

задачей в связи со склонностью компаний к формированию многонациональных корпоративных структур собственности. Ограничения для иностранных инвесторов могут быть обойдены за счет непрямого иностранного владения и национальных посреднических подразделений; механизмов, которые позволяют иностранным инвесторам использовать высокий уровень контроля непропорционально номинальному владению акциями национальных компаний; раунд-триппинга через иностранную юрисдикцию для получения выгод (льгот, защиты, либеральных правил), предназначенных для иностранных инвесторов.

С учетом схем многонациональной собственности компаний в ПИИ-политике появляются новые задачи: выявление прямого и первичного инвестора; предотвращение иностранного контроля через миноритарные доли; избежание использования выгод, предназначенных для иностранных инвесторов, национальными физическими и юридическими лицами, связанных с защитой по двусторонним инвестиционным соглашениям, налоговыми послаблениями в рамках двусторонних соглашений по избежанию двойного налогообложения, льготами в рамках национальной ПИИ-политики.

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NEW ECONOMY: CHALLENGES FOR TRADITIONAL ORGANIZATIONAL STRUCTURES

НОВАЯ ЭКОНОМИКА: ВЫЗОВЫ ТРАДИЦИОННЫМ ОРГАНИЗАЦИОННЫМ СТРУКТУРАМ

За последние 5–10 лет наше общество радикально изменилось. Развитие цифровых технологий привело к появлению абсолютно новых подходов в области стратегии предприятий, менеджмента, коммуникаций, инноваций, маркетинга и управления человеческими ресурсами. В наше время любой бизнес становится уязвимым из-за высокой конкуренции и быстро меняющейся внешней среды. В чем же секрет успешных компаний? Успешным в наше время становятся те, кто делает самую большую ставку на человеческие ресурсы и создает корпоративную культуру, способствующую раскрытию творческого потенциала людей. Вчерашнее отношение к персоналу и организационной структуре компании несовместимо с вызовами сегодняшнего дня, и только поняв это, можно превратить угрозы в возможности.

The world has changed substantially during the last ten years. The first effective smartphone (iPhone) was produced in 2007, sharing economy with examples as Airbnb and Uber became active from 2009, online

shopping is growing every year, banking is mostly done through internet and nowadays practically all information is available online. This all, together with continued advances in technologies as robotics, artificial intelligence, and machine learning, has a huge impact on our society and consequently on our workplace. Different international research institutes calculated that approximately 50% of our labour activities will disappear due to these developments. Moreover, the digitalisation of our economy increased market instability, complicated product innovation and intensified competition. Nowadays every existing business is vulnerable to competition and disruption. Leading companies like Nokia, Kodak, BlackBerry, Yahoo and other famous names almost vanished, simply because they didn't understand the consequences of the new economy for their business. Bill Gates understood when he once wisely said: "Microsoft is always two years away from failure". To turn the treats of the new economy into opportunities many companies introduced new principles regarding strategy, management, organisation, innovation, communication, marketing and HRM.

So what is the secret of successful companies? Successful, nowadays, are those companies who focus strongly on human resources and create a corporative culture which discloses the creative potential of people. This results in a number of new management principles.

Firstly, in the new economy a culture of leadership should be formed with employees who can manage themselves, instead of gathering all around a strong leader. Secondly, the knowledge and abilities of people are critical for the enterprise, hence investment in employees has become crucial for success; even more than investment in machines. Thirdly, the best top-managers know that they should encourage dissenting opinions. Difficult questions from lower ranked workers will lead to improvements. Creative ideas are mostly born out of nonconforming and not out of conforming thinking. Steve Jobs once said: "It doesn't make sense to employ smart people and then tell them what to do; we employ people in order that they tell us what to do!" Finally, while in the past "best practises" were followed to optimise your enterprise, in the fast changing new economy, this is not enough anymore. With "best practises" your enterprise becomes a follower and not an innovator. To become successful, you need to focus on "next practises".

So what we see is that the power is moving in two directions: from the company to the client and from top-management to creative employees. This has a direct effect on the most effective organisation structure, which should be adapted accordingly to a flat and flexible structure, where the core of the company consists of small creative teams and other parts of the organisation fulfil the function of support.

Yesterday's attitude to our employees and to the way organisations are structured doesn't work anymore in the new economy and by understanding the contemporary challenges you can turn the threats into an opportunity!