

Competitive advantages of companies

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Competitiveness is the theme in the business world. It is the Most important thing to company must Overcome today if you want to succeed in the future. The modern company Should be able to meet the challenge of the tough competition of the globalized market. Today Mexican industry you experienced the loss of Competitiveness, According to the World Economic Forum (WEF), and "Business Competitiveness Index 2012 ", so it is Necessary to study why?, This phenomenon has-been submitted and we must do to reverse it, in this study we want Those to highlight variables or That factors make a successful business Competitiveness, and propose to Mexican SMEs and Especially of the town, the adoption That of the variables May develop, leading them to a new horizon of possibilities, to break Existing paradigms and serve as a source of new ways of doing things, for Which the management of knowledge, expertise and direct to save with the competitive factors will be critical to Achieve Competitiveness in the recovery the regional industry.

Competitiveness, Factors, Management, Knowledge, Specialization.

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Introduction

Speaking of the term "competitiveness generally associate the company, as both the competitiveness of an economy as an industry will depend on the ability to compete for their business, which is, ultimately, produce and market goods and services and waging competitive battles. Thus, the large number of studies conducted to study and analyze the improvement of business competitiveness and its major determinants is not accidental, since the creation of jobs, wealth and prosperity of a country will depend largely on the competitiveness their companies.

In addition, the companies can not be outside the surrounding environment, characterized by increasing competition, uncertainty and turbulence. The changes that are occurring in this environment, among which we can highlight the progressive globalization of markets, reducing life cycle of products, increasingly rapid technological change and the constant changes in the securities purchase customers, which translates into companies face greater competitive intensity, appearing therefore the primary objective of continuous improvement of its competitiveness.

Background.

The industry of the country, within the national economy has played a role other Cundo importantly global economic models have been merged and commercial treaties have emerged that have released national trade, and therefore penetration foreign companies to our country more competitive by the most economic, which have more modern technology.

Which hold a comparative advantage that even today the SMEs in our country have not assimilated, and for that reason the competition has become very aggressive, and pretend to be in similar circumstances by the Mexican industry has been difficult, and in this context to know the factors of competitiveness drives us to delve into them for proper application and implementation to recover competitiveness in industries Hermosillo (Espinoza , 2012).

Business Competitiveness:

Daily hear phrases like "we need more competitive enterprises," The word business competitiveness seems invade through newspaper articles, radio messages and television, hear it in the speeches of political leaders, and corporate events in academic spaces, what is business competitiveness?

Speaking of competitiveness, we talk about competitive advantage, those factors that make the difference in a company that will allow other businesses to beat competitors, even if their products or services (Porter, 2007).

General Purpose

Deepen your knowledge of drivers of competitiveness for successful adaptation and implementation within SMEs Hermosillenses and thus achieve competitive sector recovery.

That the factors of competitiveness provide the necessary tools to deal with trade liberalization.

Make strategic detection solutions that enable SMEs to achieve the level of competitiveness required to stay, grow and develop in the market.

Research Problem

Faced with the problem of recovering the competitive level in SMEs and delimit this research, this question according to the model of Porter (Porter, 2007).

How SMEs located in Hermosillo factors of competitiveness indicators and how to implement knowledge management for recovery?

Methodology

This research was largely obtained through library research by consulting books, magazines, websites, publications and involved in this issue at national and international agencies, and also relies on the different theories on the subject and opinions of authors in their research addressing different postulates of problems and proposed solutions.

Justification

The results given us research on the factors generating business competitiveness can be implemented only when a culture of quality and strong continuous improvement aimed at systematization, ie aimed at a coordinated and disciplined effort of all members exist in the company and departments within an organization and the commitment of senior management.

From the model results presented Business Competitiveness, highlights the importance of ICE for SMEs in Hermosillo, which allow you to set that as research centers are linked in areas of Research and Development, Institutions and Public and Private Entities and Universities.

Around strengthening the ICE will be possible to gain competitive advantages in both internal and external of each company, allowing the development of new industries and clusters in non-traditional options for Hermosillo, Sonora.

Industrial Competitiveness level (Level Business Competitiveness) = f (V1, V2, V3, V4, V5, V6, V7, V8, V9 and V10)

V1: Business Strategy Planning (EPE),	V2: Organizational Strategy (EO)
V3: Management Strategy (EA)	V4: Competitiveness Strategy (EC),
V5: People challenged Strategy (RH),	V6: Production Strategy (EP)
V7: Strategy Technology (ET)	V8: Logistics Strategy (EL),
V9: Financial Strategy (EF),	V10: Marketing Strategy (MS).

Conceptual Framework

Concepts

The other central variable of this study is competitiveness, it has been studied from different approaches resulting in a wide variety of concepts and measurement methodologies.

Competitiveness has been raised for various levels of the economy, international, country, city and of course at the level of industries and companies.

The OECD refers to the competitiveness of a country under conditions of free and fair markets can produce goods and services that exceed standards of international markets, which has to do with the specialization of the economy, technological innovation, quality distribution networks and location factors, ie.

Everything that contributes to the state of the production of goods and services (OECD, 2012).

The Mexican Institute for Competitiveness (IMCO) argues that competitiveness is the ability to attract and retain investment and talent. In his studies of competitiveness in cities, states that the ultimate goal is to ensure that they are not just a place where people have better living standards, but these cities are an attraction for businesses and skilled workers.

The Instituto Tecnológico de Estudios Superiores de Monterrey (ITESM) states that "the pillars of competitiveness should be shaped by factors which depend on the members of a society to achieve sustainable levels of welfare, which is the result of achieving levels of development based on productivity".

In Enterprise competitiveness indicators individually, the Organization and Development (OECD) Economic Cooperation provides:

Factors contributing to the microeconomic competitiveness are concern of the administrative and industrial economy. These disciplines use a variety of indicators (market share, profits, dividends, investment, etc.) To assess the competitiveness of enterprises. The concept of competitiveness is best understood at the level of the company, in the simplest terms, an unprofitable company is not competitive, in a model of perfect competition, a non-competitive firm is one with an average cost that exceeds the price market product offering, or the value of the resources that the company is using exceeds the value of the goods and services being produced (Fetridge, 1995).

In an industry with a homogeneous product, a signature may be unprofitable because its average cost is higher than the cost of its competitors. Its average cost may be higher than their competitors because their productivity is low, because it pays more for their inputs or both. Productivity can be lower because it is driven less efficiently operates some inefficient scales or both. Also, in terms of market share, a company can show a high or low competitiveness.

In an industry with differentiated products, a company can not be profitable, because the product offering is less attractive than their competitors. Thus, the level of the firm, profitability, cost, productivity and market share are all indicators of competitiveness.

The benefit is a sufficient indicator of competitiveness, but it is better as a long period. Market share can also be a sufficient indicator of competitiveness if the firm is maximizing its profits. Of course a company can be competitive in a market that is in decline, in which case, competitiveness does not guarantee future performance.

The challenge for the company: Increase Your Competitiveness

To survive and thrive, companies in the business world, and with more emphasis SMEs, should be able to face competition from a global market, which makes it essential to establish policies, design strategies, though companies are facing more difficulties in implementing the strategies with their formulation (Jack Meredith, & Umit Akinc, 2011), but must create mechanisms that allow them effective and efficient programs and tools that enable improved productivity and become more competitive access.

To date, the theory of production operations management has lacked a production strategy for an important segment of the manufacturing industry. For general engineering equipment, a strategy of relatively recent production has emerged to better respond to the competitive pressures of today, to accelerate the delivery of more personalized products without increasing costs (Sascha Meskendahl, 2010).

In most SMEs aspects as improving quality and productivity, international marketing or working conditions are below desired standards due, in most cases, the proposals for improving these elements will require investments of resources (time, people, money) that SMEs can hardly assume.

Moreover, the globalization of the economy means business growth for the integration of productive chains, and increased international insertion strategies are difficult to accept this type of conservative companies.

Internal and external factors that determine the level of business competitiveness

Corporate competitiveness of a company is determined by a large number of factors. This concept considers the presence of internal and external factors, internal factors such as the result of their own efforts, strategies and actions of each company. Among the internal factors are the quantity and quality of its machinery and equipment, the results indicate that technological capabilities improve relations between the orientation of quality and performance and cost orientation and performance respectively. The results suggest that the requirements of competitive strategy should be strategically combined into the company for maximum effect, and the skills and knowledge of employees.

Synergies between departments, the atmosphere of competition and cooperation, physical and technological infrastructure; The technology has long been the basis of business success and sustainable growth and negotiating power (Bernard Arogyaswamy, Waldemar & Koziol, 2010). Moreover, external factors have concerning those aspects associated with the place where the company is located, as determined by the influence of an environment of the industrial sector of the country, in other countries, making up the factors that the company has no control. (Macroeconomic variables) Among the uncontrollable external factors, we have: public policy, macroeconomic conditions in the country, legislation, infrastructure and education, among others.

The ability of a company to succeed in increasingly large, open and competitive markets must implement an effective marketing strategy if you do not have many studies is often criticized for the lack of conceptual, theoretical and empirical studies, account in the background for the effective implementation of a marketing strategy (Jacqueline Chimhanzia, Robert E. & Morgan, 2003).

Factors linked to the internal aspects of each company, its strategies, resources and capabilities. In general, for a given industrial sector, it can be seen that in the same territory coexist companies more and less competitive, a reality that can only be explained when we consider the internal factors of each company as well, it can be stated that the ability to a company to succeed in increasingly large, open and competitive markets depends mostly on herself.

Regarding the importance of internal factors of the company, are as determinants of competitiveness in recent years is being developed a conceptual framework called the theory of resources and capacities, which provides an overview of the company as a set of resources and capabilities, emphasizing the different characteristics of each company in relation to the other, the contribution of this theory is through the differential made between companies as a starting point (heterogeneity of resources) and the imperfect mobility of resources and sustained sources of income appropriated by firms (Ventura, 1994).

In addition to acting as a focus from which to observe and explain certain business strategies such as internationalization, diversification or certain functional strategies, perhaps the most important contribution of this theory is the relationship that is established between a company's resources and creating and sustaining competitive advantage. Indeed, from this perspective, it is investigating how the resources of the company are in the roots or sources of competitive advantage. However, not all resources are likely to generate sustainable competitive advantages, resources must be valuable, ie, should help meet environmental threats and seize opportunities, hence the importance of external strategic analysis.

Resources should be rare, as those possessed by a large number of competitors can not allow obtaining competitive advantages. Consequently to be durable competitive advantage, resources that supported the company must be difficult to imitate by competitors, this aspect influencing factors such as the history of the company (as the accumulation of some resources requires a long period of time), social complexity linked to the operation and development of certain skills, and causal ambiguity.

The latter term referring to the uncertainty about the causes for obtaining a particular competitive advantage, resulting in a uncertain imitation by competitors.

Another attribute is the fact that the company holds certain organizational aspects, such as organizational structure and corporate culture itself, in order to exploit the full competitive potential of its resources and capabilities.

Moreover, from the theory of resources and capacities, is often provided their classification distinguishing between tangible resources (physical and financial) and intangible or invisible resources such as commercial capital (reputation, prestige, brand image, loyalty customers), human capital (training, motivation, skills, experience and expertise of staff), organizational capital (organizational structure, corporate culture, management style, selection of suitable suppliers in the management strategy of the supply chain is a difficult question because it requires the systems of evaluation criteria, attributes, which are characterized by complexity, transience and uncertainty in nature, and customers), and technological capital (know-how, domain technologies, innovation).

These intangibles are not usually found in the balance sheet of the company, to be difficult to identify and assess, but it presented a greater extent the above attributes, being therefore the most suitable for generating and sustaining competitive advantage (B Jui Hsiang Chiang, Lawrence W. Lan & 2010).

Tangible factors correspond to the visible part of the iceberg, resulting easier to imitate, so that, although they continue to be necessary, are not sufficient for success, for its part, intangibles are less visible business components, by providing greater opportunities endure those distinctive skills acquired over time are internalized by the company.

Moreover, the importance of intangibles is being strengthened with the changing business environment. Indeed, globalization, along with the segmentation of the market and the demand for increasingly customized products by customers, are causing a tilt the balance towards competition through differentiation. Thus, the advantages of differentiation tend to be more durable because the resources on which they rest are mainly intangible. Ultimately, the changing business environment is raising the importance of intangibles, as there is a growing need to provide competitive advantages linked to differentiation, which are supported, as we have seen, this type of resources (Alba, 1993).

It is vital to take into account the results of empirical studies on the relationship between organizational characteristics and innovation from 1990 to 2009, and compared with the results of the quantitative integration of similar studies from 1967 to 1988.

Coupling of the results of the two sets of studies, it was found that the direction and importance of seven outstanding influence determinants innovation remains the same time on. Specialization, complexity, knowledge resources, external and internal communication, professionalism and attitude toward change, positively affect innovation. We also found that the phases of the innovation process and the types of innovations do not significantly affect the relative determinant of innovation.

More generally, our analysis indicates that the research focus on the structuring of innovation has shifted from mechanical to organic ambidextrous structure.

Therefore, we propose the following directions for future research: (1) strategic and operational integration of dual structures in ambidextrous organizations, (2) development of theoretical models of the compound effects of the types of innovation performance organization, and (3) the longitudinal examination of performance consequences of innovation (Handbook of Organizational Creativity, 2012).

Analysis and discussion of data

Correlation analysis: Pearson correlation coefficient (r)

This coefficient is a statistical test to analyze the relationship between two variables, measured interval-or ratio level. Indicates more accurately when two variables are correlated, ie how far the change in a variable affects the variation of other correlated variable. Their correlation values may vary from + 1.00, and is called perfect positive correlation, and if its value is zero correlation means complete independence or correlation, or if the value is up to - 1.00, is called negative correlation.

With the data obtained, how they are correlated to each other all the variables are determined considering the Pearson correlation coefficient. The results are shown and discussed below:

V A R. I C E	EP	EO	EA	EC	ERH	EP	ET	EL	EF	EM	ICE
EP	1										
EO	.821*	1									
EA	.207	-.21	1								
EC	.068	.099	.344	1							
ERH	.454	-.238	.754*	.302	1						
EP	.806*	-.410	.400	.214	.781*	1					
ET	.532	-.388	.364	.607	.434	.500	1				
EL	.565	-.214	.426	.512	.791*	.799*	.799*				
EF	.509	-.279	.632	.620	.487	.529	.761*	1			
EM	.596	-.285	.246	.367	.199	.499	.468	.374	1		
ICE	.687*	-.319	.592	.463	.861*	.934*	.695*	.714*	.483	.413	1

Table 1

* Correlation is significant at the 0.01 level (2-tailed)
Correlation is significant at the 0.05 level (2-tailed).

The ten independent variables considered in this investigation and nine have an average high in relation to the level of ICE (dependent variable) of each municipality and therefore of the region and the HR strategy (ERH), production strategy (EP), strategy (ET) technology, logistics strategy (EL), and finance strategy (EF) have the highest values $r = .861$ $r^2 = .741$, $r = .934$ $r^2 = .872$, $r = .695$, $r = .913$ $r^2 = .483$, $r = .714$ and $r^2 = .509$ respectively, while the strategic business planning strategy (PEE), Management strategy (EA).

Competitiveness Strategy (EC), and strategy marketing (EM) have average values $r = r^2 .647 .471$, $r^2 = .592$ $r = .350$, $r^2 = .463$ $r = .214$, $r = .442$ and $r^2 = .195$ and only organizational strategy (EO) has low values in their relationship with ICE $r = -.319$ $r^2 = .101$, this is illustrated in Table 4 and 5.

Coefficient of determination (r 2)

The coefficient of determination is the square of the correlation coefficient (r2) and its value represents the proportion of the variation in the dependent variable "Y" that is explained by the independent variable "X" and the results indicate the variance of common factors. Then the following matrix presents the variables:

V A R. I C E	EP	EO	EA	EC	ERH	EP	ET	EL	EF	EM	ICE
EP	.4	.1	.3	.2	.7	.5	.4	.3	.6	.5	.8
EO	.1	1	.2	.1	.2	.3	.2	.2	.2	.2	.1
EA	.3	.2	1	.4	.4	.3	.2	.4	.4	.2	.5
EC	.2	.1	.4	1	.4	.3	.2	.4	.4	.2	.5
ERH	.7	.2	.4	.4	1	.5	.4	.3	.6	.5	.8
EP	.5	.3	.3	.2	.5	1	.4	.3	.6	.5	.8
ET	.4	.2	.2	.2	.4	.4	1	.3	.6	.5	.8
EL	.3	.2	.4	.4	.3	.3	.2	1	.4	.2	.5
EF	.6	.2	.4	.4	.6	.6	.3	.4	1	.4	.8
EM	.5	.2	.2	.2	.5	.5	.3	.2	.4	1	.8
ICE	.8	.1	.5	.5	.8	.8	.5	.3	.8	.8	1

Table 2

In agreement with the results obtained are considered high, the following variables: human resource strategy with $r^2 = 0.741$, planning strategy with $r^2 = 0.872$ and logistics strategy with $r^2 = 0.833$.

Since the results obtained from this research the possibility of contributing to knowledge management as a means driver of competitiveness by generating new forms and ways of doing things that are kept steadily at a competitive upline towards recovery stands sector (Espinoza, 2012).

Conclusions

SMEs in Hermosillo, Sonora, Mexico, are in a process of adaptation to the challenges of a globalized world and constantly changing, open market economies, by the free flow of capital and constant progress of technology and the presence of foreign companies who venture into our territory, introduce tough competition and a challenge to be addressed to avoid being out of market, local companies have to strengthen their competitive advantages to companies with strong brand recognition, this forces Mexican looking to become more competitive by improving their chords organizational structure our time, with over continuous training to its staff, it industries, is capable of generating added value to their work and adopting strategies to strengthen their performance in the market.

There are factors that are generating competitive enterprises specific areas in which industries emphasize the achievement of objectives, and in which the search for possibilities of improvement has become a constant, all the factors of competitiveness, make models, methods and procedures in the industry, are adapted to the objectives and the downsizing of the competitive capabilities of Hermosillenses industries.

Recommendations

In search of a model of relevance is more competitive organization seeking strategies used by successful companies, such as those outlined in this paper, first the strategies of greater weight and value are recommended to be taken, such as strategies related to resource human, of production, logistics, procurement strategies of new technologies.

The strategies related to the management of financial resources and secondly strategies mean business strategies, corporate strategic

planning, those of administration, of competitiveness strategies related to search marketing and specialization, these strategies can be adopted by the industry after conducting an analysis of their strengths, weaknesses, opportunities and threats (SWOT) of the current situation where is the organization for proper redefinition of the objectives and implementation of more proactive corrective measures, and work within the reality of what they have and how they can be used in the best way, so that generate added value strategies, while steadily forward in the integration and combination of material, intellectual and financial resources to achieve effective positioning resources.

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