of management.

**Conflict of interest:** The author declares no conflict of interest.

## References

1. Jones P, Wynn M. Artificial intelligence in retailing: Strategic implications and key areas of concern. *Business and Management Theory and Practice*. 2025; 2(2): 3180. doi: 10.54517/bmtp3180
2. Wang KH, Tai YH, Shia BC, Chen M. Exploring consumer purchasing behavior: Business insights for precision marketing. *Business and Management Theory and Practice*. 2025; 2(2): 3216. doi: 10.54517/bmtp3216
3. Zhang X, Dong Z. The impact of enterprise digital transformation on management tone manipulation and its ‘double-edged sword’ effect. *Business and Management Theory and Practice*. 2025; 2(2): 2994. doi: 10.54517/bmtp2994
4. Estragó A. Alternatives to bureaucracy based on worker participation and horizontal management: Why do they work? *Business and Management Theory and Practice*. 2025; 2(2): 3263. doi: 10.54517/bmtp3263
5. George B. Beyond scarcity theater: Designing innovation systems around authentic constraints. *Business and Management Theory and Practice*. 2025; 2(2): 3678. doi: 10.54517/bmtp3678
6. Joshi A, Lakhwani RM, Rajamohanan D. The success of Domino’s strategy: ‘Buy 1, Get 1 Free’ (BOGO). *Business and Management Theory and Practice*. 2025; 2(2): 3164. doi: 10.54517/bmtp3164
7. Mahdiah O, Trevethan R. Theoretical speculations versus empirical realities: Assessing the van Ruler model of communication. *Business and Management Theory and Practice*. 2025; 2(2): 3353. doi: 10.54517/bmtp3353
8. A Jedidi, Hadriche M. Determinants of corporate social responsibility in Tunisian context. *Business and Management Theory and Practice*. 2025; 2(2): 3210. doi: 10.54517/bmtp3210
9. Zhao Y, Yang Y. Sustainability target setting and incentive design: A literature review. *Business and Management Theory and Practice*. 2025; 2(2): 3134. doi: 10.54517/bmtp3134