

Organizational Assurance Approach as Management Expectation

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Abstract - Organizational assurance strategy involves adding some new but unrelated products and services to their existing ones, and assurance approaching them to their current customers. This strategy is concerned when a organization tries to increase its control by acquiring organizations that supply it with input or organizations that are customers for its output. It aims at excelling in the competition by offering products with the lowest cost. Therefore, the organizational assurance is production in massive amount with low prices, which is labeled as economy of scale. This paper proposes a relation of organizational assurance approach by futurism management and reviews the organizational assurance planning and performance measurement literature to develop a conceptual model and research propositions. In fact, active organizations influence whether or not those organizations engage in organizational assurance planning. In this field, the focus is on the special characteristics of futurism management such as education type and level. Data are drawn from a survey of the active organizations in active organizations that around few samples of futurism management engage in organizational assurance approach. The futurism management characteristics showing a significant association with a commitment to organizational assurance approach and also organizational assurance approach showed a positive association with that futurism management with a growth orientation. It is concluded that futurism management characteristics can be important in explaining and compilation the organizational assurance approach within the active organizations for implementation of organizational assurance planning.

Keywords - Organizational Assurance, Futurism Management, Active Organizations.

I. INTRODUCTION

In organizational assurance strategy a substantial modification of organization and its products are required, i.e., high organizational assurance approach. These modified products are presented to current customers though the existing channels, thus, there is no fundamental need for the investigation of external environment and affairs, and organization should give priority to taking the internal environment into consideration. A substantial body of research studies has been conducted on organizational assurance approach and strategy separately. The focuses are on the relationship between organizational assurance approach and strategic futurism management. Although development of models appropriate for organizational assurance approach is appeared to be of requirement, previous researches in this field have rarely

taken it into consideration. Therefore, in the current study, using an organizational assurance approach, but related fields of study have been combined to each other, and a new model in this field was proposed by employing an exploratory methodology. Furthermore, this study provides off the new idea of examining the relationship between organizational assurance approach and prioritization of internal or external environments. The assurance field is now giving high priority to developing assurance metrics.

Homogenous Diversification strategy: diversification strategy implicates an organization's attempts for adding new but related products and services to its existing ones. Organizational assurance approach as management expectation strategy is concerned with maintenance of the status quo, which is applied in two cases:

- When a organization has a perfect condition,
- When in the future seems to threaten it,
- When the required equipments and resources for the organization's development are not available or environmental conditions impede its development.

Strategic organizational assurance approach is a new paradigm in the field of organizational assurance approach, which was under focus of the current study with regard to its role in organizations' development.

II. ASSURANCE APPROACH

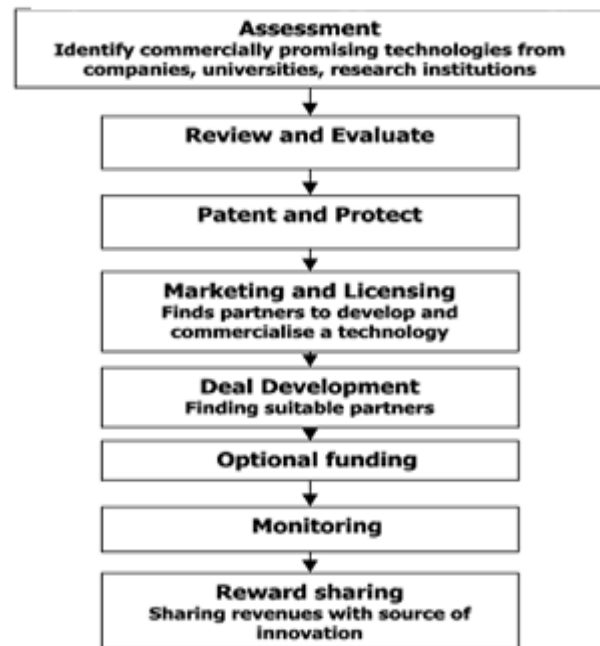
It is believed the innovation and assurance approaches have a direct effect on organizational presence and the ability of creating a sustainable competitive advantage. futurism management in active organizations are responsible for building organizations where people are continually expanding their capabilities to shape their future-that is, futurism managers are responsible for organizational assurance. The employees who had trust in their management were performing, cooperating and dedicating their full efforts to the assigned task. The employee perceived support by top management for organizational assurance and innovation is associated with trust in management and affective commitment to the organization, as mediated by supervisor support for employee empowerment and development. The authors also concluded that employee perceived support by top management for organizational assurance and innovation is associated with employee perceived service quality and client adherence to their service plan, as mediated by supervisor support for employee empowerment and development, trust in management and affective

commitment to the organization. The futurism manager's attitudes towards employee involvement were related to unit manager attitudes and to employee attitudes. The top management supports a work climate in which employees may innovate and learn from one another, supervisors will then feel freer to provide greater latitude for employees to make appropriate decisions as well as grow and develop. This study is based on a sample of small active organizations and the influence of organization characteristics such as organizational assurance approach of organization have been well explored over the last decades. The random sample participated in the survey based on face to face, meeting, advising, questionnaire, participation in consultant sessions and e-mail interviews using a semi structured interview schedule. Futurism managers could answer the key questions about the environmental and strategic variables in which interested and thus the use of a small number of senior managers is not as problematic as it would have been if interested in the psychological and personality characteristics of the futurism management. The interview schedule was designed to collect data on a number of futurism management and strategic characteristics in addition to asking about the presence or absence of an organizational assurance approach and, where appropriate, the time period to which the plan applied. Interviews were conducted face to face directly within the workplace, training and consultant sessions or indirectly by e-mail or using structured questionnaire. Futurism management organization related characteristics were also included to check for the presence of any uncontrolled organization variables. Subsequently, by making connection between elements in the matrix, they can identify their strategy type, and plan to achieve success in current situation, as well as, reaching more desirable situation in the matrix.

III. ASSURANCE APPROACH STRATEGY

The organizations' need of employing new and powerful techniques in strategy formulation led to investigate corporate organizational assurance approach status in industrial organizations, as well as whether to give priority to internal or external environments to obtain a stronger model for implementation of industrial organizations. One of the most stable methods of development is assurance approach strategy. By assurance approach, products and presenting new or modified products to the market, novel competitive privileges for an organization are created, and if this process continues the organization could easily took the responsibility of the market leadership, and stop being in a passive state. This strategy type emphasizes high corporate organizational assurance approach, as a result, suggests organizations to encourage assurance approach, and constantly look for new products and markets, that is, to prioritize external environment to attract new markets with novel attributes. The role of assurance is to implement assurance strategy. Effective organizational assurance approach is one of the important factors in

active organizations success as Figure 1.



Source: BTG website and promotional material

Fig.1. Assurance approach strategy

Assurance approach strategy aims at exploiting the synergy resulted from several organizations' integration for offering some distinct products cooperatively. The algebraic sum of outcome obtained from this cooperation is more than the total outcome of those organizations' activities individually. One way to promote active organizations development is to offer a organizational assurance program in organization that meets the market demands of the productive sectors. A brief situational analysis of active organizations, which indicate that assurance action, is characterized as a practice unless supported by the theory. The reforms to the curricula have been established empirically, organized, distributed and legitimated a assurance discourse limited in its conceptual framework. Establish conceptual basis of analysis to explain the significance to assurance discourse, as an integrator of regulative discourse and instructional discourse and its impact in shaping the assurance models in public accounting programs, which as mediating structures and symbolic message as forms of meaning, inherently reproduce relations of power and principles of specific control. The structure symbolic accounts should be studied dynamically depending on the environment, time and space. Accounting organizational assurance programs have suffered from a conceptual framework that allows, on strong references, obtaining in the analysis of the different interactions and regulatory mechanisms underlying control, to the discourses, practices, agents and contexts involved in the configuration of assurance discourse and curriculum models.

Futurism management act individually or collectively through professional organizations that allow a special

kind of association with different characteristics in relation to commercial active organizations. The requirement of compliance with professional standards extends the collective exercise of the profession are subject to sanctions by professional organizations. With these elements must be based assurance and professional experience and minimum limits must have a professional to be accepted as professional accountant.

Futurism management generate the general policies, international auditing standards, ethical guidelines, guidelines and organizational assurance and other aspects that are related to the task professional. Moreover, this assurance approach reduces competition, hereupon; the amount of competitive renovation decreases. Organizations with low organizational assurance approach have to find ways to create variation in their products. Further, environmental shifts are so much that the organization has to focus on the external environment primarily. As a result, it decides to cooperate with level organizations to use the obtained shared synergy for overcoming its rivals.

Futurism of the activity scope allows the resources to be concentrated, and obtains a competitive superiority to the rivals. The purpose of focusing on particular products and services is to satisfy the needs of small groups of consumers. Effective factors in organizational assurance strategy include:

- High variety in products,
- Unlimited and indistinct market,
- Unlimited geographical area,
- Unlimited activity, research, and development concentrated on production.

In the case of assurance approach strategy, products' success, adding more geographical areas or entering other assurance approach segments such as other layers of consumer in the same assurance approach, etc. can raise selling rate. An organization pursuing this strategy, attempts to offer its services and products to new geographical areas. Focusing completely on external environment, the organizations are likely to be able to find new assurance approaches for their products. These organizations are regarded as opportunists, which can make double success by using assurance approach development strategy. Strategies of assurance are currently in the process of development, discussion and implementation all over the world. Important actors in organizational assurance approach process are the active organizations. Therefore, futurism management systems have to guarantee a sustained and future-oriented development of the active organizations. It is demonstrated how a sustainability futurism management can be incorporated into the operational practice by means of proven systems, like quality and environmental management, by integrating sustainability performances. Indicators of assurance, like preservation of resources, reduction of the surface consumption and renewable usage of energy but also economic precaution, education and innovation guarantee a high eco-efficiency of operational

processes. Quality of life, social unity and international responsibility are subject matters of further so-called social indicators of sustainability. These indicators are introduced, their integration into the futurism management system is discussed and the entrepreneurial use demonstrated.

The futurism management concept of the assurance development includes management rules, their actors and scopes of action, indicators and objectives as well as a monitoring of the achieved progress and the consequential further adaptation to changing priorities.

The present assurance management systems, like as the quality management according, the environmental management or already integrated systems will align themselves with the development in medium term and nurture it.

IV. FUTURISM MANAGEMENT

Futurism management combining prioritization of internal and external environments with organizational assurance approach status in one matrix possessed strategic options, from which organizations can choose a proposed strategy according to their organizational assurance approach intensity and prioritization. Selection of a strategy with respect to a organization's situation, in addition to enabling the organization to develop, and effectively accomplish its goals, could indicate the direction towards higher situations in the matrix.

There is futurism management who argues that formal written planning may be inappropriate for the active organizations but this seems a minority view. It can be argued that organizational assurance approach is as important to active organizations as to larger organizations and standard textbooks on entrepreneurship offer chapters on assurance plan whilst a range of specialist publications outline the best ways of writing organizational assurance planning (Sahlman, 1997, 67; Monks, 2001, 41; Naffziger, et al, 1991, 21). A fundamental proposition in assurance strategy is that organizational assurance planning must be aligned with customers and competitive advantage.

Unfortunately, organizational assurance planning performance measurement literature has provided ambiguous guidance to assurance managers. In active organizations, where an organizational assurance planning exists, the preparation of the organizational assurance approach may have been driven by external forces. The most obvious of these are the requirements of external agencies providing funding for either start up or expansion. However, the organizational assurance planning may serve as a strategic planning document for the managers, entrepreneurs and educated workers, a plan to guide the assurance and serve as a basis for taking strategic decisions and also it may serve as a subsequent monitoring device (Deakins, 2003, 329; Feghhi farahmand, 2005, 118). In view of its perceived ongoing value to the small business it might be expected that organizational assurance approach would be a feature of

many, if not most, active organizations.

In order to achieve assurance success, it is important to understand the relationship between organizational assurance approach by futurism management and strategy deployment success. As management itself becomes more emphatically fast-paced and intuitive, in order to deal with complexity and unpredictability, research is beginning to accumulate showing that coaching formats used in management support are more effective than training in the older logical comprehensive pursuits.

The organizational assurance approaches relative to various situations were:

- Innovativeness of futurism management by heterogeneous diversification,
- Product development by cooperation or focus,
- Vertical integration or cost and horizontal diversification for assurance approach development,
- Horizontal integration for stability.

Among the strategies, innovativeness was related to the ideal situation and stability referred to the poor condition of a organization. The nature of the futurism management is seen as critical in other aspects (Nayak et al, 1994, 425; Fisher, 2002, 89) of the activities of active organizations. A selection of the futurism management characteristics is the potential to influence an owner manager's propensity to undertake organizational assurance approach. Predictions of the direction in which the variables (Feghhi Farahmand, 2002, 345; Smith, 1967, 145) will operate are inevitably problematic as there is little prior work on the determinants of organizational assurance approach upon which we can draw (Smith, 1967, 25; Curran, et al, 1994; Feghhi farahmand, 2005, 37; Kuratko & et al, 2004, 64):

- 1) Futurism management ability: This variable has been identified as important in a number of studies.
- 2) Futurism management experience: It may be strongly linked to ability and it could be argued that it might work in two ways. A long number of years running an organization as a futurism management might increase a propensity to plan future directions for the assurance or indeed, once the initial phases had passed and funding secured planning might well be less of a priority.
- 3) Futurism management education level: In the context of organizational assurance approach, this variable might seem reasonable to hypothesis that the more highly educated futurism management will tend to be more aware of the desirability of organizational assurance approach and thus, organization run by the better educated futurism management might be more likely to have assurance plans.
- 4) Futurism management assurance: A distinction here may be drawn between those for whom the current organization is their first and serial founders (Bridge, et al, 1998, 124; Chell, 2001, 97; Chell, 1985, 27)
- 5) Futurism management educated workers: This was identified as an influence on organization behavior and in the context of organizational assurance approach, futurism management with previous work

experience in larger organization, perhaps where organizational assurance approach was seen as an important part of assurance behavior, would tend to encourage organizational assurance approach in organization.

- 6) Futurism management organizing: Organization founders are drawn either from operatives or from those with previous managerial experience.
- 7) Futurism management strategy: Here it might be argued that futurism management moving into a new sector might be encouraged to plan rather more than those whose businesses were in sectors in which they had considerable prior experience.
- 8) Futurism management potential: This was introduced into the analysis as it might be expected that local futurism management, who grew up in the geographical area under study, will tend to be introspective and less receptive to contemporary management practice.

The relationships between active organizations and their localities have become an important research area and organization with links with local assurance institutions might be more likely to assurance plan. The argument here would be that mixing with local assurance leaders would increase awareness of the value of organizational assurance approach.

Further, the characteristics which have been measured can be grouped into environmental and organizational assurance planning variables rather than those variables which measure attributes of the personality of the futurism management. It is also recognized that the relationships only significant at a relatively low level but this reflects, in part, the small size of our initial sample.

Therefore useful conclusions can be drawn as follows:

- 1) Organizational assurance approach is a characteristic of the active organizations that there still remains a high proportion of futurism management of active organizations who does not undertake organizational assurance approach. Futurism management characteristics and organizational assurance planning variables can be an influence upon whether or not small active organizations undertake organizational assurance approach when controls have been introduced for sector and size.
- 2) The key futurism management characteristics, associated with a greater tendency to undertake organizational assurance approach, are a higher level of education level, experience and running assurance.
- 3) There was no evidence that previous management experience was linked to a higher propensity to assurance plan. That futurism management with management experience is somewhat cynical of the value of paper exercises and the writing of assurance plans.
- 4) Although this is a study of active organizations in one zone, this paper has demonstrated that futurism management characteristics cannot be ignored in trying to understand the extent to which active

organizations display a commitment to organizational assurance approach.

- 5) Success is most likely to come from approaches to that futurism management with the characteristics of planners but who are not yet planners. These are the futurism management who may be unaware of the benefits of organizational assurance approach rather than outwardly hostile. However, futurism management characteristics are rarely in the public domain so such targeting becomes difficult.
- 6) Analysis of the strategic characteristics of futurism management identified a set of variables.
- 7) Gaining the sustained co-operation of fellow team members requires emotional leadership. Where such leadership is available, much forgiveness is afforded. Performance assurance in a manager links to conceptual assurance because the corporation's key competence, its Assurance and Industrial Concept Assurance Capability (MICIC) index, is the key to success in a knowledge driven economy.
- 8) Where creative responses of many kinds are required, managers will prove to be at the heart of management excellence, which empower their colleagues and clients to expand their active organizations performance and utilize a higher proportion of the active organizations potential.

V. ORGANIZATIONAL ASSURANCE PLANNING

Active organizations to primarily determine their entrepreneurial situation on three levels of low, medium, and high, and then select their prioritization in environmental investigation from the options of focusing on inside the organization, focusing on both inside and outside the organization, and focusing on outside the organization. The literature argues shows that the extent to which each determinant of performance impacts firm performance is a function of the performance metrics. Further, define performance as the sum of all processes that will lead managers to taking appropriate actions in the present that will create a performing organization in the future or in other words, doing today what will lead to measured value outcomes tomorrow.

Futurism management recent research reviewing corporate coaching programs that we can see this move from intuition towards rationalized models as complementary and off-setting to developments in strategic management (Mintzberg, 1994, 89; Mintzberg, et al, 1998, 45; Schwenk, et al, 1993, 17). Like all scientific enterprises, a period of accumulation of evidence will be required before definitive conclusions may be drawn (Brown, et al, 1998, 88; Deakin, et al 2003, 64; Mason, et al, 2004, 3). However, there are early gleanings that evidence based evaluation research is underway as Fig. 2.

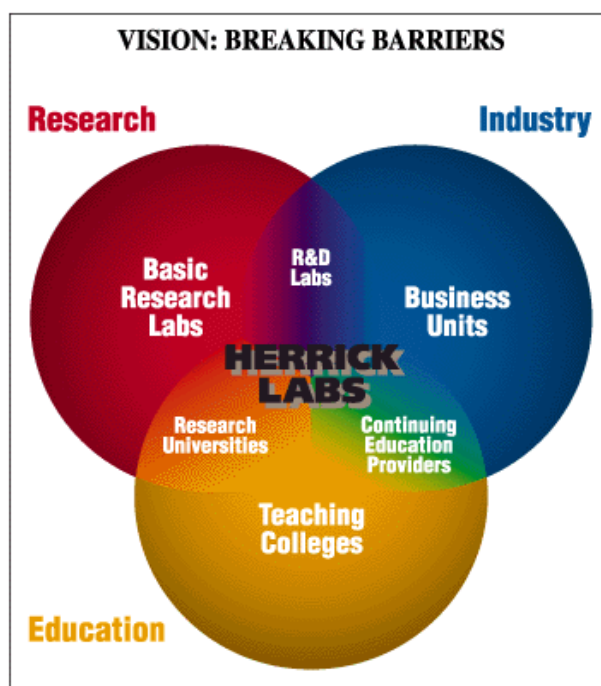


Fig.2. Organizational assurance planning

Creative assurance building is found in knowledge-based industries, which span many sectors finance, technology, media and learning. Central to success as knowledge creators is the culturing of independent individuals, organizational members able to re-invent businesses as required. Such capabilities are not nurtured in high compliance systems that penalize out-of-envelope contributions (Goleman, 1996, 89; Goleman, et al, 2002, 185; Hamel, 2001, 89; Feghhi farahmand, 2003, 67).

To assist in understanding the process used in a certain application; avoid potential misconceptions regarding the intent and define the activities associated with specific value studies, reclamation has defined four distinct types of organizational assurance approaches. Also the organizational assurance approach is a tool to identify key activities that create value and costs in assurance.

Therefore organizational capability relies in particular on coaching management skills, which rely on emotional intelligence and emphasis one-to-one, dialoguing, subordinate empowerment and mutually agreed targeting. In relation of organizational assurance approach competencies including outsource less critical resources if better organizational assurance or cost and own competencies core business, three characteristics are competitive advantage and difficult to imitate.

Anyhow tactical actions steps for coupling organizational assurance with customers or service receivers including to assurance, segment, proposition, and network recovering satisfaction are as follows (Curran, et al, 1994; Feghhi farahmand, 2004, 358; Feghhi farahmand, 2005, 187; Nayak, et al, 1994, 47; North, et al, 1997, 187):

- 1) Futurism management support: An organization's total management expectation efforts must begin at the very top and begin with the board of directors.

- 2) Futurism management plan: An action plan based on the survey feedback should then be formulated by the top management and communicated at every board meeting.
- 3) Futurism management vision: Develop a vision the organization does not have one already. The key to the initial adoption of management expectation is continuous communication of the vision within a comprehensive communication plan.
- 4) Futurism management improvements: Senior managers need coaching as the new theorists in coaching argue; coaching empowers individuals to achieve their inherent potential.
- 5) Futurism management responsibility: The responsibilities accept of a senior management expectation committee can include: establishing strategic management expectation goals, allocating resources, sanctioning management expectation improvement teams, reviewing key indicators of quality, estimating the cost of poor expectation, ensuring adequate training of employees and recognizing and rewarding individual and team efforts.

These definitions allow reviewers of a study to management expectation understand its scope and limits. To ensure the opportunity to achieve the highest value, value program staff attempt to keep management or administration directed mission charges flexible enough to allow assurance. This staff make most of the recommendations for administrative and procurement processes that could benefit from studies (Feghhi farahmand, 2009, 97; Steele, 1997, 28-68; Storey, 1994, 55; Storey & et al, 1989, 97). Anyhow is the need to develop a means to inform management expectation of the available resources and how to obtain assistance. For this reason, there is a need to re-track fundamental management systems. Such concepts as investment valuation, ethical trading, stakeholder consultation, corporate social responsibility, value investment, preoccupy institutional investor communities. In any case, the level of uncertainty is continuing to increase even as consumer prosperity overlaps into the new century, reacting against the undoubted brilliance of the recent industrial era.

However, the mainly qualitative evidence available to date suggests that organizational assurance planning within active organizations is an activity of a minority (Bolton, et al, 2000, 88; Feghhi farahmand, 2002, 254). There may be a number of reasons for the lack of organizational assurance planning. Historically the typical futurism management has tended not to have pursued higher levels of education level or to take formal assurance training. Hence there are two possible reasons why futurism management tends not to plan (Chell, 1991, et al, 167; Barkham, et al, 1996, 27) that they are emotionally unsuited to it. They think and act intuitively and they are simply unaware of the various tools which would enable them to plan systematically. A further constraint, likely to

restrict organizational assurance planning by futurism management, is that they may not have sufficient assurance information to prepare a formal plan.

A lack of formal organizational assurance planning among active organizations does not necessarily mean that organization is badly managed. It does, however, suggest that futurism management miss out on the opportunity to consider the overall direction of the assurance and management decisions may be made on the basis of poor information (Curran, et al, 1994, 39; Feghhi farahmand, 2009, 102; Stutely, 2002, 43; Watts & et al, 2003, p 197). The characteristics of the organization and futurism management and also active organizations strategies hereafter termed assurance strategy, influencing futurism management behavior which might be used to inform analysis of the determinants of organizational assurance planning in active organizations. Organization characteristics were controlled out of analysis in order to focus our attention on the futurism management and organizational assurance planning variables.

VI. ASSURANCE ORGANIZATIONS

With the development of the organizational assurance approach, the challenges faced by futurism management are larger and larger and the former method. The futurism management should actively win more customers' favor and obtain more profit resources by the assurance thinking and measures. Through clearing up the correlations between organizational assurance and creating a sustainable competitive advantage, this study has shown the synergistic between both sides and discusses how organizational assurance, management expectation and futurism management can lead to a sustainable competitive advantage.

futurism management in designing and delivering organizational assurance approach, does not only mean high assurance, but it extends to encompass creativity in the way organizational assurance approach are delivered through using latest and effective techniques and applications. Frontline employees' skills and abilities may be developed by providing them with the required materials as well as supportive techniques, thus, leading to more assurance strategies in delivering assurance.

Active organizations may also present the required facilities to achieve zero-error transactions regarding personal, real estates, or purchasing mortgages, either on the long or short run based on management expectation. It is also important that futurism manager strategic vision and perception of assurance approach to be in line with creating a sustainable competitive advantage on the long run. Creating an organizational climate that encourages, assimilates and promotes assurance, through facilitating team works, offering moral and material incentives and purifying the relationships between all parties in the active organizations in question are all central to generate assurance. Organizational assurance planning does not only depend on acquiring new knowledge, but also on

leveraging existing knowledge through knowledge sharing and application within the organization. However, futurism managers should be noted that some managers commented on the concept of assurance by stating that although they are convinced that assurance in active organizations is essential, they face some difficulties in its application.

Some difficulties stems from the gap of understanding and communications between managers at higher and lower level. Other difficulties stems from the weak understanding of how to transfer customer needs into technical specifications. Other stated that the concept of assurance in its broad definition is understandable; however, when it comes to details, managers face some difficulties on how to reap the ultimate rent out of that assurance.

The sustainable competitive advantage stems from the organization ability on retaining and expanding its strategic base through using customer's insight to drive new and novel ideas and dedicate organizational structures and funds to generate assurance. It is not enough for assurance institutions to have pocket of successful assurances, futurism managers also have to ensure that the efforts are developed and sustained throughout the organization. Organizational assurance approach performance and resources allocation should be viewed in favor of long term execution. Assurance organizations should also promote for assurance through presenting some organizational mechanisms that assists in generating new ideas. Assurance organizations may also promote assurance through establishing clear assurance incentives, setting clear targets and metrics for developing and sustaining assurance and systematically providing ways for assurance ideas. Assurance organizations should have both formal and informal assurance structures and based on that, they should be able to identify barriers that hinder them from commercializing assurance.

VII. ASSURANCE ORGANIZATIONS IMPORTANT

To compete successfully in a organizational assurance, a active organizations has to know sufficient about the wants and needs of customers but they have different preferences for products and services. It is necessary to classify customers into different segments based on various customer requirements. Futurism management is a subgroup of customers sharing one or more characteristics that cause them to have similar product needs. Such a classification process is organizational assurance segmentation and marketers may develop a specific marketing strategy for each segment. Providing examples of a particular theme to a learner either human or computer, a conclusion that is as consistent as possible with the training data will be drawn. An inductive organizational assurance approach to market segmentation will be described. A number of customer profiles and their customers' responses to marketing events are used as training data based on which the ways to classify

customers into different segments are learnt. A common drawback of inductive assurance is that the training examples may be an incomplete representation of the subject to be learnt and they will lead to an inappropriate conclusion. Organizational assurance feedback technique overcome this problem by using two training sets as positive and negative to correct the wrong conclusion as much as possible. The positive training set contains example data that are relevant to a assurance theme i.e., relationships between customer attributes and responses to marketing events while the negative training set contains example data that are irrelevant to the same assurance theme. These different training sets can provide an efficient assurance environment for achieving a more accurate assurance result than only one training set in the traditional inductive assurance method can do. An experiment with real data of customers was performed. The results show that the inductive assurance approach and the assurance feedback technique are effective and able to attain high performance of market segmentation.

The objective of this study was to evaluate the impact of futurism management in the organizational assurance planning on creating a sustainable competitive advantage. Active organizations that undertook more assurance activity, that were more consistent in that activity and whose composition of activity was somewhat differentiated from the industry norm tended to have a sustainable active organizations advantage and display superior performance.

Assurance activities are undertaken by active organizations and which were found to have sustainable competitive advantages. When active organizations become more involve with knowledge interaction with their customers during services encounter and service delivery, they will be more able to understand customer needs and that in return will make organization more innovative. Organizational assurance in active organizations reflects the organization ability to create and expand knowledge through social interaction between both explicit and tacit knowledge, which in this case refers to the knowledge interaction within the organization itself and its clients.

Futurism management represents the organization ability to transfer this knowledge into socioeconomic solutions and explains that in order for marketing information to be innovative, organizations are required to have core competences regarding; operating and production capabilities, design, engineering and associated management capabilities and research and development capabilities. Empirical research has shown that organizational assurance approach does not only depend on acquiring new knowledge, but also on leveraging existing knowledge through knowledge sharing and application within the organization. The involvement of consumers to support the process of marketing innovations is debatable. The consumers may not be able to specify exactly what they want in the process of developing future products. The consumers lack foresight, since, it is

difficult for them to imagine and present ideas regarding something that does not exist and may only make suggestions to improve existing products.

The active organizations may lose their leading position in a given industry, if they fully take the suggestions of their customers into consideration. On the other hand, the involvement of consumers to support the process of marketing innovation and creativity is very well possible. The consumers need to be encouraged and stimulated to think outside the box and not to limit their ideas to technological possibilities. Empirical research concluded that the involvement of consumers by need inputs, concept reviews and product tests contributes to the superiority of a product and raise the potential of having a sustainable competitive advantage on the long run. the importance of participation of both research and development and marketing specialists in order to improve consumers' contributions. Such participation and interaction across multiple resources and departments can provide the opportunity for the organization in question to be a market leader in its field. Continuing involvement of consumers with developers in an integrated fashion sustains the melding of consumer needs with technical capabilities.

VIII. CONCLUSIONS

For assurance managers, the organizational assurance approach performance measurement is an area that represents a significant opportunity for business investment and management attention. The interdisciplinary conceptual model will provide guidance to assurance managers in developing contextually relevant organizational assurance approach measures. This study provides assurance managers with specific benefits such as:

- 1) Explicit measures to facilitate internal communication and aid coordination of the multiple stakeholders involved in organizational assurance approach + futurism management for example E-Commerce area, sales operations, call centre, external partners, etc.
- 2) A strategically aligned framework for clearer logic behind actions. More appropriate organizational assurance approach + futurism management should result in less internal conflict.
- 3) A performance portfolio that discriminates between performance measures in order to avoid suboptimal performance. Futurism management of assurance needs clarity in determining the difference between efficient vs effective performance measures.
- 4) A framework that will provide organizational assurance approach + futurism management guidance. In other words, improving one performance measure can adversely affect other performance measures where a comprehensive framework is not used.
- 5) A set of guidelines to ensure organizational assurance approach + futurism management synergies are achieved in the targeting of high and low customer lifetime value segments. In other words, the

integration between market segmentation strategy and organizational assurance approach + futurism management should be enhanced.

The optimization of organizational assurance processes is the most promising strategy when increasing volumes is hard to realize in a saturated market. The assurance increase of would translate into double profit growth for many organizations particularly for organizations competing in a saturated market. Previous literature has also shown that organizational assurance promotion can generate positive cumulative effect on brand choice and purchase quantity and on category incidence. This in return, might lead to having a sustainable competitive advantage on the long run.

Furthermore, active organizations spend billions of dollars annually on various forms of advertising to influence current and potential customers to buy their products and services. Moreover, concluded that organizational assurance in the active organizations may enhance cash flows, accelerate cash flows, reduce vulnerability in cash flows and increase the residual value of the organization. The organizational assurance plays an active role in understanding the environment by collecting, disseminating, analyzing and storing information. It includes both a set of functional activities as production, promotion, pricing and distribution and a mind-set that emphasizes the creation of value to alter customer behavior in certain ways. Furthermore, product development process as an important and essential part of innovation. The relative advantages of new products are crucial determinant of accelerated consumer adoption rate and new product success. In the organizational assurance approach, the continuous innovation helps banks to develop new and differentiated offerings in highly homogenized active organizations.

It is crucial for active organizations to carefully evaluate both their internal capabilities and the external environment, when deciding where to focus their channel innovation efforts. It might be more convenient for some active organizations to focus their assurance efforts within the branch channel, while for other active organizations it may be more convenient.

In terms of active organizations as a component of the marketing mix, previous research has shown that most organizations have ignored that crucial role of innovative marketing strategies as a tool to create sustainable competitive advantage. This study informs the assurance manager that assurance strategy should be the primary determinant of an organization's organizational assurance approach and futurism management framework. It guides the manager in a way that avoids the organizational assurance approach and futurism management which results in sub-optimization of the performance measurement portfolio.

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