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Competitive Strategy of Organizations and Production Function Beekeeping in Mexico

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Abstract

In the early 1970s, it is emerging strongly in the United States but also in other developed countries the idea that the production function directly affect the competitive strategy of the organization and started to generate the term operational strategy or production. The term production strategy "manufacturing strategy" was proposed by Wickham Skinner after doing a case study several US companies, located in India, Nigeria, Pakistan, South Africa, Spain and Turkey, in this study it was concluded there was very little concern on the part of companies towards decisions regarding operations and stated that if properly coordinated operational decisions with strategy of the organization, could achieve a significant competitive advantage, Skinner (1968). The livestock sector is not isolated from aesthetes circumstances, such as beekeeping currently has a number of problems that manifest themselves in crisis and the amount of production orientation, situation in which the producer has to income and to maintain itself in the middle to survive from the viewpoint of business.

Organization, production, competitive strategy, beekeeping.

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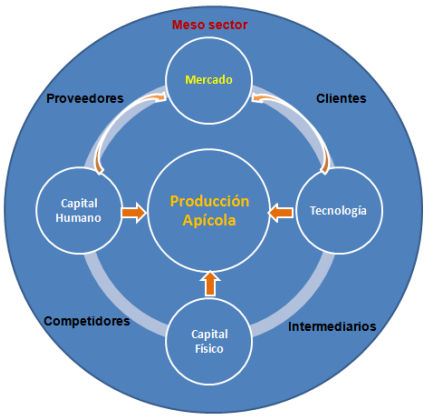
Introduction

The production strategy was seen as a purely technical activity without strategic importance, it is in 1969 when the author Skinner writes an article entitled "Production: absent factor in competitive strategy" when the focus of the production strategy is used. In this work the minimum critical importance that gave production companies in relation to the competitive strategy is carried out. Since then it begins to spread the literature on the subject of competitive strategy and organizations begin to consider production as a strategic activity. now you can study the factors that may affect the independent organization of its size, although this has direct influence on the elements of the activity, unless they can make decisions inside to seize opportunities that arise or safeguard small organization (as in the case of beekeeping) of the consequences that may arise within this field are decisions related aspects: economic, political, legal, social, technological and ecological Schermerhorn (2004), and must do with the country or the world as the competitive scope of the organization.

For others the livestock performance depends on external factors, but also developed by the same beekeeping organization to Thompson and Strickland (2004), internals strategy defines the way forward for the organization in the medium and long term concerns the variety of competitive measures and business approaches that are used to manage a cattle organization, competitive strategy can be seen from two perspectives, the first is the competitive conditions that are generated by the environment and technology and competitive capabilities referred to resources, strengths and weaknesses and market position of the organization. At present there is little empirical research on the production strategies beekeeping business and influence factors beekeeping have on profitability.

This chapter addresses the theoretical elements of production strategies and review of the concepts of production infrastructure and business performance using the following settings. The contingent perspective, which affects the consistency between production decisions and competitive business priorities and proactive perspective, focusing on the implementation of practices and promising policies for contributing to develop production capacities, this outlook is influenced by the beekeeping environment and that should be taken into account.



Source: Soto-Muciño.

Figure 1 Environment beekeeping

Business strategies emphasize the environment, for different subject matter experts, external and internal factors that are developed by the same company, as suggested by Thompson and Strickland (2004), the organizational strategy defines the way forward to medium and long term and refers to the variety of competitive moves and business approaches that are used to running the business.

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The strategy of the organization can be viewed from two perspectives, the first is the competitive conditions that are generated by the meso and industry and competitive capabilities referred to resources, strengths and weaknesses and market position of the This own organization is small, as in the case of beekeeping business.

A proposal from the view of several authors that have relevance to both the environment and to internal factors within the strategic process of a small beekeeping organization shown in Figure 1.

The infrastructure includes production systems, policies, procedures and organizational structures that support the production process and quality control, production control and inventory, human capital. The influence of the production infrastructure in the performance of small beekeeping organization and produces short and medium term as a result of a process that needs improvement.

Raises Avella (1999), so that the most competitive organizations in production are giving increasing importance to the structure and infrastructure, the strategic impact of the production infrastructure can be analyzed from two perspectives: the contingent and proactive. From the contingency approach it holds that the production infrastructure has been set up with the aim of achieving production goals (or competing priorities) defined in accordance with the business strategy. Meanwhile, proactive perspective underlines the commitment to the implementation of promising practices and policies for contributing to create production capacities.

In the case of beekeeping the imposition of the market in terms of production levels and regulations, since traditional systems are adverse production targets required by the market and this causes are clear of commercial competitiveness and diversity productive orientations, which means they will have to change the ways of current processes and the adoption of techniques and technologies that fit their environment, lack of training are conditions that increase their difficulty in making the kinds of decisions improving production or market linkages, difficulty in handling traditional forms of production, which refers to the producer's own choices when produce according to their own needs, is currently subject to guidelines of national and international policies and the market.

Strategy: Concept

The concept of strategy is old. The Greek generals led their armies both conquest and defense of cities. Each type of objective required different resource deployment. Similarly an army strategy could also be defined as the pattern of actions taken to respond to the enemy. The general had to not only plan, but also act. Thus, in the time of ancient Greece, the concept of strategy planning had many components as making decisions or actions together, these two concepts are the basis for the strategy.

"The word strategos initially referred to an appointment (the commander in chief of an army). Later it came to mean "art in general," that is, the psychological skills and character with which assumed the role assigned. At the time of Pericles (450 BC) came to explain administrative skills (management, leadership, and public speaking, power). And in times of Alexander of Macedon (330 BC) the term referred to the ability to apply force, defeat the enemy and create a unified global government "Mintzberg and Quinn (1995) system.

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The strategies of organizations are formed through commitments and actions integrators and regulated to give benefit to the competence of the organization and achieve sustainable competitive advantage. According to Hitt (2008), then all players should be clear about what you want to do and do not want to do. To achieve this coordination should be sought so-called "Strategic Alignment" which can be understood as the synchronized performance of different areas of an organization to achieve the same objectives.

Skinner (1969), cited by Domínguez (1995), in recent decades has been considered one of the areas whose alignment is key, is the operations.

Vision Strategy Organization

According Mintzberg, Quinn and Voyer (1997), in the field of administration, a strategy is the pattern or plan that integrates the major goals and policies of an organization, and also sets the coherent sequence of actions to perform. A well-formulated strategy helps bring order and assign, based both its attributes and its internal shortcomings, the resources of an organization in order to achieve a viable and original situation and anticipate possible changes in the environment and unforeseen actions of intelligent opponents. According to Johnson and Scholes (2001), strategy is the direction and scope of an organization over the medium to long term, and lets achieve advantages for the organization through its configuration of resources within a changing environment, to meet the needs of markets and meet the expectations of stakeholders.

"The strategy of an organization is the combined actions undertaken by management and aims to achieve financial and strategic objectives and fight for the mission of the organization.

This eventually will help us to how to achieve the goals and how to fight for the mission of the organization "Thompson and Strickland (1999), Ansoff (1965), states that" strategies are operational in policy terms meaning that, in an administrative system, define the operational criteria based on which specific programs can be designed, selected and implemented. "From the above it can be interpreted strategy as a pattern for achieving goals.

This pattern contains the set of actions to be taken in the form of specific plans with clearly defined goals, which contribute to a common effort to fulfill the mission of the organization.

Strategic management, which is also called business policy, refers to business management, so it is of special interest and principal task of the director of the company. Companies regardless of their size and characteristics are always competing for resources, customers, and new markets in order to achieve greater profits.

For this competition, companies have to make strategic decisions to survive. Some of these decisions have to do with the establishment of general and functional goals, the selection of products and services, the design and configuration of policies about how the company is positioned in the market, the choice of an appropriate level of diversification and company size, the design of an organizational structure that you selected strategies and policies on how to define and coordinate the work of managers and employees.

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Strategic Contingency

The contingent approach is traditionally used by authors Skinner (1985); Boyer, (1998); Adam and Swamidass (1989); Leong (1990); Hill (1993); Kim and Arnold (1996); Pagell and Boyer (2000); Sun and Hong (2002); Joshi (2003). In this view, the decisions taken within the functional area of production must be consistent with the objectives set in its business strategy; the effectiveness of the production strategy of a company can be assessed by the degree of consistency between the competitive priorities emphasized in the business strategy and production decisions.

The fit between the conceptualization of competitive strategy, competitive priorities, and improvement of operation through a production program, providing the key to developing the full potential of this production function as a competitive weapon according to these authors .

Some theoretical and methodological work of the aforementioned authors, issues also arise from the existence of a positive relationship between production competence and performance, in which it was concluded that the involvement and influence of those responsible for production processes making strategic decisions that can increase the performance of the company, through the alignment between manufacturing strategy and competitive strategy.

Hong Sun and others; Joshi studied whether business performance increases when overall direction and production management agree about competing priorities, these authors found that when certain conditions defined by organizational variables, according to the studies conducted were given, organizations seem to exhibit higher performance when implemented practices and policies that provide consistent production capabilities with their competing priorities.

The impact of manufacturing infrastructure on company performance may be contingent on the strategic position of competitive organization.

Proactive Production

Hayes and Wheelwright (1984) developed a four-stage model that reflects a path toward greater strategic involvement of the production function.

- In Stage I, this organizational area is considered neutral internally, since, through the activities performed therein are simply trying to minimize the negative impact this area can have in achieving the strategic objectives of the company but it is not expected that it make a significant positive contribution to their competitive position.

- Stage II, the production function is externally neutral, it is intended that this is as good as any competitor in the industry.

- Stage III, this business function acts as an internal support, to support the competitive strategy of the company.

- Stage IV, the role attributed to the production function is external support, ie, the competitive strategy of the company can rest, to a significant degree, on the skills that are derived from this production function, these stage show four levels of influence of this functional area in the process of making decisions of a strategic nature.

- The concept of Proactive Production has been introduced by Ward (1994), who distinguished between two dimensions of the proactivity of production:

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- The degree of involvement of the production function in the strategic processes of the business unit.

- The level of commitment to investment programs, long-term, infrastructure and production structure, aimed at building capacity in anticipation of the needs of the company.

For Gonzalez (2005), quotes Ward (1994), and defines this term Proactive Production as the tendency of an organization to be implemented in the production function through the practices, tools or management systems. For Shah and Ward (2003), suggest that the quality management, production maintenance and management of human resources, as the concept associated lean manufacturing practices, individually and jointly contribute to business performance. According to the proactive approach, investment patterns that demonstrate a positive influence on the performance prescribed and are interpreted as factors that can contribute to achieving a competitive advantage for an organization.

Production Strategies

The status of the thematic strategies of production, the place and conditions in which they are operating these actions become the basis for the approach to the improvement of the organization under study, the foundation for the strategic direction set forth .

Skinner (1974), in any consideration of the competing priorities of a firm in production underlies the "model of incompatibilities", known in the literature as a trade-off.

For Miller and Rogers (1964), presented a model entitled "Manufacturing Policy ', where four strategic approaches of an organization are collected,

- The first proposal states that there are two concepts in production. The conventional view is that a production system is constituted by people, machines and materials, through another approach, this is four aspects; the first is about continuous improvement, enhance detail does not serve as long as there is no structural change.

- The second approach is that the structure can be designed to make a limited number of tasks, because all system resources are limiting production; people, technology and management systems.

- The third approach is that there must be at least 7 criteria to be taken into account for the design of a production system; cost, speed, reliability, quality, flexibility to change product flexibility for changing volume and investment.

- The fourth tenet of the theory is that there is a poor system of decisions because the strategic objectives of the organization are unclear or are not defined and given that the production strategy is based on long-term decisions and this it is an essential part of the competitive strategy of the organization.

According to Skinner (1968) defines the production strategy as "the linkage that should exist between the decisions of business operations and corporate strategy" after other studies, the author states that one of the ways of measuring operations is the production. For some specialists have defined strategy in terms of the factors that generate added value to the system, Abernathy and Wayne (1974) define the strategy of production as "the balance between expected levels of costs against the loss of flexibility and innovation capacity. " For Schroeder (1984), "The set of four components; mission, distinctiveness, objectives and policies that help define the goals to be achieved by operations and how to reach them".

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This strategy should guide decision-making at all stages of operations and must be carefully integrated with the organization's strategy and the strategy of the other functional areas.

But Hayes and Wheelwright (1984), introduced the term competitive priority, such as road or strategic preference can select an organization to compete in the market, competitive priorities play an important role in the adoption of technology, process selection, capacity management, planning and control systems of production, development of employee skills and quality assurance.

- A series of strategic steps beekeeping. The first "internally neutral" phase is to minimize the negative potential of production, detailed internal process controls are done to evaluate its performance and production continues to be flexible and reactive.

- In the second "externally neutral" stage, it seeks to achieve parity with competitors following "the good production practices. The investment horizon of the plan in the small agricultural enterprise is extended to include it in the business cycle. The capital investment is the primary means for catch up with the competition or achieving a competitive advantage.

- The third stage: "domestic support" provides credible support the business strategy. Investments in the production system are selected according to the strategy of the small organization, livestock strategy is formulated and pursued long-term developments and trends in production they are systematically addressed.

- In the fourth stage "external support", based on a competitive edge production pursued. Efforts are being made to anticipate the potential of new practices and production technologies. Organizations that have achieved high levels in the development of its production.

Chase et. to the. (2005), the production strategy relates to the formulation of comprehensive policies and designing plans to use the resources of the organization so that support in the best way possible competitive strategy gives long term.

His approach Schroeder (1984), the production strategy consists of 4 basic dimensions that contain distinctive for each element, the mission of the operations function, distinctive capabilities, operational objectives and operating policies. The mission of operations is defined or derived directly from the strategy of the small organization and market, and states that operations should accompany the necessary strategy in this respect an organization can choose between low cost, high quality or maximizing capacity, this is defined in terms of purposes.

Distinctive competencies are the set of operations that alienates small livestock organization of the competition and can be defined in terms of uniqueness, for example the best technology to use, the application of knowledge in the management of the apiary, more guidance to people in the process, adequate facilities (meeting standards), the distinctive capabilities are defined in terms of resources.

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The objectives of operations usually relate to the cost, compliance, customer, process and product quality, asset utilization, human resources and flexibility, these objectives must be clearly defined and measurable way as part of the production strategy. Policies are usually measured as resources or functions to be performed by the area of operations and deal with aspects such as technology, human resources, capacity, inventories, quality, cost control, organization of work and the information system.

For Wheelwright and Hayes (1985), a production strategy is determined by the pattern of decisions currently being taken. (What is it ?, the owner makes the decisions?), Not by what he says the small organization, which is its production strategy, the more consistent are those decisions and to the extent that relies on those involved in the core business processes may be more effective production strategy. Although individual decisions are usually managed and supported by specific stages of labor, markets or technologies used, the main function of the production strategy is to put together all production capacities to enable it to continue its competitive strategy chosen in the Long-term small beekeeping organization. The dimensions of this strategy are as follows; capacity, facilities, technology, vertical integration and workforce.

On the other Swamidass and Newell (1987) side accepted the definition of Buffa (1984), who claims that the production strategy uses a series of answers you should choose a producer, emphasizing flexibility, market selection, quality or cost. For these authors the dimensions of the manufacturing strategy are: cost, quality, flexibility and reliability.

- Cost; It has to do with decisions concerning small economies, inventory policies, production enhancement and learning strategies / oblivion.

- Quality; It refers to quality control, training, technology and materials used, handling of the product produced.

- Flexibility; It refers to the economy of scope, time set, technology and migration.

- Reliability; It is achieved through decisions about systems of planning, programming and control systems, inventory policies, vendor management and capacity planning.

Hill's work (1989), qualified difference between market (order-qualifiers) and criteria to win orders (order-winners), the former are the objectives expected by customers, the production function should provide the criteria in levels and desired by them because otherwise the company will be in a position of competitive disadvantage features. Winning criteria orders are the reasons why customers buy products from a certain company, not those of other competitors, so are the attributes that differentiate the company's products.

But for Miller and Roth (1992), define the product strategy and the selection of patterns of exploitation taking place in the context of goals and objectives of the organization, according to their performance in production levels, size of the beekeeping organizations in three categories: small-scale, medium scale and large scale, and proposed seven factors of production strategy that can make it a success: process flow, advanced production processes, upgrading of capacity, restructuring, improving the total factor resource management program quality.

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According to Garvin (1993), before the continuous changes to which is subjected the environment and intensifying competition, companies need to develop production strategies based on a set of competing priorities or objectives in key production. The objectives relate to the aspects that the production function can operate to achieve a competitive advantage. The production strategy of each beekeepers to Miller and Roth (1994), consists of multiple tasks and best results are obtained when a combination of capabilities that when each is used singly differences strategies are associated to characteristics.

The degree of market differentiation and scope thereof, the large-scale beekeeping organizations, can not be driven by technology, but technology allows them to enter markets that apply different requirements and technology allows them to access them more easily , the domestic market can be motivated to maintain participation fee through the distribution system and respond to the opportunities of demand flexibility in their production volume. The lack of differentiation could be behind the demands of the market, where the choice is focused on price and product quality. For Hill (2000), the essence of the strategy stems from the need for small organizations to gain a detailed understanding of their current and future markets. Beekeeping strategy consists, therefore, the strategic tasks of production must meet to support beekeepers in the qualifiers and the orders of those who are exclusively responsible or jointly. These key elements are:

- Price; in many markets (national and international), particularly in phases of growth, maturity and saturation, price becomes an important criterion for winning order, the role of honey production is to cut costs enough to withstand price sensitivity of the market.

- Costs reduction; beekeeping organizations have particularly concentrated its effort to reduce direct costs, but you need to make an effort to do so in all aspects of the collection process.

- Experience curve; the basic phenomenon of the experience curve is that the cost of the process of collecting honey, how he behaves in a regular and predictable way as the total quantity produced increases.

- Reliability of supply; It is a function that affects both production and distribution, and is so important that it can form a winning order, for beekeeping this issue has to do with capacity, programming, and inventories both production levels as the collection times.

- Delivery time; a company can make orders through its ability to deliver faster than competitors or to meet the deadline required when only some or none of the competition can do.

- Quality of conformity; responsibility that are produced according to national and international specifications for the management of product produced.

- Increases in demand; markets in the ability of the small organization that will have to respond to increases in demand and is a major growth opportunity.

- Range of products; markets are characterized by increasingly seeking product difference, not similarity, however, beekeeping organization has to find a balance among other products produced by the hive and honey production volume.

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In the case of the production strategy and Ritzman Krajewski (2000), we can distinguish four types of priorities: cost, quality, flexibility and time:

- Costs; this kind of strategy is to deliver low levels of production sales price, implying lower production costs for a mass market to increase demand this can be national and international.

- Quality: This priority defines two characteristics, the first is the design of high-performance process and the second is the consistent quality of the product.

- Time; competitive priorities with respect to time are the rapid and timely delivery.

- Flexibility: consider the ability of small beekeeping organization to adapt to the changes required by the customer.

For Gaither and Frazier (2000), the production strategy is long term for the development of production levels of a beekeeping organization an action plan and provides a map of what to do if the production function are to be achieved decisions for business. Four competitive priorities are: low cost, delivery performance that contains two elements: fast delivery and timely delivery, high quality production, customer service and flexibility.

For Heizer and Render (2001), the strategy is the plan designed by the organization to achieve its goal. These authors establish three types of operational strategies: singling primacy in cost and rapid response.

- Singling: goes beyond the physical characteristics of the product and service, covering all aspects that influence the value that customers attach to it.

- Priority in the cost: achieve the greatest advantage from the point of view of the customer in terms of costs and production levels.

- Quick response: the response covers the entire range of benefits related to the development and delivery of the product in the allotted time and reliable control of time and a flexible implementation, quality management.

To achieve this they must apply the 10 strategic decisions of operations: planning of goods and services, quality, process planning and capacity, location, organization, human resources and job design, purchasing, inventory, scheduling and maintenance.

According to Miltenburg (2004), the production strategy, there is the need to measure improvement in a production system in terms of multiple competing priorities (multiple criteria), on the ground that the latter are more naturally related to a target market. The state of the art allows to state the existence of six basic competitive production priorities: quality, cost, delivery, innovation, flexibility and service.

Raises Chase et al. (2007), set in seven competitive dimensions production strategy. These are cost, quality and product reliability, speed of delivery, delivery reliability, volume change, flexibility and product quality.

According Nahmias (2007) considers the following dimensions: cost, differentiation, quality, delivery speed, delivery reliability and flexibility. For Collier and Evans (2009), the production strategy defines the way the organization runs the business strategy selected and provides 5 competitive priorities: cost, quality, time, flexibility and innovation.

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Diaz, Martin (2007), functional production strategy, collects the set of decisions, structure and infrastructure that must be taken to achieve the objectives of the production area defined and fixed in accordance with competitive strategy, in order to achieve better results and increased competitiveness.

Flowers and Vega (2010), the definition of competitive strategy applied to a particular economic activity, sector or business group has been managed since the beginning of the studies of strategic management between two variables or lines of action: (a strategy of cost, differentiation strategy). Both tools are the foundation for a competitive advantage against competitors of any economic sector.

Competitive strategic priorities shown by different authors, although they differ between what the organization should set as a priority, most agree the following:

Cost: small beekeeping organization seeks to produce at low costs, in this case as the gain product is so low, is offset by the large volumes of production, ie that such priority is adequate in two specific circumstances where the organization beekeeping has to satisfy a large market and when can guarantee permanently low costs compared to other competitors, when another competitor is able to lower their costs and handle the strict standards of the product, the organization loses its competitive advantage.

Speed: refers to the speed of delivery of orders, this type of strategy has become a great priority particularly when for small beekeeping organizations becomes difficult to compete with quality and cost is time, an important factor.

Compliance: the ability to develop the small organization to deliver the levels produced by the deadlines agreed with the client.

The authors consulted through their proposals of the exposed models that have covered the topic of production strategy, several approaches and differences between each of the models evaluated the authors studied, to analyze information differ two main concepts:

Competitive priority and strategic production decision, the first is the way the company is going to reach your target market with their products and responsive to organizational strategy and the second refers to the decisions of long-term They should be taken in the area of production and should respond to the type of competitive priority that the organization has decided to work.

A competitive organization

For a beekeeping organization is competitive in the market, it should have clearly defined the characteristics of this activity in its product range, which depends on its survival.

As mentioned Cleveland et al. (1989) suggest that the production function can contribute to improving the results, to the extent that companies develop strengths or competitive advantages in several operations priorities that meet customer needs and market requirements and, moreover, they are consistent with the competitive strategy. According to Garvin (1993), it considers that this competitive priority can be subdivided into the following categories: accuracy, speed and ease of processing of orders. However, most of the specialized manufacturing strategy literature considers that the items measures make delivery as a competitive priority production are two: quick deliveries, which means putting the product in the customer's hands the shortest possible time and the second item, on-time delivery or the fulfillment of the same, that is, the ability to get the product on the date and in the amount agreed with the customer.

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In proposing the competitive operational, Noble (1995), measured in terms of "serious or security of delivery" through the frequency of accelerations. However, no difference between the speed of delivery and on-time deliveries.

According to Ward et al., (1998), this competitive priority is the reference to "delivery time", that is, the ability to provide the right product at the time promised according to the program established. However, this assurance in meeting product delivery to the customer is not enough, the speed and the speed of delivery and is also necessary.

According to Skinner (1969), cited by Dangayach and Deshmukh (2001), and, in recent decades, interest improved through the production function and production strategy in particular has developed, both from a theoretical and empirical perspective due to the recognition of their contribution to improving the competitive position of the company and industry. From a theoretical point of view, a contextual framework that serves to clarify the need for production strategy as a functional strategy settle. According to these authors from an empirical point of view, the events produced in the companies confirmed the danger to consider the production function as a "neutral" function, unrelated to the other business areas, demonstrating the benefits of recognizing the strategic importance of this function and interaction and support it with competitive strategy. The need to improve organizations producing and increasing competition, with greater awareness of the need to give a strategic role in the production function.

According Arcudia, Pech and Alvarez (2005), as is the prevailing construction. At this property it is called homeostasis and is achieved through feedback compensating processes.

To illustrate this point it may be mentioned that when a company is not fulfilling their promises with regard to time and cost, the reaction of the environment would be disagreements expressed by customers. Which they could even become lawsuits.

If the company wants to survive you must receive this information and analyze what factors related to the operation, inputs or context, are involved in the problem, to apply corrective or remedial measures and eventually return to stable operation.

According to Swink et al. (2005) focus their research in decisions relating to the production process, management of relations with suppliers, management of human resources and quality management. The results show that these decisions are positively related to the capabilities and flexibility in product cost and volume.

To Brown et al. (2007) mentions that the process with high performance a positive relationship between production decisions regarding process technology, supply chain, capacity, location and distribution of facilities and the cumulative production capacity .

According to Perez (2007), in measuring the competitiveness of enterprises the Business Competitiveness Index (BCI), proposed by Michael Porter, which makes use of microeconomic indicators for measuring and evaluating the productive potential of an economy uses , manifested in the sophistication of its businesses and the quality of the microeconomic business environment.

At the microeconomic level, the process validated by Sarache Cardenas and Giraldo (2007), in the metalworking sector SMEs and the possibility of application in other sectors, proposes a scheme consistent improvement in three key areas, together called PSP:

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- The competitive priorities (P).

- The productive or production system configuration (S).

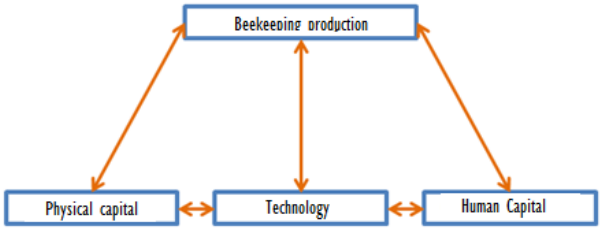
- Manufacturing levers (P).

To Krajewski, Ritzman and Malhotra (2008), the competitive priorities are:

"The crucial operational dimensions that a process must possess to satisfy internal and external customers, both today and in the future".

According Sarache and Ibarra (2008) they describe economic trends help and require that organizations focus their efforts on improving its performance factors, so that these must seek and give importance to functional areas such as operations, always looking for a complete consistency in the implementation and implementation of a strategic plan.

Cortés and Alvarez (2009), it could indicate a pattern of decision components that contribute to give answers to the above questions. Variables that guide the selection process, planning and scheduling of the various mechanical resources (machinery and equipment) required in different tasks that require good management and development of a crop.



Source: Cortes and Alvarez (2009), as amended by Soto-Muciño (2015).

Figure 2 Diagram of integrative disciplines.

Concurrence of variables, which allow product valuation likewise reduce impacts of some mechanical degrading practices on the ground and thus work the perspective of sustainability. All this will lead to formulate the set of mechanical operations more in line with the soil, climate and culture.

Cortés and Alvarez (2009), mechanization of field operations to respond to how, when and how to do it is critical in mechanized farming operations and is a central objective of the study of processes of agricultural mechanization. For the mechanization of field operations should be understood using a set of machines or systems, including animal traction, and manually operated tools, technical and economically organized by agricultural activity required tasks, looking for maximum performance with minimal waste of energy, time, money and without much impact on the environment.

Giraldo, Sarache and Castrillón (2010), an action of improvement in a production system should start by identifying the competing priorities and demands of the target market; from them, you should assess the consistency of the configuration adopted by the productive system and the performance of its subsystems or levers such competitive manufacturing priorities.

Car However, Gonzalez (2013), until very recently, the main concept used in production function has been the cost. Decisions and generally accepted for choosing alternatives, models were based on this concept. It does not think in other terms, or at least did not have the weight of it. The Production / Operations should take advantage of the cost without seeing the possibility of occurrence of any other combination of alternatives that could be handled.

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Landeros (2013), the voice of the customer in operations, it should be noted that the specifications say how to behave our product or service to satisfy the customer, however, say nothing about how operations should be to achieve, if we break one product or service, their parts are made in different departments of the company, each department has its own resources to build your share:

Staff and tools (considered as a tool the same to a computer system that machinery).

According to this author, the voice broadcast client operations is achieved when customer specifications become work instructions for each individual in each department involved in the production.

Strategy considerations for beekeeping in a small organization.

In the 80s Wheelwright and Hayes (1985), a picture that made organizations in different regions of the world will focus their strategies to present completely different aspects. Many countries, including the United States, focused on marketing as a source of strategic advantage, but the loss of markets for many companies and the intense competition that generated worldwide, allowed again the eyes turn to the field of operations .

In countries like Japan, Germany and Italy this same advantage focused from the beginning to the area of operations Hill (2000), although in other countries, for a long time this area was treated as a secondary activity of the company, whose shares It was not particularly important to the organizational strategy (Avella 1999). But long before, Skinner (1968) recognizes that through production strategy can get to establish a competitive advantage. In recent years many countries have become successful, changing the paradigm against the production area, this is the case of China.

The paradigm is based on the recognition that production can contribute to creating a competitive advantage in the small business and the role of the organization responsible for this transformation. To Chittipeddi (1992), this new paradigm, generates changes that establish a new strategy as organizations in the future will have to concentrate more on production as a source of advantage.

Assessment of the beekeeping process requires that the strategy is up and running is important to create mechanisms for ongoing evaluation in order to verify to what extent is fulfilling than planned and from that point begin to make adjustments at different levels for the achievement or redirection small beekeeping organization.

For Schulze (1992) proposes that there are two different models based on the resources, the first is the strong model and is based on the works of Barney (1991) and Wernerfelt (1984). This model emphasizes the importance of the model of behavior of rent, the second, the weak pattern is associated with the work of Grant (1991), Schoemaker (1990), and Teece et. to the. (1990). This model emphasizes the importance of efficiency in the organization. But even with the differences that characterize all models they have in common three elements:

- The first: the resources needed to conceive, choose and implement strategies are heterogeneous, Barney (1991), the second: differences in resource endowments are causally related to differences in product attributes Connor (1991). Third, the rent-seeking organizations are Rumelt (1987). These same characteristics are highlighted Connor (1991), when he explains the assumptions of the Theory of Resources and Capabilities (RBV).

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- In the case of M. Dominguez (1995) it raises eight strategic decisions which defines as a product, process, quality, capacity, distribution process, logistics, personnel and planning and production control.

- Organizations may have heterogeneous resources and strategic resources are not perfectly mobile, therefore, heterogeneity can be long lasting.
- According to Thompson and Strickland (2004) propose the following steps for achieving a strategy:

- Development of a strategic vision and business mission: Here we define what we want to convert the small beekeeping organization, and seeks to answer the following questions: what is the vision for the organization? Where should lead? What kind of business is trying to develop? What should be the configuration of the small business organization?

- Setting goals: Wanted convert the general guidelines of the organization in specific and measurable indicators to assess partial results with the business to what you want to be.

- Create the strategy for achieving the objectives: In this step we seek to define the course of action to follow for each of the levels of strategy, organization, business, functional and operational to align with the general strategy of small beekeeping organization.

In order to implement and execute strategy, here the small beekeeping organization shall establish mechanisms working in stages to run as planned in the previous steps, designing and implementing processes and procedures necessary for the fulfillment of its objectives.

For Kaplan and Norton (2004), attach great importance to the internal elements of the organization through the strategic map, set four prospects to be developed in a focused and aligned with their philosophy way, the 4 perspectives are financial, which is the way the small organization will respond financially, customer perspective, which sets the differentiating factors with which the target market (regional, national), the perspective of internal processes conquer.

It refers to the way beekeepers organized internally processes that will enable the achievement of its objectives and finally there is the prospect of growth involves personal development issues, comprehensive knowledge management, technology management and organizational capital.

Some authors as Miltenburg (2005), Anderson et al. (1991) and Skynner (1974), addressed this issue with different names within which this, Outputs Manufacturing production targets, tasks of production, production targets, but its definition are targets or goals for operations, which they are defined by the market. Miltenburg (2005) raises five competing priorities:

I. Cost refers to the manufacturing costs.
II. Quality refers compliance with customer specifications.
III. Delivery refers to the delivery of products to the customer, delivery reliability, speed of response to customer requirements and speed in processing orders
IV. Flexibility is the ability to respond to constantly changing internal and external agents that may affect the operational capacity
V. Innovation, defined as the ability to swiftly introduce new products or changes in existing

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Sarache and Ibarra (2008) mention that the objectives may evolve in parallel for different levels of the organization and referenced to De Meyer et al. (1989), which illustrates the development and improvements of priorities can make one by one and poses a sand cone model, where orders based on the quality.

Source: (. De Meyer et al, 1989) Amended by Soto-Muciño, (2015)

Figure 3 Sand Cone Model

Schermerhorn's approach (2004), which refers to the elements affecting the company without her having direct influence on these actors make decisions or having control over these factors, unless they can make decisions to take into the opportunities presented safeguard the beekeeping or small-business of the consequences that may arise within this field are decisions related aspects: economic, political, legal, social, technological and ecological and deal with the country or the world as the competitive reach of small beekeeping business.

Car and Gonzalez (2013), to implement an appropriate strategy of production, like any other functional strategy is needed continuous interactions between functions. For example, operations need market information to determine how to allocate capacity, operations and finances must work together with respect to time and the necessary funds for capacity increases.

Thus, identifying the operational capabilities needed for the future, the beekeeper responsible for operations must work closely with the staff of the process to respond to competitive threats.

Beekeeper responsibility is to plan the long-term future of the organization. For this, the small business must have a strategy of the organization, which is the plan of an organization that defines the business that it pursues new opportunities and threats in the environment and growth targets you want to have. This strategy is the small beekeeping organization must address the business strategy or how, for example, a small-business can differentiate themselves from their competition. Options include various possibilities and develop standardized or personalized products, compete on cost advantages or giving quick responses to customers.

Factors such as globalization, market s demands regarding the quality of production, demand for natural products, require increasingly competitive in order to survive and stay in a dynamic market beekeeping organizations being. According to Pardo (2005), this road will take shape in the different strategies, which would be guidelines to help choose appropriate to achieve the goals of the organization actions. For Amaya (2005), it stresses that the most important purpose in the strategies is to anticipate and decide on the future behavior of the organization to the challenges and market changes.

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Based on the reference to Miltenbug (2005), strategies are interconnected so that no functional area is left out to achieve maximum competitive advantage.

According to Thompson and Strickland (2004) propose the following steps for achieving the strategy of small beekeeping organization:

- Development of a strategic vision and business mission: Here we define what we want to convert the small beekeeping organization, and seeks to answer the following questions:

- What is the vision for the organization? Where should lead? What kind of small-company beekeeping is trying to develop? What should be the configuration of the beekeeping business small-business?.

- Setting goals: Wanted convert the general guidelines of the small beekeeping organization in specific and measurable indicators to assess partial results with the smaller organization you want to be.

- Create the strategy for achieving the objectives: In this step we seek to define the course of action to follow for each of the levels of strategy, business, functional and operational.

- Implement the strategy: Here the whole company should establish mechanisms in all areas planned to run in the previous steps, designing and implementing processes and procedures necessary for the fulfillment of its objectives.

- Implement the strategy: Here the small beekeeping company should establish mechanisms in all areas planned to run in the previous steps, designing and implementing processes and procedures necessary for the fulfillment of its objectives.

- Evaluation of the process: Once the strategy is in place is important to create permanent mechanisms of evaluation for verifying how much is being accomplished as planned and from that point begin to make adjustments at different levels to achieve or redirection Small-business.

To Tarjizán (2008), organizations throughout history have made major developments in technology, equipment, processes, quality and costs, among others, and these became their competitive advantages; but now everything is so easy to learn and copy, small-business beekeeping are facing even stronger challenges and developments and changes should be deeper, to meet the needs and expectations of an increasingly demanding and knowledgeable customer, besides that the client has a greater number of possibilities when negotiating (regional, national and international).

According to David (2008), must consider both internal and external elements and establish a model for the strategic plan, based on three main stages:

- Strategy formulation, where the organization decides what it wants to be, comes after a second stage of implementation, where the organization runs the formulated strategy and finally there is the assessment stage, which will strengthen or redirect the strategy according to the case.

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Some authors have focused on the development and strengthening of internal competencies in the organization to enable it to face the environment, rather than adapt to it. Within these theories is the Theory of Resources and Capabilities (RBV).

According to the approach of David (2008), takes into account both internal and external elements and establish a strategic plan based on three key stages: strategy formulation, where the company decides what it wants to be, it comes after a second implementation stage, where the company runs the formulated strategy and finally there is the assessment stage, which will strengthen or redirect the strategy of the company as irrelevant.

For Kaplan and Norton (2004), attach great importance to the internal elements of the organization through the strategic map, set four prospects to be developed by the company focused and aligned with its philosophy way, the 4 perspectives are financial, that is how the company will respond economically to its shareholders, the customer perspective, which sets the differentiating factors with which the target market be conquered, the internal process perspective, it refers to the way the organization internally the processes that enable the achievement of its objectives and finally is the growth outlook implies development issues of the improvement of physical capital, human capital and technological improvement.

According to the approach it has on the strategy of beekeeping organizations of small businesses. Flores mentioned and Vega (2010), small and medium enterprises (SMEs) are economic organizations formed to generate employment and income to support the family, they are almost always small businesses from the perspective of job creation.

However, many tend to grow and succeed based on strategic planning, a proper family environment, social responsibility, quality of products and services, use of technology and competitiveness of small businesses.

Competitive strategies are an essential part for the performance of family SMEs, as markets become increasingly competitive and demanding. In the globalized world, business organizations have found that the rate at which competition is growing increasingly consciously take this situation allows organizations to establish plans, strategies, actions and initiatives that deliver results and competitive improvements. Also, competitive strategies can be taken as a systemic approach towards more and increasingly important for the overall strategy of the bee family SMEs responsibility; ie relating to the small business environment (micro, meso and meta) establishing its position, so to ensure its continued success and protected against any contingency that may arise. Proper implementation or not of a competitive strategy can determine in the future the competitiveness of the organization and its performance in the market. However, for the implementation of this strategy it should be supported by the owners of small beekeeping business and have the accessibility, availability and capacity of staff to achieve the goals pursued by the SME family.

Conclusion

For a strategic approach in a small beekeeping organization, it is necessary to establish competing priorities defined, these priorities were raised in a series of consistent decisions in the process and infrastructure as suggested by Boyer and McDermott (1999).

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Therefore, the coherence between the priorities and decisions regarding changes in the process and provide the key infrastructure to develop the area's potential as a competitive weapon production Skinner (1969); Wheelwright, (1978); Schroeder (1986); Swamidass and Newell (1987); Hayes, (2005).

This strategy involves decisions about the design of a process and the need to provide support for the process infrastructure. The design process is related to strategic elements as selection of appropriate technology for extracting honey (process) and how beekeepers will get its production.

Infrastructure decisions are related to the shape of the small organization as the work plan, production control and product quality.

In the case of process technology, tasks and structure of the process characteristics, scale, materials used (complying with regulations) and labor. In this case the low-cost strategy implies that the contribution by production is lower, but is offset by the higher volume, the rate of capital investment rises while the flexibility of this investment drops and there is better weather and the division of labor that extend to the production process and are intended to rationalize and improve the flow line of work operations.

Moreover, the process is segmented to exploit economies of scale are small beekeepers and vertical integration, which allows the capture of sources of supply with reduced costs, because the costs can be minimized in the process is needed are generated. Streamlining the process leads to greater specialization in beekeeping tasks and can improve product handling and management of the required quality of product required.

These changes alter the process so that the skill needs of the flexibility of the craftsman will pass the skill of beekeeping expert. The strategy proposed in the production area will directly affect the development of capabilities in terms of production, quality, human capital, technology, in turn, the development of these production capabilities can affect the choice of decisions in improving the process and infrastructure that would make the functional production strategy.

Furthermore, both aspects that makes up the content production strategy, which influences the results of beekeeping organization.

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