



## ДИСКУСІЙНИЙ ПРОСТІР

---

UDC 004.738.5:316.3

**LANG Franz Peter**, Doctor of Science, Honored Doctor, Professor  
at Technical University of Braunschweig, Carl Friedrich  
Gauss Faculty, Department of Economic Science

### STRUCTURE OF A "NEW SOCIETY" CONCEIVABLE FOR THE DIGITAL REVOLUTION

*The ideas of a new social and economic concept as the basis of the era of the digital revolution are reconsidered. It has been determined that "Entrepreneurs" and "Intrapreneurs" will be of primary importance in the future. It has been predicted how a new economic society can look like, what forms of labor organization can be expected, and how it can ensure a high level of employment.*

*Keywords:* Balanced Society, Big Data, Digital Revolution, Differentiation Society, Entrepreneurs, Flat Hierarchies, Intrapreneurs, New Communication Channels, Virtual Companies, Self-realization.

*Ланг Ф. П. Структура "нового общества", способного к цифровой революции. Рассмотрены идеи новой социальной и экономической концепции как основы эры "Цифровой революции". Определено, что ведущая роль в будущем будет отведена "Предпринимателям" и "Внутренним предпринимателям". Спрогнозировано, как может выглядеть новое экономическое общество, какие формы организации труда можно ожидать, и как оно сможет обеспечить высокий уровень занятости.*

*Ключевые слова:* сбалансированное общество, большие данные, цифровая революция, общество дифференциации, предприниматели, горизонтальные иерархии, внутренние предприниматели, новые каналы коммуникации, виртуальные компании, самореализация.

**The Digital Revolution is in Progress, but it is not only a Change in Techniques.** The term "Digital Revolution" refers to the global changes in the economy and in the society brought about by the invention of microchips, which since the end of the twentieth century have brought about a change in technologies as well as in all spheres of life, comparable to the industrial revolution at the Beginning of the 18th century. Here is a brief timeline of how the Digital Revolution progressed:

---

© Lang F., 2018

108 ————— ISSN 1727-9313. ВІСНИК КНТЕУ. 2018. № 4

The development of digital technologies started with the fundamental idea of the "Internet". The transistor, which was introduced in 1947, paved the way for the development of advanced digital computers. The government, military and other organizations made use of computer systems during the 1950s and 1960s. This led to the creation of the "World Wide Web".

During the 1980s the computer became a familiar machine and by the end of the decade, became a necessity for many jobs. The first cellphone was also introduced during this decade. By 1992, the World Wide Web had been introduced, and by 1996 the Internet became a normal part of many business operations and by the late 1990s, the Internet became a part of everyday life. In the year 2010 Internet makes up more than 25 percent of the world's population. Mobile communication has also become very important, as nearly 70 percent of the world's population owns a mobile phone. The connection between Internet websites and mobile gadgets has become a standard in communication. By 2015, the tablet computers surpass personal computers with the use of the Internet and the promise of cloud computing services [1]. Our current situation and the near future is characterized by a steadily accelerating development of digitalization and tremendous changes in communication, interaction, spatial mobility and industrial production (keyword Industry 4.0). Transaction and information costs worldwide are falling due to the development of the new technologies and will continue to decline in the coming decades. Under such conditions, a society's ability to innovate becomes the decisive determinant of corporate success and economic prosperity. Only those who can produce new products, services, forms of organization etc. will be able to take a prominent position in global competition [2].

Politicians mostly ignore these important effects on economic and bureaucratic processes. Access to innovative ideas is usually obstructed by institutional barriers, bureaucratic power structures, party-political nepotism or political-career-oriented opportunism [3; 4]. Policy alternatives lie far beyond traditional dogmas and are neither comprehensible nor feasible for the majority of the political bureaucrats beyond the dominant mainstream. Old politicians have no ideas (see Donald Trump [5] in the US and Angela Merkel in Germany) and the young politicians often are just copying old concepts (see Sebastian Kurz in Austria [6]). They use the word "Digitization" merely as a wretched sleeve with no content. It is therefore significant and by no means surprising that approaches to solve the problems of the future do normally not originate from politics [7].

The rapid evolution and adoption of "Big data" by industry has leapfrogged the discourse to popular outlets, forcing academic pressure to catch up. Academic journals in numerous disciplines, which will benefit from a relevant discussion of big data, have yet to cover the topic. Many business cases exploiting big data have been realized in recent years. Twitter, LinkedIn, and Facebook are examples of successful companies in the social networking domain. Other big data use cases have focused on

capturing of value from streaming of movies (Netflix), monitoring of network traffic, or improvement of processes in the manufacturing industry. However, conceptual work integrating the approaches into one coherent reference architecture has been limited [8]. But this is only the "technical side" of the rapid development. Also important is the "socio-economic side" of the upcoming enormous changes in the organization of firms and important parts of the society.

**Socio Economic Basic Models.** By the end of the 1980s, three fundamental socio-economic models could be distinguished from each other. The "Work centered Society", embodied by East Asian countries such as Japan, the "Leisure oriented Society", embodied by European countries such as Germany and the "Differentiation Society" embodied by the USA.

**The Work Centered Society.** Its outstanding mark is high working hours per capita. In particular, Japan and Korea in the past were associated with this model. Secondary virtues such as work discipline, diligence and correct execution of technically standardized activities are positively associated with this concept. Bureaucracy, lack of mobility and lack of interest in culture and education, however, were negative aspects. Toward the end of the 1960s, the working-class model started to move in East Asia. This was especially true in Japan, but increasingly also in Korea. But now the times when per capita working hours in these countries were almost twice as high as in Europe are a thing of the past. For only 28 percent of the Japanese today success in the job is still a priority life goal. There is also a decline of this orientation in Korea [9].

**The Leisure Oriented Society.** The European leisure oriented society fits in well with the older German parole of the trade unions "Daddy belongs to me on Saturday". It was an argumentation in the political discussion of the 1960s to reduce the weakly working hours by making saturday to a normal holyday. Its expression today ranges from the indispensable winter, summer or intermediate vacation, the private garden and dacha cultivating to the almost obligatory golf game. Symptomatic of this type of society are also demands for more leisure time as an instrument of employment policy, the regulation of shop opening hours, etc. However, the realization of these leisure entitlements requires due to their cost effects under increasing international competitive pressure steadily increasing productivity. This, in turn, contributes to increasing long time unemployment during the seventies and the eighties despite positive growth rates of the real social product. The European leisure oriented society has thereby received a cynical aftertaste, since too many people as unemployed (especially in the south of Europe) have an almost unlimited amount of "free" time [10].

**The Differentiation society.** The differentiation society is a model that was oriented towards the internal social developments of the USA. A strong differentiation of incomes favored a relatively high employment of the lower skilled income groups through low-wage employment. This Anglo-American model has led to greater flexibility, deregulation and cost

reductions through repression of the state. This position (Thatcherism) had given the United States, the United Kingdom and New Zealand an employment aura of wonder. However, an unequal distribution of incomes had occurred as well as an uneven distribution of labor and work content. For this reason, critics speak of a divided society in which a vertical differentiation of qualifications, incomes and assets is increasingly emerging [11].

**Vertical Society and Balanced Society.** The essential feature of a "Vertical Society" is the strong inequality of income, wealth and labor. They create work elites who perform interesting and high-paying jobs, which are significantly different from the jobs of the majority of employees. They have to settle for moderately paid "average work" with a low degree of satisfaction. A small group of privileged people enjoy attractive work content. The higher the income, the longer one works. The categories working time and free time flow into each other. Apparently this part of society is privileged by the development. At the same time, this development is an expression of increasing social imbalance, the social and economic consequences can lead to considerable tensions.

A "Well-Balanced Society" is distinguished by less differentiation in all the fields outlined. The main feature of this type is, above all, the inclusion of a broader workforce in demanding work content. This can achieve satisfaction and income effects may eliminate existing disparities beyond the world of work. At the same time, the potentials of society can be optimally mobilized and implemented through independence, flexibility and diversity into economic progress and growth. Their spillover effects can thus have an economic stimulus in those parts of society that do not already participate in the process of self-determination and independence. A well-balanced society is therefore also visionary referred as "innovation society" [12]. These model variants can develop into both a Vertical and a Balanced Society. However, this will only be achieved if companies and the state succeed in setting the political course for such a future. Some of the necessary changes are outlined below.

**Intrapreneurs, Entrepreneurs and Flat Hierarchies.** On the basis of a good education, satisfaction and motivation are essential prerequisites for motivation and creativity. Equally important are self-determination and the possibility of self-realization through a satisfying activity. Extensive self-employment of employees in the design of work processes and contents or the integration into work teams with flat clear tasks and accepted task sharing largely fulfill these requirements. Even in larger companies, self-employment, self-determination and direct connection to the success of dependently employed employees can develop self-reliant entrepreneurs within the company – "Intrapreneurs". To achieve this, vertical corporate structures must increasingly be replaced by horizontal ones. Hierarchical corporate structures are currently still necessary, because they serve to minimize information and transport costs. With further growth and wider use of new information technologies, they are becoming increasingly unnecessary.

This already reveals the basic concept for a future economic order. An "End-to-End Horizontalization" of the economy would mean that vertical employment contracts do not exist anymore. Each employee would become a largely autonomous and self-reliant employee – the "entrepreneur". In the economy of the future, there will no longer be any hierarchical structure like in today's companies. They will consist of a network of horizontal value-added relationships organized in network structures. Numerous papers are published on the technical side of this subject. Most of which, however, are in the area of computer science and are less concerned with socioeconomically aspects.

The outlined corporate structures are no more utopias today. The number of temporary employment contracts in Germany has increased by approx. 10 percent p. a. Temporary employment agencies and their intermediary services are gradually being replaced by computer exchanges of equal partners in a project. This development is already evident in much of the craft industry and commerce. On these exchanges, independent entrepreneurs (in contrast to the "dependent" Intrapreneurs) establish direct relationships and conclude a project-related contract in which the nature of the services to be provided is determined. This cooperation does not take place on a permanent basis. It is time-limited and project-related. A highly flexible form of cooperation outside the usual competition rites will be established. "New forms of work" will exist with more one-man companies, a change of employment 2-3 times a career and more long distance working or working from home. Many people will no longer be firmly bound to jobs and businesses. They will work in links on an order and project basis [13].

**Virtual Companies and Outsourcing.** Virtual companies and outsourcing refer to different strategies for dissolving obsolete hierarchical resource relationships and rigid value chains. Virtual companies have more resources in their activities than they own. They acquire project-related and time-limited necessary resources and capacities, thus gaining high flexibility at a low fixed cost burden. Outsourcing aims also on a reduced corporate risk. Former departments become independent entities outside the company (spin-offs). These act independently and offer their services also to other companies. They collaborate with other spin-offs on a project-related basis, which they can compete with in other areas.

External services (e.g. consultancy and special assistance) are used for precisely specified projects. Efficiency advantages are mobilized by high responsiveness, customer- or market-specific solutions, free partner choice, low follow-up costs, limited overheads and above all high motivation of the equal partners. As a result of these changes traditional corporate or market boundaries are becoming less important. Business units and entire industries are moving beyond their traditional fields (business migration). The ability to respond dynamically to changing customer requirements is more important to the company's success than the production of traditional products. IBM is a good example for such changes.

For the success of a company the separation of traditional vertical structures is inevitable. Current developments show that in the future there will no longer be rigid corporate pyramids. Open networks in which people think and act not vertically, but horizontally will be the normal platform. In addition to the gain in flexibility, horizontal structures mean greater motivation of the participants and by this greater ability to innovate. Many companies of the future will therefore have virtual structures that represent networks of temporary cooperation of independent partners and thus are capable of highest market performance. Modern information technologies and big data enable this development and promote it considerably. This is the "Digital revolution" we are faced with [14].

**New Communication Channels.** The world wide web and its big users and developers like Apple, Google and others are currently the epitome of a global and innovative network. Through its current and future range of services, it represents the necessary technical prerequisite for the functioning of the new organizational form of our society. However, in its history it is also a parable for the possible success and growth opportunities of horizontal networks in other spheres.

Successful innovators form the starting nodes of a network. Joint projects are the first virtual companies. The development of efficient exchange mechanisms between the network nodes on the one hand and between the markets on the other results in a highly dynamic competition of know-how, which offers high profit opportunities. The high profits of successful start-up companies attract investors. Funding for future projects will be set up (self-financing). Through the development of its own "network culture", a set of rules is gradually being developed that codifies exchange and entry modalities. Once the network has established itself, larger companies are integrated as sub-networks or ousted as outsiders. The result is a world-spanning network that is self-optimizing as its nodes undergo self-learning in the emerging international and interdisciplinary communication. Gradually, the integration of economy, ecology, culture, education, technology and information takes place in common structures. The density of the global network is increasing at a rapid pace and is also affecting media and political development by the possibility to use "Big Data" [14].

**Changed Ownership and Investor Behavior.** Property, influence and management structures are also changing worldwide. While the identity of owners and entrepreneurs was typical even in large business units until the 1960s, this changed considerably until the end of the millennium. Employees in managerial positions who have no (significant) ownership of the company are increasingly coming to the fore. This is especially true in Germany for medium-sized companies. Personal ties to companies, industries or corporate traditions are behind the interest in high returns or sales revenues.

The executives face large, often institutional investors (Funds) that are gaining global influence. These managers are not interested in preserving traditionally grown structures, but favor rates of appreciation and returns on

the funds entrusted to them. Management structures and concepts that do the best in this regard are therefore increasingly supported by them. So it is not surprising that investment portfolios are already selected according to the human resource orientation of companies. Here it becomes clear that owners and investors are also increasingly interested in horizontal networking.

**Changing Role of the State.** In a future society of Intrapreneurs and entrepreneurs, the present role of the state and its shaping of economic relations will become less important. Most of the government's tasks will be taken over by social and local institutions, because they can fulfill them more efficiently. Large companies are already planning and operating globally, regionally and locally and are therefore active in areas that used to be largely reserved for state actors. The problem-solving techniques of functional units – state, region, enterprise – will therefore have to converge more and more over the next few years. Business success correlates highly with the activity of Intrapreneurs.

The society will be based largely on self-organization and individual self-realization. It will be characterized by non-hierarchical, network-like structures in which one communicates and decides horizontally. To this end, the current legal and organizational structure of state-building must be considerably changed. Specifically, the following changes are necessary: Tax advantages for the further education of employees, redistribution of supportive measures in favor of innovative industries, tax reductions for employee stock ownership, the conversion of the capital-based pension insurance with the legal obligation to invest a minimum share in micro-enterprises (venture capital). In this context, education content needs to be changed and developed, and in particular, education, research and infrastructure spending in all sectors must be significantly increased.

However, institutional and organizational conditions within societies also play a role. The components of internationality and self-employment must be anchored more than ever in education and training. Added to this must be a communication offensive that recognizes employee participation in changing corporate success as an appropriate and essential source of income for the future and arouses understanding of the need to promote venture capital for micro-enterprises.

For the transition phase to the future society and its protection in phases of crisis, a basic social security is mandatory, which applies to all members of society and guarantees their material existence. On the one hand, it serves as social security in the traditional sense. On the other hand, it serves as a material basis for education and training measures, as they are necessary in certain phases of life [15].

**Self-realization and willingness to learn.** The working life of the present is still divided into three sections: the training and education section at the beginning of life, the work and leisure section in the middle of life, the retirement or section at the end of life. This temporal life profile is regarded by many as immutable. Therefore, there is a strong lobby for its preservation, in which structural conservatives of all political camps work

together. The state education system is therefore still almost completely focused on this rigid pattern of life and therefore misleads the majority of people in their professional development. It often prevents a change in the life plans and thus often contributes to misguided orientation and inflexibility to life-long frustration. The future will need lifelong education and training concepts that provide the content adapted to the different life phases. At the same time, it is necessary to integrate the knowledge and experiences of the active participants in the economic process into their teaching offers in a demand – and supply-oriented manner.

Latent knowledge is thus activated and codified for others. The development of the knowledge base must be continuously integrated into the content of the training. This is already evident in the education system, with small and flexible universities surpassing highly subsidized public universities in terms of attractiveness and efficiency. In addition, there are flexible educational offers for specific fields of activity and special problems. In this framework, people will learn for life. On the one hand, permanent, in order to grasp the current changes in the knowledge. On the other hand, to be able to adequately react in phases of cyclical or structurally conditioned fluctuations. Intrapreneurs and Entrepreneurs can emerge only from such a system and act only under its conditions. Through the meaningful cooperation of both types, they could provide for the satisfaction of the highest need that people (according to Maslow), the self-realization. On the one hand, this will create a society that will give its citizens a better, more "meaningful" life. On the other hand, motivation and efficiency are increased. In conjunction with the effects of the reorganization of the economy outlined above to form networks with flat hierarchies, economic effects are released which are not possible in today's hierarchically and bureaucratically organized economic order. However, self-realization, intra- and entrepreneurship are closely related. In order to reach a higher level of satisfaction, conditions are necessary that do not actually exist. From "lifetime employment" to "lifetime employability" is the concept that aims for a "lifelong learning individual". Under the dynamic conditions of such a society, this requires the individual willingness for permanent education and training. This must enable Intrapreneurs to become entrepreneurs and make the life cycle of the individual much more flexible than they are today [16].

**Value creation and employment.** Creative work will increasingly displace routine and unskilled work. The work will serve to a far greater content than today. This increases motivation, which will become effective in the future society. It will increase production readiness and productivity, so that a significant increase in the value of the services will be achieved. However, for the foreseeable future, this will still be the privilege of a growing, but still relatively small, class of service providers. However, their value orientation plays a key role in the achievement of high employment. If high incomes are created in the dynamic core of the future society, their use already creates superior consumption (ranging from high-quality



recreational activities to domestic service benefits). This is the base of employment in those sectors which are not yet included in the core of the new society. However, modern services, domestic services etc., need to be freed from their current stigmas and bureaucratic obstacles. In addition, the innovative activities in the international competition open up lucrative markets. The new Society thus triggers a sustained, growth-securing process, which also transfers itself to the remaining parts of society through internal links and multiplier effects. The problem of unemployment will, in the long run, also decline due to structural effects on the labor market. So in the future society the limits of working time, education time and free time will be fluent. Intrapreneurs are increasingly becoming entrepreneurs. As more and more people become independent entrepreneurs, unemployment recedes. A self-employed person can work less or more, depending on the order situation. He may occasionally need basic care, but he cannot become unemployed in the traditional sense [3; 17].

**Conclusion.** The Digital Revolution needs significant changes in the organization of production, qualification and placement of labor, social systems, policy etc.; a reformed "New Society" is necessary. This should be a vertical and well balanced society, in which the leading workers should be entrepreneurs and Intrapreneurs. Vertical corporate structures must be replaced by horizontal ones. This already reveals the basic concept for a future economic order. Each employee would become a largely autonomous and self-reliant employee there will no longer be any hierarchical structure like in today's companies. They will consist of a network of horizontal value-added relationships organized in network structures. New forms of work will exist with more one-man companies, a change of employment 2–3 times a career and more long distance working or working from home. Many people will no longer be firmly bound to jobs and businesses. They will work in links on an order and project basis. Virtual companies and outsourcing refer to different strategies for dissolving obsolete hierarchical resource relationships and rigid value chains. The development of efficient exchange mechanisms between the network nodes on the one hand and between the markets on the other results in a highly dynamic competition which offers high profit opportunities. By this funding for future projects will be set up (self-financing). The network culture codifies exchange and entry modalities. Once the network has established itself, larger companies are integrated as sub-networks or ousted as outsiders. The result is a world-spanning network that is self-optimizing. Property, influence and management structures will also change worldwide.

In this future society the present role of the state and its shaping of economic relations will become less important. Most of the government's tasks will be taken over by social and local institutions. The society will be based largely on self-organization and individual self-realization. It will be characterized by non-hierarchical, network-like structures in which one communicates and decides horizontally.

## REFERENCES

1. *Technopedia* (2017). Digital Revolution. URL : <https://www.techopedia.com/definition/23371/digital-revolution>.
2. *Pääkkönen Pääka/Pakala, Daniel* (2015). Reference Architecture and Classification of Technologies, Products and Services for Big Data Systems. URL : Big Data Research, Volume 2, Issue 4. 2015. December. P.166–86.
3. *Lane David/Maxfield, Robert/Read, Dwight W./van der Leeuw, Sander* (2009): From Population to Organization Thinking, in: D. Lane et al. (eds.), Complexity Perspectives in Innovation and Social Change, Methodos Series 7, DOI 10.1007/978-1-4020-9663-1, Springer Science&Business Media B.V. Open Access Publications from the University of California. URL : <https://escholarship.org/uc/item/7756s3zw>.
4. *Lang Franz Peter* (1999). Innovations- und Edukationssysteme im Spannungsfeld von Gruppeninteressen, in: Rebe, Bernd et al. eds.: Humanität – Wandel – Utopie, Hildesheim, Zürich, New-York. P.107–130.
5. *Rohleder Franz* (2017). US-Präsident Donald Trump: Seine Ziele und sein Wahlprogramm, in: Merkur. URL : <https://www.merkur.de/politik/us-praesident-donald-trump-seine-ziele-und-sein-wahlprogramm-zr-6960945.html>.
6. *Kurz Sebastian* (2018). Die Regierung steht. URL : <https://secure.sebastian-kurz.at/regierungsverhandlungen/programm>.
7. *Wetzker Konrad/Strüven, Peter/Bilmes, Linda J.* (1989) (eds.). Gebt uns das Risiko zurück: Strategien für mehr Arbeit, Wien.
8. *Porter Michael E.* (1962). Wettbewerbsstrategie, 7. Aufl., Frankfurt/Main.
9. *Casey Catherine* (1995). Work, Self and Society, London.
10. *Dahl Gorden* (1972). Work, Play, and Worship in a Leisure-oriented Society, Augsburg Publishing House.
11. *Luhmann Nicolas* (1977). Differentiation of Society, in: The Canadian Journal of Sociology / Cahiers canadiens de sociologie, Vol. 2. № 1. P. 29–53.
12. *Kijima Kyoichi* (2001). Why Stratification of Networks Emerges in Innovative Society: Intelligent Poly-Agent Systems Approach. URL : Computational & Mathematical Organization Theory. 2001. June. Vol. 7, Is. 1. P. 45–62.
13. *Dömes Karl* (2016). Das ist die Arbeitswelt von morgen, in: Frankfurter Rundschau 19. 11. 2016. URL : <http://www.fr.de/wirtschaft/arbeit-soziales/digitalisierung-das-ist-die-arbeitswelt-von-morgen-a-289976>.
14. *Gandomi Amyr/Hayder, Mutaza* (2015). Beyond the hype: Big data concepts, methods, and analytics. URL : International Journal of Information Management, Vol. 35, Is. 2, April. 2015. P. 137–144.
15. *Van der Leeuw, Sander* (2015). For every solution there are many problems: The role and study of technical systems in socio-environmental coevolution, in: Geografisk Tidsskrift-Danish Journal of Geography. Vol. 112. № 2. November. P. 105–116.
16. *Nelson Richard L.* (ed.) (1993). National Innovation Systems: A comparative Analysis, Oxford University Press.
17. *INSITE* (2017). The Innovation Society. URL : <http://www.insiteproject.org/perspectives/innovation-society>.

*The article submitted to editor's office on 13.06.2018.*

**Ланг Ф. П. Структура "нового суспільства", здатного до цифрової революції.**

**Постановка проблеми.** Цифрова революція значно змінить організацію та соціальний порядок нашого суспільства. Нові форми виробництва на основі ІТ (наприклад, промисловість 4.0) вимагатимуть нових форм співпраці в економіці та суспільстві. Ця стаття досліджує ідеї нової соціальної та економічної концепції як основи ери "Цифрової революції".

**Матеріали та методи.** Визнаючи традиційні концепції наших індустріальних суспільств, стаття окреслює важливі зміни поведінки сучасних людей та їх наслідки для співпраці. За допомогою лінгвістичного аналізу переформульовано традиційну концепцію економічного суспільства шляхом адаптації літератури, що фокусується на змінах спілкування, мобільності, автоматизації, виробництва тощо.

**Результати дослідження.** Визначено, що першорядне значення в майбутньому матимуть "Підприємці" та "Внутрішні підприємці". Спрогнозовано, як може виглядати нове економічне суспільство, яку організацію праці можна очікувати і як воно зможе забезпечити високий рівень зайнятості.

**Висновки.** Цифрова революція потребує значних змін в організації виробництва, кваліфікації та розміщенні робочої сили, соціальних систем, політики тощо. Це має бути вертикальне та збалансоване суспільство. Вертикальні корпоративні структури повинні бути замінені горизонтальними. Кожен працівник стане значно автономним та самозабезпеченим, більше не буде ніякої ієрархічної структури, як у сьогоденних компаніях. Існуватимуть нові форми організації праці, буде більше одноосібних компаній, нормою буде зміна зайнятості 2–3 рази в кар'єрі, набудуть розповсюдження робота далеко від дому або робота з дому. Віртуальні компанії та аутсорсинг є можливими стратегіями для заміни застарілих ієрархічних зв'язків з жорсткими цільовими ланцюгами. Результатом буде поява всесвітньої мережі, що самопідтримується. Майно, вплив та структури управління також зміняться по всьому світу. У цьому майбутньому суспільстві нинішня роль держави та її формування економічних відносин стануть менш важливими. Суспільство буде засноване в основному на самоорганізації та індивідуальній самореалізації.

**Ключові слова:** збалансоване суспільство, великі дані, цифрова революція, суспільство диференціації, підприємці, горизонтальні ієрархії, внутрішні підприємці, нові канали зв'язку, віртуальні компанії, самореалізація.