

## MANAGEMENT OF DIFFERENT NATURE PROJECTS IN THE MIND-ECONOMY OF THE BANI-WORLD

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*The existing designations of the modern world state in the form of four-component abbreviations are considered. The expediency for new abbreviations to appear that more adequately correspond to its current essence is shown. It has been established the lack of studies revealing from the standpoint of a common model peculiarities of project activities aimed at various goals by the subjects of economic network relations (SENRs). The main features of the modern economy, which correspond to MIND-economy ("meaningful-intellectual-network-digital economy") are revealed. A 3D model of the SENR in the form of a tetrahedron is proposed, which has known components: object, process, project and environment. Within the framework of this model, the specifics of the "project" component's activity in the SENR's projects of operation support, growth and development, and scenario planning are revealed. A graphical abbreviated model of the modern world and a probable future scenario based on VUCA, TUNA, BANI and TESD-worlds is proposed.*

### Introduction

*«Happiness is the meaning and purpose of life,  
the only purpose of human existence»  
Aristotle (384–322 BC)*

Nowadays, both in scientific sources and in the field of providing educational services aimed to form competencies, requirements for positions candidates, etc., new four-component acronyms (abbreviations) appear, which claim to reveal the actual essence of the present and future world, economy, thinking, frameworks, institutions, approaches, etc. The most "popular" ones are SPOD, VUCA, BANI, DEST, RUPT, TUNA, YOLO, FOMO, TESD. They are very often used as marketing "lures" (for example, "The future of business education in the BANI-world: trends, problems, products", "What is the world of BANI and how can we prepare children for it?", "Transformational leadership in international business: from the VUCA-world to the BANI-world", and many others). The attitude towards such a galaxy of acronyms is ambiguous. Some researchers believe that such acronyms do not make sense and are more annoying, others build the logic of the change over time of some abbreviations by others, and some are looking for different variants of their decoding (not only in a negative, but also in a positive context). In our opinion, the main criterion to apply such abbreviations

is the benefit that socio-economic entities of various scales (from an individual, family, enterprise to a region, industry, country, etc.) receive from them in terms of their continuous existence and development in space and time.

In reality, there are simultaneously sectors of life activity with various significantly different parameters (for example, in the production of technology of the third, fourth, fifth technological setups). The degree of their stability, predictability, complexity, certainty is different. And for each of them, essentially different acronyms are best suited. Therefore, it can be argued that the modern world is a mosaic world of various entities. This is one of the reasons for the chaos (in the head) of the perception of the modern world. However, the entity that defines the development of the world nowadays is the acronym that appeared last, BANI-world. From these positions, the emergence of new acronyms is appropriate. And it concerns the construction of a complete system of acronyms of various scales, starting with those that characterize the world as a whole (suprasystem level in the terminology of systems thinking, systems approach or methodology according to the 3M-Pyramid model [1]), the economy (as one of the four target systems, which describe life activities: economic, political, social and mental, the level of the method according to the "3M-Pyramid" model) of the four subsystems of each system (methodics according to the "3M-Pyramid" model) and systems in the environment (environments according to the "3M-Pyramid" model).

We pay attention to the number of letters in acronyms and models. There are four of them. And it is not by chance, because the four is connected with the understanding of the deep essence of the life existence [2].

The last of those mentioned in 2020 in Jamais Cascio's article "Facing the Age of Chaos" appeared the acronym BANI-world [3]. According to author, VUCA (Volatility, Uncertainty, Complexity, Ambiguity) describes the present, and thus has the effect of influencing how the world is perceived and what is happening in it now. And BANI (Brittleness, Anxiety, Nonlinearity, Incomprehensibility) characterizes the future, the chaotic character of which must be accepted as soon as possible, and thereby make it more accessible. This perception will help to overcome as soon as possible the problem of the time gap between a faster and unpredictable change in the external environment compared to the change in thinking patterns and perception of the world, readiness to understand that it is necessary to think in a new way.

In [4], we showed that project management as a specific branch of activity responded to changes in the world by changing the dominant management paradigm (methodology), expanding the sectoral spectrum of its application, and significant changes in methods and techniques. And this is natural, since any existence and

development of entities of any scale at the level of target systems in space and time is impossible without the implementation of projects of various essences. At the same time, there should be four types of such diverse projects of the same consideration scale. Currently, the known classifications contain three types of projects. So, for example, according to the classification, which has existed since the 1990s, these are pioneering, repetitive and standard projects [5]. According to another classification: projects to support functioning, growth, and development projects. At the same time, there are practically no studies which reveal projects' essence from the standpoint of a common model (reveal distinguishing features and fundamental features of implementation as well). Therefore, it is necessary to search for the fourth type of projects and describe them within one model. Our research is devoted to the solution of this task.

### **Essence of MIND-economy**

To further reveal the research goal, it is necessary to adjust the epistemological space within which the VARIORUM scientific school, whose representatives are the authors of this study, conducts research. This space is defined by axiological, gnosiological, ontological and methodological aspects [6]. The gnosiological aspect stays on three basic postulates (the primacy of integrity, systematicity, and triad-quartility). In [7], it was supplemented with the postulate of contextual intersubjectivity, according to which, when making collective decisions, preference is given not to an individual source of knowledge (a source of information), but to an intersubjectivist source of interacting subjects who perceive and understood any life fact in a specific context.

The triadic-quartile postulate says that the minimum representation of any integrity perceived by a person is triadic (represented by three components), and the sufficient representation is quartile. But to reveal the connections between the interacting components of triads and quartiles, it is suggested to apply the postulate of duality in the following interpretation: any connection between the components represents opposite flows of information and/or energy and/or material and/or meaning, which do not interfere with each other. This postulate applies to any two components, the boundary between which is considered as a membrane. Such a boundary in the form of a MEMS-environment we used to describe the process of perception of yawing by operators of the universe (representatives of animate and inanimate nature) in the context of the inmeasurelogy science [2].

The axiomatics of the epistemological space include the following statements: human-centeredness – a strategy for the development of civilization, economics

and psychology of subjective decision-making take place in conditions of irreversibility of the past, uncertainty of the present, unrecognizability of the future [6]. This makes it logical to supplement the methodological component of the research epistemology with the anthropometric principle (according to other sources – anthropocentric, anthropomorphic, anthropic). Taking into account the various formulations of this principle [8–11], we will use the following one: a person is the completion of the evolution of the universe, the focus of the universe, is the goal of all events that take place in it, to which human images and their properties are transferred (to inanimate objects and animals, plants, natural phenomena, supernatural beings, abstract concepts, etc.). The transfer of human images and their properties makes more important the basic tools of the analogies method. In this method, attention is focused on the need to "capture" internal, and not external, more important and essential properties and features of the compared objects. A condensed form of analogy is a metaphor [12]. Metaphor involves the use of artistic creativity. An exemplary metaphor is the following comparison by Aristotle: "...old age belongs to life as evening belongs to day, therefore one can call evening as "old age of the day"... and old age – as "evening of life" [13].

With regard to the term, which integrates any business entities (economic agents, economic entities, actors, person, household, enterprise, region, etc.). In the network economy, the main feature (condition) for the existence of any entities is the presence of a large number of relationships of various content, through which information, energy, material flows and meaning flows are implemented. To name them, it is meaningfully more correct to use the term "subject of economic network relations" (hereafter SENR), which, depending on the specific representation in the real world, exists in the appropriate space-time scale. This designation is similar to the term "subject of international relations", which includes states, nations, peoples, social classes, social strata, groups and other communities of people, as well as political parties, movements and public organizations as systems. The SENR has four aspects (contexts) of integral life activity: political, economic, mental and social. They are supersystems for all other smaller-scale components under consideration. At each scale level, the SENR is considered as a system.

To implement the system postulate, a four-component graphic 2D system model of the relationships between components was used in the scientific school for 19 years. In 2019, it was transformed into a system 3D model in the form of a regular tetrahedron. This made it possible to develop quantitative and qualitative methods to work with soft, vague, subjective messages, to use the "measure" category for this [7, 14].

The historical analysis of various stages of the civilization development shows that at each new stage there is a refinement and expansion of both the general scientific categorical apparatus and individual subject areas. The need for such actions stems from the semantic concept of information and the thesaurus model of communication [15]. The analysis of the publications of the transition period from the VUCA world to the BANI world allows to clearly follow the trend of a hypertrophied increase in the use of the terms "digital economy" and "network economy". These terms are interconnected, reflect the direction of research for further 5-10 years, and have taken a stable position among categorical (indicative) markers. Against this background, such terms as "economy of attention, meaning, free time, access, subscription, diversity, stratification", "platform, intellectual, mixed, collaborative economy" and others began to appear in the cluster of informative markers. Among the given terms as informative markers, the terms "economy of meaning" and "intellectual economy" have the greatest information capacity for transmitting new information. To date, there are no established, generally accepted definitions of them.

Regarding the term "economy of meaning". It is important to distinguish the "economy of common sense" [16] from the "economy of meaning" [17]. Measurement systems are a distinguishing feature between them. "The theories we create, hypotheses we test, and beliefs we hold are all shaped by our systems of measurement" [18].

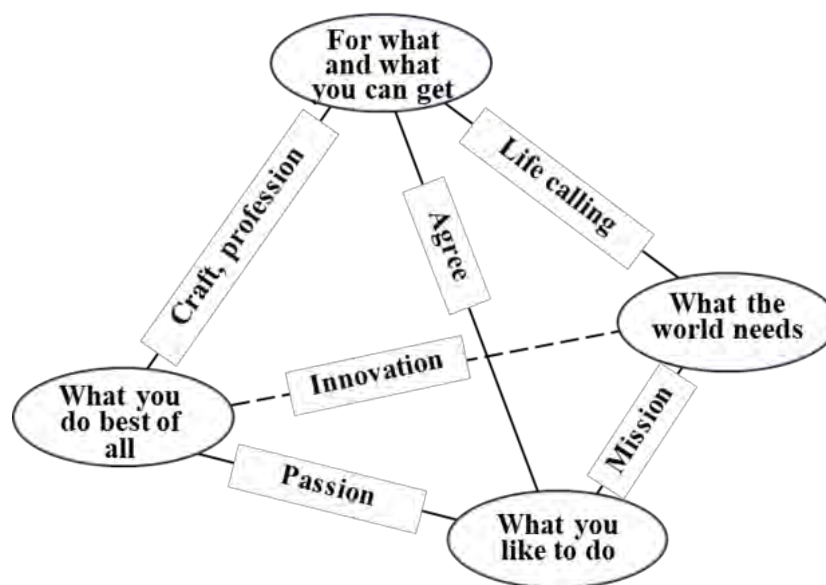
The term "economy of meaning" should be considered as the equivalent of "economy of goals", which is "managed" by systems of arbitrarily established quantitative benchmarks of measurement, for example, GDP. And the economy of meaning is "managed" by evaluation systems that are extremely anthropometric in nature, in which there are practically no production indicators and the indicators of the SENR welfare are used, and which are aimed at assessing the well-being not only of the current moment, but also of its sustainability in the perspective of future generations [18]. The difficulty of constructing anthropometric systems to measure meaning is related to two aspects. The first is a weak representation of the category "meaning" in the thesaurus of economic sciences and economic activity, the second is the ambiguity of the term "meaning". Meaning is often associated with determining the place of the context as an essential condition for the real unfolding of the processes of world perception and world understanding, including in the form of various discourses [19]. Leaving the study of the ambiguity of the term beyond the scope of this article, we offer the following definition: meaning is a moral and ethical formation of thinking activity, which arises as a value against the background of the

life and activity of an individual, his real interaction with the surrounding world, and determines the choice of his life strategies in the process of self-realization.

Meaning is a moral-ethical formation of thinking activity that arises as a value against the background of the life and activity of the SENR, its real interaction with the surrounding world and determines the choice of its life strategies in the process of self-realization.

The anthropometric principle was applied when formulating the definition. But it should be remind that "man is the only living creature to whom the world is given as a single coherent whole that extends in space and time beyond the boundaries of the existing situation, and at the same time includes the previous (what is before) or the future (what is ahead) of the subject, and not just what surrounds him. This anthropological characteristic turns out to be the key to understanding the essence of man. ... Relations connecting the subject with the world are given the status of a special reality, primary, in particular, in relation to the characteristics of the subject" [20].

An indicator of a subjectively "correct" meaning is a person's happiness. This is confirmed by Aristotle's statement given in the epigraph. For a quantitative presentation of this indicator, it is advisable to use the position of the Japanese 2D model of the search for happiness Ikigai. Today, in the VUCA and BANI world, this model has spread quite quickly across all continents [21]. The model has four components of the meaning of happiness. In Fig. 1, it is represented in the form of a tetrahedron.



**Fig. 1.** 3D-model of searching the happiness according to Ikigai

*Source: developed by the authors*

This representation made it possible to add two more connections (innovation and agreement) to the previously known ones and reveal their essence. In such a composition, the model corresponds to the understanding of the economy of meaning.

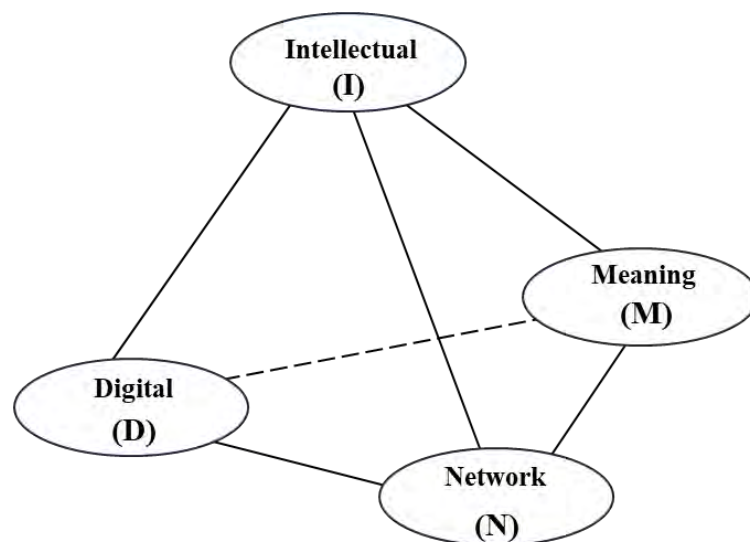
Regarding the intellectual economy. Despite the fact that the journal "Intellectual Economy" [22] was launched back in 2009, there are very few publications in it and other periodicals that are directly devoted to the intellectual economy as itself. It is considered, that the authors claim that the intellectual economy arose from the intersection of the following concepts: knowledge economy; information economy; green economy (economy of sustainable development); bioeconomy; circular economy; SMART economy; innovative economy; creative economy; the economy of intellectual property.

The analysis of the definitions given in [23–26], showed that the knowledge society, the economic system, and knowledge, which is a resource in the form of intellectual capital, are common distinguishing features of the intellectual economy. At the same time, the term "intelligence" is not used, which, according to logic, should be a key category in the definition. This gives reason to claim that the existing definitions of the intellectual economy belong to the cluster of such definitions, which includes the economy of goals. This cluster is not focused on the meaning of intelligence as the main resource of any origin in the modern BANI-world. We propose the following definition: **intelligence** is the main resource of SENR-systems, which ensures timely detection, systematic description and effective solution of problem situations in an innovative way for the continuation of their (systems) existence in the BANI-world. Then, the basic construction of the definition of the intellectual economy should be as follows: the **intellectual economy** is a system in which the use of intelligence is the basis of any activity of SENR-systems. From the standpoint of the anthropometric principle, intelligence is possessed by any SENR. In [27, 28], the economic system is considered in the form of four spatio-temporal subsystems (hereinafter SS) – factors of economic activity: object, process, project, and environment, which have six connections between them. Such a model is fundamentally different from the well-known model of G.B. Kleiner, in which only four connections between the listed SS are considered, which makes it possible to describe only the functioning in a sufficiently simplified manner, leaving the issues of growth and development open.

With this in mind, it is appropriate to offer an extended version of the definition, as follows: the **intellectual economy** is a supersystem of production, distribution, exchange and consumption in space and time, in which the use

of intelligence from the standpoint of the concept of sustainable development is the basis of any activity of economic systems (SENR), which related to their functioning, growth and development due to the integral activity of object, process, project and environmental subsystems. The level of supra-systemicity determines the meaning of the entire economy, the level of systems – the meaning of SENR, and the level of SS – the meaning of management of objects, processes, projects and the environment. Such a three-level sense fully corresponds to the 3M model [1] and the understanding of the life world according to D. Leontiev: "The life world of any subject (in our case of the scale of systems – note of the authors) differs from the objective world in general only by its boundaries; if the latter includes everything that exists, the entire universe, then the subject's life world is only a part of it. ... The relevant side of his life activity is formed by a set of activities in which life relationships find their realization" [20].

In our opinion, the main shortcoming in the approaches to consider the essence of the modern economy is that it is considered in different ways, but almost always in the same context. In order to overcome this shortcoming, it is necessary to introduce a term that will contain the previously highlighted four markers: digital, network, intellectual and meaning. For this purpose, we propose the term "meaning-intellectual-network-digital economy". This version of the term implies that any issue of the modern economy should be considered systemically and holistically using the 3D model shown in Fig. 2.



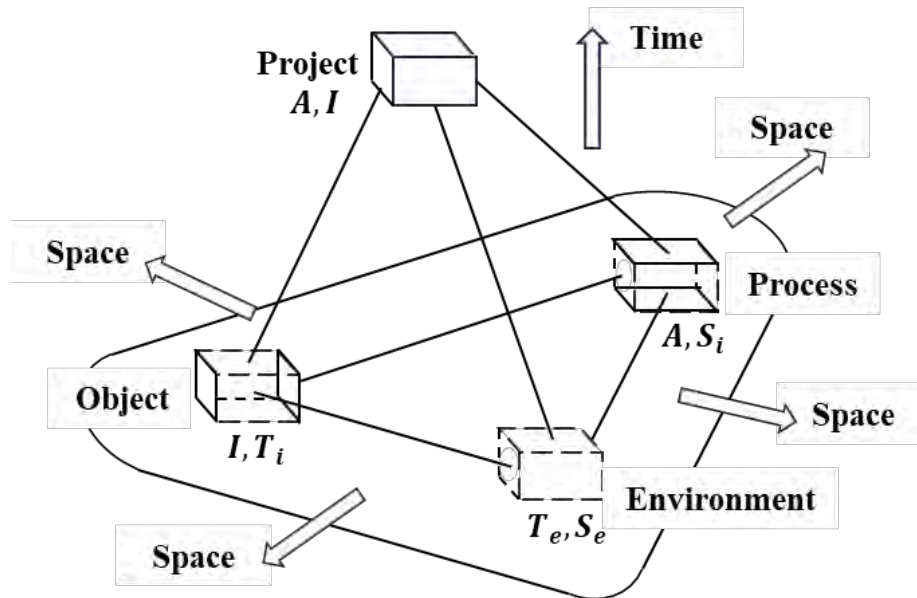
**Fig. 2.** 3D-model of the MIND-economy meaning  
*Source: developed by the authors*

The essence of the relationships between the model components has been partially revealed above and will be more fully revealed in further research.



## Models to manage project of various essences in the MIND-economy

Let's consider the place of projects in the four-component 2D model of the SENR system, which was proposed in [27]. We transform it into a 3D model in the form of a tetrahedron (Fig. 3).



**Fig. 3.** 3D-model of SENR in the form of a tetrahedron

*Source: developed by the authors*

The project is an equal basic SS, the same as the object, process and environment, which are separated in space and time and possess the properties of relative integrity and stability. A distinctive feature of SS is the different dependence on the degree of certainty of space-time boundaries. Omitting the logic of the proof, it can be seen from Fig. 3 that the projects have defined boundaries in space and time (solid contour lines) in contrast to the environment, which is characterized by undefined boundaries (dash-dotted lines). For the object, the boundaries are defined in space and undefined in time, and for the process, on the contrary, the boundaries are defined in time and undefined in space.

To describe the essence of the SERN-system states, we will use Aristotle's 10 categories as fully as possible: existing (being), quantity, quality, relation, space, time, state, actions, undergoing change (accepting changes from some other object) and possession (the presence of a constant external circumstances of the subject) [29].

According to the systemic economic theory and spatio-temporal structural dynamics, it is sufficient to use four entities for continuous existence to describe the state of the SENR (a system consisting of the above-mentioned SSs): availability of access to a certain volume of space ( $S$ ) and a reserve of time ( $T$ ); if there are

opportunities and abilities to effectively use the allocated time ( $A$  – activity) and available space ( $I$  – intensity) (hereinafter, activity ( $A$ ) and intensity ( $I$ )). It is the relationship between these entities, their quantitative and qualitative characteristics that determine the specifics of actions and undergoing change in space and time for various purposes of activity.

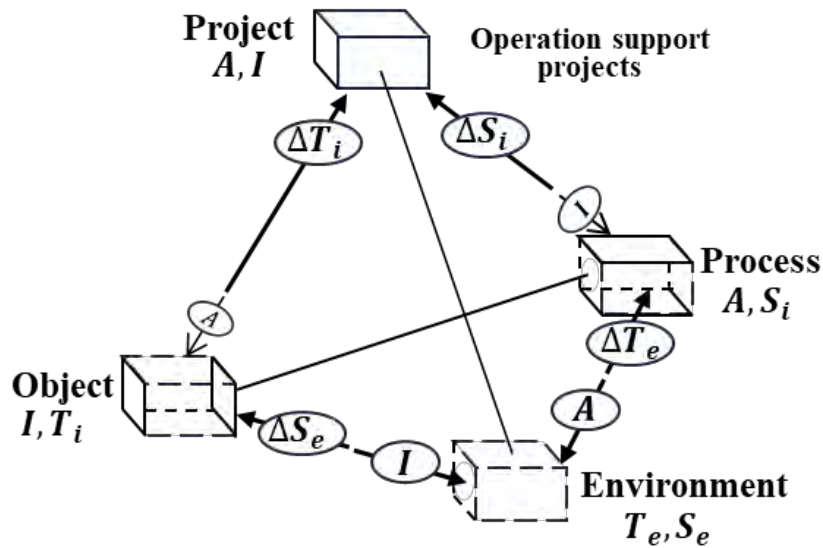
For the SS "environment" existing is access to a certain amount of suprasystem (external) space ( $S_e$ ) and suprasystem (external) allocated time ( $T_e$ ), and for the SS "project" – the abilities and possibilities of effective use of the allocated time ( $A$ ) and available space ( $I$ ). The "object" has the ability to effectively use the available space ( $I$ ) and the internal SS allocated time ( $T_i$ ), and the "process" has the ability to effectively use the allocated time ( $A$ ) and the internal SS available space ( $S_i$ ).

The state, activity, and changeability of each of the SS depends on what purpose of activity is implemented in a specific period of time by the SENR-system as an integral entity: activity for functioning, growth, or development. Let's consider how the role of the project differs for these activity goals.

Functioning is a cyclically recurring state of SS possession of four entities ( $T, S, A, I$ ) and balanced tolerance of changes, which are related to the release of goods/services unchanged in quality and quantity in time and space (hereinafter goods) from the position of mutual agreement with external environment. And the external environment receives goods through already existing channels. Therefore, on the 3D-model of the SENR-system functioning (Fig. 4), the excess part of the external reserve of time ( $\Delta T_e$ ), the external reserve of a defined volume of space ( $\Delta S_e$ ), stimulation of activity ( $A$ ) and intensity ( $I$ ) between SSs "object" – "environment" – process" are shown by arrows of the same length.

The role of the SS "project", which is limited in space and time, but has the ability to effectively use the allocated time ( $A$ ) and available space ( $I$ ), in this activity is as follows. As the planned tasks are completed, a reserve of time appears in the SS "object", and a reserve of space appears in the SS "process", which are not used. The "project" SS learns about this through the appropriate communication channels, and due to its limited nature, perceives it as a significant internal threat to the continuous activity of the SENR in internal space and time. Therefore, due to complete temporal and spatial limitations, such a state of the SS "project" reacts with an insignificant transfer of energy (an insignificant message) to stimulate activity to increase the efficiency of using the reserve of time of the SS "object" and intensify the filling of the reserve of space of the

SS "process". In the model (Fig. 4), this behaviour of the project is indicated by arrows of activity ( $A$ ) and intensity ( $I$ ) of a much smaller size in relation to the arrows of the reserve of the defined volume of internal space ( $\Delta S_i$ ) and the reserve of internal allocated time ( $\Delta T_i$ ), from SS "process" and SS "object", respectively.



**Fig. 4.** 3D-model of SENR during its operation period

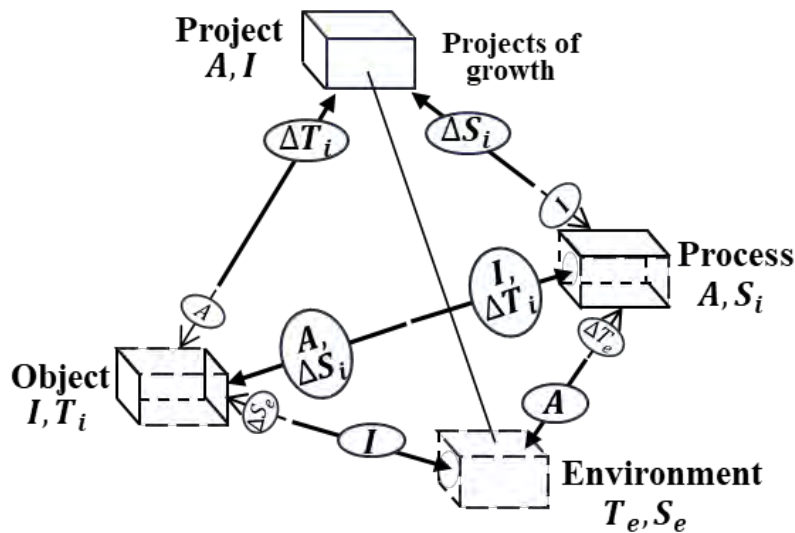
*Source: developed by the authors*

The activity's stability and cyclicity during operation leads to a significant lack of load in the "project" SS. At the same time, the SENR has tasks of strategic importance, the solution of which is its main task (will be considered further).

From the standpoint of the anthropometric principle and the essence of the SENR operation, it is appropriate to consider that each of the SSs "object", "process" and "environment" demonstrate their qualifications. The necessary balance of qualifications between them ensures stable production of goods or provision of services. But for various reasons, the balance of qualifications is naturally constantly disturbed. This leads either to a decrease in the intensity of work in the SS "object" and/or activity in the SS "process". The "project" also reacts to such a state of the SS as a significant threat to the continuous operation of the SENR. Then the "project" SS task is to restore the necessary balance of qualifications to ensure the continuation of the cyclical functional activity of the SENR. The result (and not the product) of the SS "project" activity is the intensification of the use of time in the SS "object" and/or the intensification of the use of space in the SS "process". Based on its own essence of the SS "project" (complete limitation of activity in time and space) and its essence in the process

of functional activity of the SENR, it can be stated that in such conditions it demonstrates its intelligence through the development and implementation of relevant projects. The projects generated by SENR-system during the operation were named "support functioning projects" in well-known studies.

When the objective of achieving growth appears in the SENR's activity, the essence of the SS's activity changes fundamentally. A connection between the SS "object" and the SS "process" appears (Fig. 5).



**Fig. 5.** 3D-model of the SENR within its growth period

*Source: developed by the authors*

According to R. Ackoff's definition, "growth is a quantitative increase in the size or mass of a system" [30]. "To grow means to increase in size or number" [31]. Therefore, during growth, the essence of the SENR-system does not change. The result of growth is the regulated release of a greater number of goods that are already being produced, without a change in their quality. SS "object" and SS "process" do correspond for that, the activity of which has all the signs of integrity due to the balanced possession of the SS by all four entities ( $T, S, A, I$ ) and balanced suffering. Therefore, in fig. 5 arrows between them have the same length.

The SS "environment" during the SENR's growth receives energy from this pair of SSs (in terms of the anthropometric principle) in the form of intensity ( $I$ ) and activity ( $A$ ) in order to increase the ability to use the available external space more efficiently due to its slight expansion ( $\Delta S_e$ ) and activate the efficiency of using the time allocated for this ( $\Delta T_e$ ).

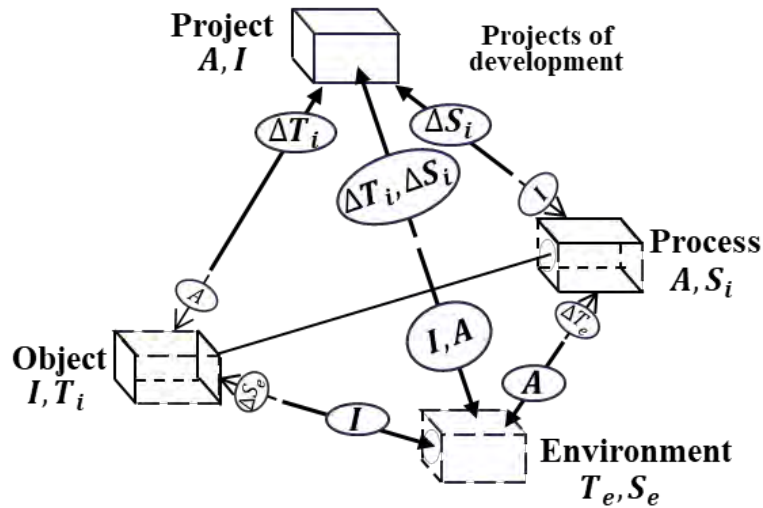
The expansion of external space and allocated time in the external environment automatically requires an adequate expansion of internal space and an increase of internal allocated time. The SS "project" learns about this through connections with the SS "process" and the SS "object" (Fig. 5). And SS "project" reacts to such changes as significant threats to continuous activity. Therefore, in fig. 5 arrows between SS "environment" and SS "object" and SS "process" have different lengths. SS "project" reacts to changes by developing complex projects: in SS "object" to fill additional extended space ( $\Delta S_i$ ), which it received from SS "process" adequately to the signal from SS "environment" ( $\Delta S_e$ ); to fill the additionally allocated time of the SS "process" ( $\Delta T_i$ ), which is received from the SS "object" following the signal from the SS "environment" ( $\Delta T_e$ ). In traditional project terminology, complex fillings are called "reconstruction projects". They involve full or partial preservation of existing structures and processes.

Under such an organization of activities, during growth, there is a harmonization of the activities of the SENR-system in the external and internal environments to increase the production and distribution of the products produced, and from the standpoint of the anthropometric principle, the SS "object", SS "process" and SS "environment" are balanced to demonstrate their competences. And if (as well as during operation) the balance of these competencies is disturbed, the SS "project" restores it with the help of individual projects. Therefore, the SS "project", as well as during operation, shows its intelligence, and the cluster of all the projects described above has the common name "growth projects" or "promotion projects" [32].

Let's consider the activities of the SENR in the process of reaching the goal of its development. The essence of SSs activity and their interaction also fundamentally changes compared to growth. The direct connection between the SS "object" and the SS "process" disappears. Instead, there is a connection between SS "project" and SS "environment" (Fig. 6).

This connection is necessary to implement the essence of development. According to R. Ackoff, "development is an increase in the system's desire and ability to satisfy its needs and the legitimate desires of others. A desire is legitimate if its fulfilment does not reduce the ability and desire of others to satisfy their needs and desires" [30]. "Development is more reflected in the quality of life than in the standard of living" [31]. The transformation of this definition into the SENR-system, taking into account the anthropometric principle, shows that new entities (desires and abilities) must appear in its internal environment

to satisfy the desires of other systems located in the external environment. It is possible to satisfy them only at the expense of products obtained using innovations of varying levels of destruction of existing products and technologies (preferably disruptive). In the BANI-world, the needs of the internal environment of the SENR-system are transformed into a tool that ensures the continuity of its existence in the space and time of the MIND-economy.



**Fig. 6.** 3D-model of the SENR within its development

*Source: developed by the authors*

SS "project" receives information directly from SS "environment" about the emergence of the possibility of significant expansion in the external environment, access to a certain additional amount of space ( $\Delta S_e$ ) and time reserve ( $\Delta T_e$ ) due to the presence of dissatisfaction with the needs and desires of existing and potential consumers. The reaction to this is the response of the SS "project" that it has the ability to effectively use a certain amount of space due to a significant increase in the activity's intensity ( $I$ ) and a reserve of time due to a significant increase in activity ( $A$ ). Such a reaction is supported by the fact that the SS "object" provides the SS "project" with an additional supply of internal time ( $\Delta T_i$ ), and the SS "environment" – the ability to increase the intensity ( $I$ ) and effectively use a certain amount of external space ( $\Delta S_e$ ). On the part of the SS "process", the SS "project" receives an additional defined internal volume of space ( $\Delta S_i$ ), and the SS "environment" – opportunities to increase activity ( $A$ ) to effectively use the additional reserve of external time ( $\Delta T_e$ ).

In such a situation, all four SSs need to show their intelligence to solve a complex, unambiguously uncertain situation in space and time. When implementing the SENR-system development, all SSs work to balance the integral activities of SS "project" and SS "environment". All projects implemented in such a situation are called "development projects" regardless of the degree of innovation.

If one looks at the considered activities on a larger scale, then they are implemented, on the one hand, in conditions of sufficient short-term certainty and unambiguity in the spatio-temporal segment of the external environment, where the SENR works, and on the other hand, on an even larger scale, in conditions of different worlds – VUCA, TUNA, BANI (Fig. 7). TUNA (Turbulent, Uncertain, New, Ambiguous) is an acronym used at the University of Oxford instead of VUCA in executive education programs, where the philosophy and method of the Oxford Scenario Planning Approach (OSPA) are in use, which were launched in the early 2000s [33].

T E S D  
 B A N I  
 T U N A

**Fig. 7.** Abbreviated model of the modern world and a probable scenario of the future  
*Source: developed by the authors*

The main purpose of the abbreviated model is to explicitly and holistically demonstrate that the external environment changes uncertainly and ambiguously in conditions of unstable turbulence and the emergence of complex new. And this leads to brittleness, anxiousness, non-linearity and incomprehension (three lower horizons of the model). This is the main reason why what was arranged yesterday won't work tomorrow, and what works for someone won't necessarily work for others. In such conditions, leaders (all managers) who try to predict the future using traditional strategic planning look silly [33]. The solution is offered in the development and implementation of scenario planning projects. The project as inflow means that its participants refuse the mode of prediction, and develop a large number of scenarios, where they learn not to create a set of scenarios, but to develop actions based on scenarios for their own (not a case-) organizations. Therefore, combining learning with real problems of real customers is an integral part

of training and interactive learning cycles of restructuring and adapting scenarios. This demonstrates the non-linearity of scenario planning projects, the result of which is the scenario management of the modern world, which is represented by the abbreviated model. To implement them, the project participants, who are not called "scenario planners" or "scenario coordinators", but "students of scenario", dispose their intelligence in the absence of restrictions and focus on something that corresponds to the organization's goals, vision and mission.

The abbreviated model (Fig. 7) also contains the fourth upper four-element component of TESD. According to scientists, it reflects one of the likely directions of processes transformation in the world by 2030 [34]. It is believed that the world will have a turbulent business environment (*T*), the self-centeredness of the government will be entrenched (*E*), there will be silencing of information and suppression of the will of the people (*S*), disorder and chaos will reign in society (*D*). The presence of the TESD component provides an opportunity to challenge the future here and now, which will allow making better decisions, including investment ones, in the present time.

The described processes of interaction between the SSs of the SENR-system is possible to consider as the rules of behaviour and interaction of the SS with each other under different conditions of the external environment within the framework of a common internal environment. Their implementation guarantees the mutual self-support of the SSs in the internal environment (without the intervention of external management entities) and the balance, harmony and continuity of the activity of the SENR-system in the suprasystem – the MIND-economy. Therefore, such a SENR-system is autopoietic in which the level of consciousness of each component does not exceed the level of renewal (functioning, growth, development, strategic development) and vice versa [35].

In the SENR activity, the scenario planning projects of the SS "project" are best implemented during operation. Thus, to the three types of projects (functioning support, growth and development), a fourth is added – a scenario planning project. The essence of the given models helps any SENR-systems to develop their own business theory and to implement P. Drucker's opinion, that every organization should have its own business theory, which every employee of the organization knows and understands. Without such a theory, the organization faces a loss of understanding of its market, its product, and the inability to adapt business to new conditions. Without such a theory, the organization will not be able to achieve success and develop according to its own scenario [36]. In addition, these models confirm the validity of using the term "intellectual" in the title of MIND-economy.



## Conclusions

The modern world is in an environment of bifurcation, where global transformations are taking place. The uniqueness of this state lies in the impossibility to predict the further path of civilization development due to the fact that the world changes uncertainly and ambiguously in conditions of unstable turbulence, and the emergence of complex new things leads to fragility, anxiety, nonlinearity and immensity. Such a state is holistically denoted by the abbreviations VUCA-TUNA-BANI-world. And in the next seven to eight years, the TESD-world might be added to them – the world of an even more turbulent business environment, in which the self-centeredness of the government will take place, information will be silenced and the will of the people will be suppressed, and disorder and chaos will reign in society. In such conditions, it is very difficult for the subjects of economic network relations of various scales to carry out their activities. A deep understanding of the modern economy essence can help. The analysis of existing multifaceted definitions of economies using the semantic concept of information and the thesaurus model of communication made it possible to prove that the term "meaning-intellectual-network-digital economy" (MIND – economy) most adequately reflects the essence of the economy current state. Therefore, any issue in the economy should be considered systemically and holistically using a tetrahedral 3D-model, the components of which are the elements included in the name of the economy. From the point of view of the system approach, MIND-economy should be considered as a suprasystem, in which the target systems are SENRs of various scales.

A similar 3D-model is built for the SENR-system, the subsystems (SS) of which are "object", "process", "project" and "environment". Each SS in the spatio-temporal dimension has its own limitations: the object is limited in space, the process – in time, the project – in space and time, and the environment is not limited by these parameters. From the point of view of systemic economics, each SS has two of the four entities:  $T$  – time,  $S$  – space,  $A$  – activity and  $I$  – intensity. During the implementation of any activity between SSs, these entities are exchanged. SS "project" possesses activity and intensity. It is this combination that determines the peculiarities of its activity during its functioning, growth and development, where the SS "project" shows its intelligence. And the intelligence of this component ensures the detection of situations when insufficient qualifications during operation and competence during the growth of other SSs pose threats to the continuous existence of the SENR-system in the space and time of the MIND-economy suprasystem. The greatest intelligence of the SS "project" manifests itself during the implementation of scenario planning projects, which are expedient to perform

during the functional activity of the SENR-system. The proposed models can be considered as a mental toolkit to build a business theory of each specific SENR-system, without which, according to P. Drucker, the organization will lose understanding of its market, its product, the opportunity to adapt its business theory to new conditions and develop according to its own scenario.

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