

## Generation of strategies for the competitive business positioning

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### Abstract

The generation of strategies is one of the most important tools in any organization, often it is diverted attention to improve existing processes, however, it reaches the point where it is difficult to improve, and more for automated processes, it is here where The importance of making improvements in methodologies and / or planning, which may be long or short term, between authors vary methodologies for the selection of strategies, but most authors are rigid in their steps to follow, culture Latin America makes the need to think about new trends and / or methodologies, according to the way people work; The present work shows a proposal that has been adapted from several authors and applied to companies in the central region of the country obtaining good results to be discussed at the end of it. This methodology seeks to implement strategies at the corporate level seeking to generate competitive advantages, with the aim of better positioning, financial benefits, and welfare of the personnel involved, in an internal and external analysis considering 100% the factors involved in the operation Of an organization and with a correct synergy its global positioning.

### Strategy, competitiveness, methodology, planning

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**Introduction**

The selection of the ideal strategy in any organization provides security and reliability as long as all the factors involved are considered, the very culture of the people is a little explored factor and of great importance in our region, some companies choose to establish methodologies for the implementation of strategies, it is true that there is no standard methodology, but that they adapt to the needs of the organization, consequently with the actions taken, a competitive advantage is generated that undoubtedly must be reflected in the benefits of processes, economic, and social.

**Justification**

At present they do not consider work strategies in organizations, they are rather "put out fires", as soon as a problem arises, the solution is sought at all costs, often involving costs that could have been avoided, not to justify the business actions, but often the importance and methodology of establishing previous strategies is unknown, during and after the activities developed by an organization, even among expert authors vary the steps to follow, the truth is that each company has particular characteristics and is for that reason it is complicated to follow steps, nevertheless, some steps are proposed to consider most of the factors that intervene in the performance of the activities of an organization, putting in front the fact that it is not obligatory to cover all the steps, but rather it can be tropicalized depending on the company itself.

**Problem**

The main problem lies in the immediate adaptation to changes, globalization requires that the response time to the growing and changing requirements of the clients be as short as possible.

This immediate response provokes the problematic of losing Market in a gradual way, in more accelerated times than in others but in frank decrease as well, that is why thinking about positioning strategies in a constant way as a business habit encourages us to be thinking about changes of improvement, in customer analysis, in internal improvements and consequently in a global positioning.

**Objectives****General objective**

Establish a methodology for generating strategies that can be used continuously in organizations in order to establish a system of continuous improvement for the positioning and improvement of organizational productivity.

**Specific objectives**

Identify a positioning that is intended to reach an organization through the establishment of a strategic essence.

Establish a compendium with a proposed methodology based on several strategic management theories.

Develop the methodology based on the appreciative inquiry for the involvement of all the employees of an organization.

Establish productivity results when implemented in a small company.

**Research Methodology**

The study will be based on a mixture of methodologies since a field investigation will be used, to investigate through appreciative inquiry and then an exploration will be carried out - application of the proposed techniques to check if the productivity increases according to the generated strategies and selected.

## Contextual Framework

Today there are many terms that help the establishment of corporate strategies such as the "strategic essence" that is a statement that confirms the differentiation strategy of a company, such as the one used by Starbucks Coffee, which says: "We are the third place where you would most like to be, after the home and your office ", considering this essence the starting point, now should be given the task of establishing the way to achieve it through strategies, being empathetic with consumers and their habits, provide in their spaces comfort, pleasant environment, good music, good screens, attractive visual content, personalization of services, unlimited stay times, etc., the procedure is interesting and the results are the global competitive advantage that has positioned this franchise Worldwide.

## Referential Framework

For the application of this tool, where strategies for improvement and competitive positioning will be generated, 2 small companies located in the central region of Mexico will be selected, specifically, we will talk about the city of San Martín Texmelucan in the state of Puebla, a city that is strategically located located for the commercial sector between the states of Puebla, Tlaxcala and Estado de Mexico, where the predominant business turn is commercial, so it will seek to move forward in terms of productivity and position in the city the products and names of the selected organizations.

## Development

It is important to mention that for purposes of application in this case it will be sought that companies apply all the proposed sections for the generation of strategies, however, it is not necessary, we must not lose sight of the fact that the strategies arise from very different problems and both the solution is also variable, and sometimes it does not need as much procedure for its development and application.

The steps for the optimal development of a proposal are mentioned below:

### *Procedure for the formulation and implementation of strategies*

a) Establishment of Strategists, usually people at the strategic apex of the organization, are the people who know and dominate the processes, whether productive and / or administrative, with greater expertise, the leader of the strategic business process, are responsible for the design and the execution of the entire strategy generation process. (Torres 2014).

b) Establishment of Vision and mission, understanding by vision as the desired definition of its future, it is common to find it by asking the question: What do we want to become? implies a long approach based on a precise evaluation of the current and future situation of the organization, in terms of the characteristics of a vision is that it should be as simple, clear and understandable for all involved in its achievement, should be delimited in a time horizon for the changes to be reached and, of course, it must be known by all; On the other hand, the Mission is usually an impeller of the organization towards the desired future situation and answers the question: What is our business and to whom do we owe?

Some authors say that it is the catalyst that will allow us to achieve the trajectory of change for the organization and what should be done well to succeed, it is important that the mission generates credibility of the organization in all those who read it and know the product or service provided to customers (Robbins, 2005).

c) Establishment of values, understanding these as the principles that guide the generation and operational activity of the organization. They must be known, accepted and followed by all, they are nothing more than a moral judgment on certain issues, whether real or not. They will determine certain tendencies or inclinations of behavior.

d) Generation of a code of ethics, for many people nowadays ethics is considered a little considered factor since, being principles of good or bad moral conduct that guides the members of an organization, the concept turns into something subjective, however in this methodology is considered important and even an essential tool for the creation of a solid organizational culture, being an essential requirement for a successful strategic execution.

e) Knowledge of the Market, Torres (2014) defines it as the set of customers and / or consumers within a sector that must be served by the organization, even the market may have competitive characteristics, it is important to recognize the present and future characteristics of the market in which you intend to participate or you already participate as an organization, to consider them in the successful formulation of strategies.

f) Identification of Competitors, competitors are those organizations that dispute the markets in the same industry.

These are organizations that are currently competing with the same products, goods or services can be incoming organizations ie those with the intention of entering the same market and with the possibility of developing substitute products that serve the same need of consumers under a different scheme (Robbins, 2005).

g) Identification of Buyers and suppliers, the former constitute the consumer market when buying and / or using products, goods or services (customers and consumers may be synonymous, or in some cases the customer may only be the distribution channel); and the suppliers are the suppliers of inputs (direct and indirect) and these can even submit to competition in the industry. (González, 2005)

h) Very few strategists consider the analysis of complementers, that is, those organizations that produce goods or services that complement the products of our organization and make them more attractive for buyers. The complementers are always reciprocal.

i) Transformation of SWOT to SOAR. In the study of market or business development is known as an analysis of the environment, refers to the environment (near or far) that is out of control of the organization when talking about opportunities and threats and its influence can be given in the organization at global, regional, country or sector level; while when we speak of strengths and weaknesses, it refers to the internal environment, that is, to the aspects that can be controlled and that often serve as measures of organizational performance.

Adapting them from SWOT to SOAR is said to be the adaptation in which solutions are sought for problems, for this the weaknesses are modified and become aspirations and threats in results, generating a matrix is the starting point for the generation of strategies (Miranda, 2005).

j) Analysis of business interests, are those achievements that the organization aims to achieve guided by the established vision and the driving mission, and of course, must contrast with those of competitors; a clear example can be the same business objectives.

k) Generation of long-term objectives. These are the future results that the organization expects to achieve in order to achieve its vision, allowing to provide a direction for the organization towards the established vision, create synergies within the organization, reveal priorities in the allocation of resources, among others (Buckingham and Coffman 2000).

l) Generation of strategies, David (2003) says that strategies are the paths that lead the organization to the expected vision, are also defined as courses of action to turn the organization into what you want to be; that is, paths that allow you to achieve long-term objectives. They can be generic, alternative, or specific.

m) Establishment of short-term objectives, necessary to achieve long-term objectives and whose importance is explained because it constitutes the basis for the generation of resources and are established at corporate, division, function and / or process levels, these are expressed in terms of achievements to be achieved by general management and functional managers, it is important to mention that they require indicators to evaluate their compliance.

n) Organization and structure, considered a critical element to successfully implement the strategies, it is essential to develop an organizational structure that is relevant to the achievement of the selected strategies. The organization favors the change and the management of the strategies, and finally, ensures the viability of the same

o) Selection of resources, Miranda (2005), explains that they are capacities that the organization needs for operational purposes to implement the strategies, assigning these to short-term objectives such as organizational culture (mentality, paradigms), assets (machines, technology), people (labor, knowledge, skills), systems (methods, procedures), internal climate (environment, work climate), working capital (money), materials (direct and indirect).

p) Establish control and evaluation systems, Drucker (2005) says that it is an interactive process that requires the implementation of continuous review mechanisms that help the strategic process.

### **Competitive Management Strategies**

Robbins (2005) mentions that there are four stages for the formulation of competitive strategies:

I. The analysis of the market structure, stage in which the company must ask itself what is the structure of the market object of study (competitive, geopolitical or monopoly).

II. Evaluation of competitive advantages, this implies that the company or organization must consider their strengths, evaluate their competitive advantages.

III. Definition of generic strategies, here the company should define on which basis it will compete (cost or value).

IV. Establish what actions the organization should take to face its competitors; both for current market conditions and for those expected to exist in the future.

## Conclusion

The implementation of these administrative tools of course detonate in a competitive advantage, but goes further, as a result great personal, social benefits are derived that are reflected in customer satisfaction, and directly in the increase of profits and index of organizational productivity, implementing strategies may be the easiest, but the formulation entails great teamwork and executive support to achieve the objectives, but it is clear that the benefits are considerable for all.

As mentioned at the beginning is to establish a universal methodology is impossible since each organization has specific variables, which make it unique and different, that is why you can not generalize any methodology, the proposed contemplates what should generally be done, but There may be points that do not apply or that are irrelevant.

Effectively the establishment of strategies is basic for the positioning of organizations, and when applying it, one realizes that practically all the points depend on each other, and have a direct relationship, we can say that it is based on a future vision of the conditions desired and from there the mission is established, complementing the objectives that should cover the real and potencial compliance of the previous aspects, that is why the characteristics of the strategists must comply in their entirety, be leaders, be very observant, researchers , planners, ordered, disciplined and with great power of influence to make things done efficiently and effectively.

For the case of study in the two organizations where this strategy generation study was implemented, there were very varied proposals, according to the needs of each of them, some focused on the need of a correct marketing, some referring to training by part of human resources and others with respect to the production processes, however its adaptation and application have brought benefits in the staff (better working environment and higher productivity) and better economic performance.

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