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Value Reconstruction of the Business Management Paradigm and Ecosystem-Oriented Innovation Pathways under the New Dual-Circulation Development Pattern

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Abstract: The dual-circulation development pattern embeds enterprise value creation in domestic demand, digital channels, international resources, and cross-organisational collaboration. It therefore changes a basic premise of business management from relatively clear, internally controllable boundaries to interdependent operating arenas and actors. A firm-centric paradigm organised around functional efficiency and short-term financial results cannot adequately process feedback between domestic and international markets, knowledge return, or partner dependence. This paper reconstructs the business management paradigm across four dimensions: value objectives, organisational boundaries, decision evidence, and control arrangements. Value assessment should incorporate customer utility, operating resilience, knowledge accumulation, and ecosystem contribution. Resources should be organised around critical activities rather than legal ownership alone. Decisions should combine signals from several operating arenas, while authority rules, data governance, and multidimensional performance feedback should stabilise collaboration. Ecological innovation is consequently not measured by the number of partners. It depends on whether a shared value proposition is translated into activity links, allocation of benefits and risks, and mechanisms for feedback and adjustment. Such an arrangement allows scale learning in the domestic market to reinforce, and be reinforced by, the knowledge, standards, and resources available through international circulation. By integrating dynamic capabilities theory with ecosystem governance frameworks, this study offers actionable insights for managers navigating the complexities of dual-circulation strategies, ultimately contributing to a more resilient and adaptive business management paradigm in an era of heightened global uncertainty.

Keywords: dual circulation; business management; value reconstruction; business ecosystem; dynamic capabilities

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1. Introduction

The dual-circulation development pattern does not entail a simple redistribution of enterprise sales between domestic and international markets. Rather, it reflects a fundamental shift in value formation driven by the dynamic interplay of demand, technology, regulatory frameworks, and supply networks across these markets [1]. At the enterprise level, this shift manifests in the flow of customer insights into research and development, the integration of overseas knowledge into domestic operations, and the recalibration of resource allocation in response to evolving supply risks. For domestic and international circulation to coalesce into a coherent enterprise capability, strategy, organisation, operations, and innovation must be aligned around a unified value proposition.

This transformation pertains to the underlying business management paradigm—not merely the adoption of an additional operational tool. A management paradigm encompasses the foundational arrangements governing how an enterprise defines value, locates activities, evaluates decisions, and controls outcomes. Under the traditional

paradigm, the firm functions as a relatively self-contained unit of value creation, organises resources through functional specialisation, measures performance via budgets and financial metrics, and maintains order through hierarchical authority. While still applicable in stable contexts, its efficacy presupposes a predictable value chain and a clearly demarcated organisational boundary [2].

When domestic demand, digital platforms, and international networks operate in concert, mere ownership of resources no longer ensures value realisation. Product iteration relies on timely user feedback, reliable delivery depends on collaborative partner ecosystems, and technological advancement hinges on effective knowledge absorption [3]. Consequently, the central management challenge broadens from internal resource allocation to the orchestration of activities across multiple operational domains and organisational boundaries. Value reconstruction determines which outcomes warrant sustained investment, while ecological innovation transforms dispersed actors into an integrated and sustainable system of coordinated action. These two dimensions are mutually reinforcing elements of a single paradigmatic shift.

1.1. How Dual Circulation Reshapes the Boundaries of Enterprise Management

The management effects of dual circulation cannot be inferred from a single macroeconomic indicator. They arise because several operating arenas coexist and dynamically influence one another [4]. Table 1 reports the scale of the domestic consumer market, online retail of physical goods, and international trade in goods. These figures do not indicate that any individual enterprise has already shifted its management paradigm. Rather, they establish a relevant boundary condition: demand recognition, transaction connections, and resource allocation can no longer be confined to a single market or to activities controlled by a single organisation.

Table 1. Scale of Three Enterprise Operating Arenas, 2022-2025

Year	Domestic consumer market: total retail sales of consumer goods (RMB trillion)	Digital channels: online retail sales of physical goods (RMB trillion)	International circulation: total trade in goods (RMB trillion)
2022	43.97	11.96	42.07
2023	47.15	13.02	41.76
2024	48.33	13.08	43.85
2025	50.12	13.09	45.47

Source: Compiled from the National Bureau of Statistics of China's statistical communiques on national economic and social development for 2022-2025.

Between 2022 and 2025, total retail sales of consumer goods increased from RMB 43.97 trillion to RMB 50.12 trillion, while total trade in goods rose from RMB 42.07 trillion to RMB 45.47 trillion. Online retail sales of physical goods remained close to or above RMB 12 trillion throughout the period. These data do not suggest that domestic circulation is substituting for international circulation. Instead, they reflect how domestic demand, digital interfaces, and international resource networks jointly constitute the enterprise operating space. The domestic market supports product experimentation and scale learning, while international circulation provides access to technology, standards, and diversified inputs. Their functions are mutually complementary [5].

Once the three arenas are integrated into a unified operating process, management must serve a connecting function. Domestic customer feedback must inform product development and research decisions. Platform transaction data must be interpreted alongside inventory, service, and cash-flow information. Overseas regulatory requirements and supply signals must shape procurement, compliance, and investment strategies. Digital channels matter not merely as sales routes but as critical information interfaces. Without integrated data systems, higher online sales may intensify operational pressure, create channel misalignment, or erode customer insight—rather than enhancing strategic responsiveness.

International engagement can also facilitate the transfer of technological and organisational knowledge back into domestic operations, though the extent depends on the enterprise's developmental stage and capability foundation. Domestic and international operations should therefore not be governed as geographically separate systems [4]. They require shared mechanisms for customer insight, knowledge integration, risk assessment, and resource reallocation. The practical criterion is whether a signal generated in one arena meaningfully informs decision-making in another, rather than remaining siloed within the unit where it first emerged.

The resulting paradigm shift unfolds across four interrelated dimensions. First, value objectives evolve from short-term financial outcomes toward a balanced emphasis on current returns and sustained capability development [6]. Second, organisational boundaries expand beyond internal functional units to encompass cross-actor activities necessary to deliver a coherent value proposition. Third, decision evidence shifts from periodic aggregated reports toward collaborative interpretation of market, technological, supply-chain, and regulatory signals. Fourth, control mechanisms move beyond hierarchical oversight to include combinations of contractual arrangements, interoperable interfaces, common standards, mutual trust, and clear accountability. Dual circulation matters to management because it reconfigures the relationships among these four dimensions—not because it simply expands market size.

These four dimensions must evolve in concert. Broader performance indicators yield limited impact if decision rights and budgeting continue to incentivise isolated functional outcomes [7]. Extending organisational boundaries may raise coordination costs unless shared evidence frameworks and accountability structures are established. Accelerated data flows may reinforce local optimisation rather than systemic alignment when value objectives remain narrowly defined. Paradigm reconstruction is thus fundamentally a problem of internal coherence. Each adjustment should be evaluated by asking whether objectives, activity boundaries, evidence sources, and control mechanisms collectively support the same value proposition across both domestic and international operating contexts.

1.2. Structural Misalignment of the Traditional Business Management Paradigm under Dual Circulation

Traditional business management retains its foundational relevance under the dual circulation framework; however, its underlying operational conditions have evolved. Functional division, budgetary frameworks, and performance controls were originally designed for discrete, internally bounded tasks. In contrast, cross-market and cross-organisational value creation necessitates coordinated adaptation among multiple actors toward shared outcomes. A narrow definition of value, rigid organisational boundaries, delayed feedback on decisions, and an internally focused control logic can mutually reinforce structural limitations. This challenge is inherently structural—not a transient coordination shortfall [8].

The first misalignment lies in the decoupling of value objectives from capability development [9]. Profit, cost efficiency, and turnover continue to serve as core operational disciplines; yet over-prioritisation of short-term revenue generation, procurement cost reduction, and inventory minimisation may shift risk onto suppliers, erode alternative supply channels, and discourage collaborative research. While accounting metrics may improve, the continuity of mission-critical operations, absorption of new knowledge, and partners' readiness to commit resources may decline. Single-period indicators cannot distinguish whether organisational capabilities are being strengthened or depleted. Management must therefore differentiate between avoidable inefficiencies and strategic investments that safeguard resilience and enable future learning.

The second misalignment arises when formal organisational boundaries no longer align with the actual scope of value-creating activities. Functions such as marketing, procurement, research, finance, and domestic or international operations are typically managed by functional silos and geographic location—yet their local priorities may

conflict across the product life cycle. Insights from overseas technology developments may not reach domestic R&D units; platform-level demand signals may remain confined to marketing reports; and supplier-related vulnerabilities may only become apparent following an inventory shortfall. Though the organisational chart remains unambiguous, the activities delivering results already extend beyond its defined limits [10].

The third misalignment concerns the timeliness and granularity of decision evidence. Opportunities and risks emerging in new regions, industries, and international markets are distributed across customers, technologies, partners, and regulatory environments. Broader executive attention supports regional engagement and sector diversification, and digital tools along with dynamic capability development can enhance responsiveness. However, excessive focus on a single strategic direction may impair judgement quality. When managers rely solely on aggregated results flowing through hierarchical reporting channels, they typically observe deviations only after they have materialised—rather than detecting early warning signals that still permit course correction [11]. Additional information yields value only when enterprises possess mechanisms to compare disparate signals and rigorously test underlying assumptions.

The fourth misalignment stems from the inability of internal control systems to adequately govern interdependence with external partners. Contracts can specify price, delivery terms, and confidentiality obligations, but they cannot comprehensively define contributions of tacit knowledge, evolving requirements, or shared responsibility for innovation setbacks. Hierarchical authority does not extend to autonomous partners [12]. Without jointly agreed objectives, aligned data definitions, transparent benefit-sharing principles, and established mechanisms for resolving differences, each party tends to safeguard its immediate interests. The limitation is not a lack of collaboration instruments—it is a control logic that fails to calibrate authority, accountability, and risk allocation in proportion to the degree of operational interdependence.

Labeling every supplier or platform as an 'ecosystem partner' risks obscuring these complexities. Relationships vary significantly in terms of substitutability, control over critical interfaces, and exposure to systemic failure. A firm may rely heavily on a partner with limited incentive to co-invest, or inadvertently grant one channel exclusive access to customer relationships and data. As a result, cooperation may appear extensive while remaining operationally vulnerable. Managers should systematically assess power asymmetries and concentration of dependence before selecting an appropriate governance model. Terminology drawn from ecological metaphors cannot replace rigorous analysis of activity linkages, incentive structures, and recovery pathways.

2. Reconstructing Value within the Business Management Paradigm

Value reconstruction is not the mere addition of non-financial indicators to an existing performance scorecard. It fundamentally shifts the starting point for resource allocation [5]. Judgment should originate from the customer problem, situating the product, service, delivery, data, and assurance within a unified context of use. Management can then determine which activities must remain under internal control, which are best executed in collaboration with partners, and where alternative approaches are necessary. Inferring demand based on current departmental boundaries tends to reinforce existing structures; by contrast, deriving activities directly from the value proposition makes capability gaps transparent.

The reconstructed value framework comprises four interdependent dimensions. Customer value assesses whether a genuine problem has been resolved. Operating value encompasses revenue generation, cash flow stability, and resource efficiency. Resilience and learning value address operational continuity, knowledge conversion, and adaptive responsiveness. Ecosystem value evaluates partner contributions and collaborative innovation. Investments in reserve supply or regulatory compliance may elevate short-term costs but mitigate potential disruption losses. Joint research initiatives may not yield immediate revenue but can accelerate subsequent innovation cycles. Managers must rigorously distinguish between wasteful expenditure and strategic capability investment,

and explicitly define the time horizon over which such investments are expected to generate measurable value.

Value distribution must extend to all participants essential to critical activities. Collaborative management does not imply uniform sharing of returns. Rights and rewards should align with the level of activity contribution, risk assumption, and asset specificity. A platform enterprise or industry leader may retain strategic direction-setting authority and interface governance responsibilities, while offering complementary partners clear access conditions, transparent benefit allocation mechanisms, and formalized channels for redress. If benefits accrue predominantly to the central entity while adjustment burdens are repeatedly borne by partners, broader cooperation will fail to coalesce into a stable, self-sustaining ecosystem.

Strategic independence and external engagement require a unified evaluative framework. External engagement does not entail transferring core technological, data, or organizational capabilities to third parties, nor does strategic independence necessitate insular development. Enterprises should first identify the foundational capabilities that must be retained internally, then broaden problem-solving capacity through structured knowledge exchange with research institutions, suppliers, and end users [10]. This fosters an open innovation ecosystem grounded in internally developed competencies. Its value manifests in enhanced knowledge absorption capacity, active participation in standard-setting processes, and effective translation of research outcomes—not only into new products but also into improved processes and services. Value reconstruction becomes operationally meaningful only when it reshapes activity boundaries, decision-making authority, income entitlements, and feedback mechanisms.

A practical value architecture should maintain visibility of trade-offs across the four dimensions rather than aggregating them into a single composite metric. For each strategic initiative, managers should explicitly articulate the targeted economic outcome, the continuity risks intended for mitigation, the capabilities anticipated to accumulate, and the stakeholders whose involvement is indispensable. Minimum thresholds can then be established for each dimension, with documented justification whenever a temporary concession in one area is deliberately accepted. This discipline ensures that resilience, learning, and ecosystem considerations remain concrete, actionable criteria—not vague justifications for spending—while safeguarding essential long-term investments from automatic rejection under short-term financial constraints [3, 5].

Value trade-offs should also inform the allocation of decision rights. Reversible operational experiments may be authorized at the activity level, subject to pre-defined performance boundaries and periodic review. By contrast, commitments entailing long-term dependencies, transfer of sensitive data, or erosion of internal capability warrant cross-functional scrutiny [1]. Such review must clarify who receives benefits, who absorbs adjustment costs, and what recovery mechanisms exist if anticipated learning outcomes fail to materialize. Explicitly linking decision authority to accountability prevents collaborative rhetoric from legitimizing agreements that serve narrow unit interests at the expense of the broader operational system.

3. Ecological Innovation Paths Guided by Value Reconstruction

Ecological innovation represents the organisational embodiment of a revised management paradigm, not merely an increase in partner count or platform scale [6]. Figure 1 begins with environmental sensing, proceeds through reconstruction of the value proposition, ecosystem-partner coordination and collaborative operations, and culminates in multidimensional performance feedback. Feedback then informs subsequent strategic judgement. The sequence integrates the four dimensions of paradigm change: sensing enhances the quality of decision evidence, the value proposition redefines strategic objectives, partner coordination reshapes organisational boundaries, and collaborative operations establish appropriate governance mechanisms. The cycle must remain adaptable as conditions within domestic and international circulation evolve.

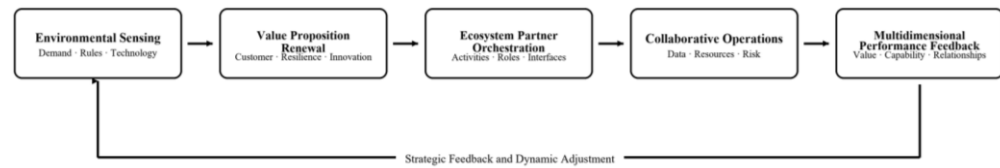


Figure 1. Ecological Innovation Path for Business Management under Dual Circulation

A shared value proposition defines the scope of the ecosystem. The ecosystem should be delineated based on the activities required to deliver that proposition, including the responsible actor, their role in the process, and interdependencies among actors. An activity map can distinguish core activities requiring direct oversight, complementary activities delivered by partners, and standardised activities that are readily substitutable. Dependencies related to delivery, data, technology and regulatory compliance should also be explicitly identified. This approach prevents routine procurement arrangements from being mischaracterised as ecosystem collaboration and reveals critical interdependencies that do not appear in formal organisational charts.

The activity map should be translated into a structured portfolio of dependencies. For each critical activity, the enterprise can assess substitution difficulty, recovery time, data access rights, and the alignment of incentives for the responsible partner. High dependence does not automatically necessitate internalisation, but it does require a deliberate response—such as maintaining reserve capacity, developing alternative interfaces, undertaking joint investment, or instituting enhanced oversight [11]. The same analysis can identify relationships that consume significant coordination effort without contributing distinctive capability. Partner adjustments thus become proactive resource coordination rather than reactive responses following operational instability.

Ecosystem scope must remain adaptive. Market developments, technological shifts and regulatory updates should jointly inform opportunity assessment, while commercial potential is evaluated against capability gaps, partner availability and transition costs. Sensing opportunities, capturing value and transforming capabilities are central to sustaining competitive advantage, and enterprises can actively shape ecosystems through innovation and structured collaboration. Regular review of opportunity portfolios, major dependencies and viable alternatives enables external changes to drive adjustments in budgets, operational processes and partner engagement strategies. Without this linkage, environmental sensing remains passive information collection rather than the foundation of dynamic capability.

Collaborative governance mechanisms should align with the level of activity dependence. Joint research initiatives or mission-critical delivery involving high asset specificity and tight integration may require shared decision-making authority, phased investment commitments, clearly defined intellectual-property frameworks and tiered resolution procedures. In contrast, standardised and substitutable activities can be governed through precise interface specifications, service-level agreements and well-defined exit provisions [6]. Governance rules should also specify data usage boundaries, protocols for requirement changes, allocation of innovation benefits and accountability for outcomes. Partners are more likely to provide transparent information and commit to long-term engagement when authority, benefits and responsibilities are balanced across parties.

Data governance forms the foundational infrastructure connecting domestic and international circulation. Core reference data—including customer, product, partner and project records—must adhere to consistent definitions, while domestic sales, digital channels, cross-border operations, supply performance and research insights remain traceably integrated. The purpose of a data platform extends beyond reporting; it enables demand signals to directly inform product development and supply decisions, and ensures that overseas market insights, technical standards and regulatory expectations are systematically incorporated into domestic operations. Cross-border data transfers,

proprietary information and personal data must undergo classification, access minimisation and auditable usage logging. Connectivity must be purposeful and governed.

Knowledge acquired through international engagement requires designated internal pathways for application. Market insights should feed into product evaluation cycles, technical expertise should inform research and operational planning, and evolving standards should guide compliance protocols and investment priorities. Assigning this responsibility solely to overseas units often results in documentation that lacks authority to influence domestic practice. Cross-regional review teams can translate external experience into updated design criteria, supplier qualification requirements or targeted capability-building initiatives, while documenting contextual constraints on local adoption. External participation generates managerial value only when the knowledge obtained leads to concrete modifications in internal decision-making.

Multidimensional performance feedback evaluates whether value reconstruction has been effectively realised. Financial metrics—including revenue, profit and cash flow—reflect operational outcomes, while customer issue resolution cycle time measures perceived customer value. System interruption duration and activation speed of contingency resources indicate operational resilience. Innovation implementation rates and knowledge reuse frequency assess organisational learning, while partner performance adherence and timeliness of outcome resolution reflect ecosystem maturity [3, 4]. Performance indicators should be deliberately limited in number and explicitly assigned to specific activities and accountable individuals. Measurement outcomes must directly influence decisions regarding resource reallocation, partner engagement adjustments and capability investments. Otherwise, non-financial indicators remain descriptive rather than directive.

Feedback must trigger observable management action. A decline in customer issue resolution efficiency, system recovery speed or partner performance adherence should prompt examination of the underlying activity—not automatic partner replacement. Root causes may reside in interface design, incentive structures, internal processing delays or unrealistic assumptions embedded in the value proposition. Once identified, the enterprise can revise governance rules, reallocate resources, develop contingency options or terminate the arrangement. This disciplined sequence transforms measurement into active governance and prevents the ecosystem from retaining relationships that no longer generate mutual value.

Implementation can begin within a business unit possessing a clearly defined value chain and identifiable cross-organisational dependencies. After mapping the value proposition, essential activities and key partners, the enterprise can pilot one initiative linking domestic demand with external resources. The pilot should validate data interface functionality, clarify authority boundaries, test benefit-sharing mechanisms and confirm exit conditions. Strategic governance sets value criteria and risk thresholds, operating units manage execution, and supporting functions—including data management, finance and legal—ensure rule integrity [1]. A review yields organisational capability only when it directly alters subsequent partner selection, resource allocation or performance benchmarks.

Scaling should follow empirical validation rather than symbolic pilot success. Managers must verify that value outcomes persist after temporary staffing support and senior-level attention are withdrawn. Partners must demonstrate sustained adherence to operational protocols, and data integrity and compliance controls must remain effective at increased scale. Managers should also differentiate elements suitable for standardisation from those requiring adaptation to specific markets or business units. Initiatives failing to meet minimum thresholds for value creation, dependency management or governance effectiveness should be redesigned or concluded. Explicit criteria for scaling and termination prevent isolated cooperation efforts from operating outside the formal management framework.

Testing multiple ecosystem configurations against the same customer challenge preserves strategic flexibility. The enterprise can compare coordination effort, knowledge acquisition depth and dependency concentration before selecting a preferred model. A configuration delivering rapid revenue growth but concentrating data control or eroding a critical internal capability may offer lower long-term value than a slower-developing alternative that strengthens learning capacity and system resilience. Comparative evaluation maintains visibility of the reconstructed value criteria throughout implementation and prevents short-term commercial outcomes from inadvertently reinstating narrow evaluation practices that ecological innovation seeks to transcend [7].

4. Conclusion

The dual-circulation development pattern reshapes enterprise management by reconfiguring the arenas in which value is formed. Domestic markets, digital channels, and international networks do not operate as isolated domains; rather, they dynamically exchange demand, knowledge, resources, and risk. While conventional organisational arrangements maintain internal coherence, they are insufficient for explaining cross-organisational value creation or for deriving sustained capability from transient financial performance.

Accordingly, the business management paradigm must evolve along four dimensions: value objectives should integrate customer utility, operational outcomes, resilience, learning, and partner contribution; organisational boundaries should align with critical activities rather than ownership alone; decision-making evidence should synthesise signals across multiple arenas and remain subject to iterative refinement; and control mechanisms should adapt to interdependence through a blend of hierarchy, contracts, interfaces, trust, and accountability. A shared value proposition, partner orchestration, data governance, and multidimensional performance metrics translate these principles into ecological innovation—enabling the complementary dynamics of domestic and international circulation to manifest as operational excellence and long-term adaptability.

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