

A 3D molecular model is shown against a white background. It consists of numerous black spheres connected by thin, light-colored rods, forming a complex, repeating lattice structure. In the lower-left foreground, a single red sphere is attached to a rod, standing out from the black ones. The lighting creates soft shadows on the surface.

Introducción a la estrategia

Definiciones de estrategia

- “La estrategia es el **patrón de los movimientos** de la organización y de los **enfoques de la dirección** que se usa para **lograr los objetivos** organizacionales y para luchar por la misión de la organización” (Thompson y Strickland, 1998).

“El proceso continuo que consiste en **adoptar ahora decisiones** (asunción de riesgos) empresariales sistemáticamente y con el **mayor conocimiento posible de su carácter futuro**; en organizar sistemáticamente los esfuerzos necesarios para **ejecutar éstas decisiones**, y en **medir los resultados de éstas decisiones comparándolos** con las expectativas mediante la retroacción sistemática organizada” (Drucker, 1984)



Estrategia

- **Plan de acción** a largo plazo que define cómo una organización **alcanzará sus objetivos** estratégicos, teniendo en cuenta su entorno interno y externo, y **adaptándose a los cambios.**



Proporciona dirección y propósito



Ayuda a enfrentar la competencia



Optimiza la asignación de recursos



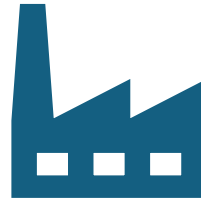
Facilita la toma de decisiones a largo plazo

Estrategia

Visión, Misión y Valores



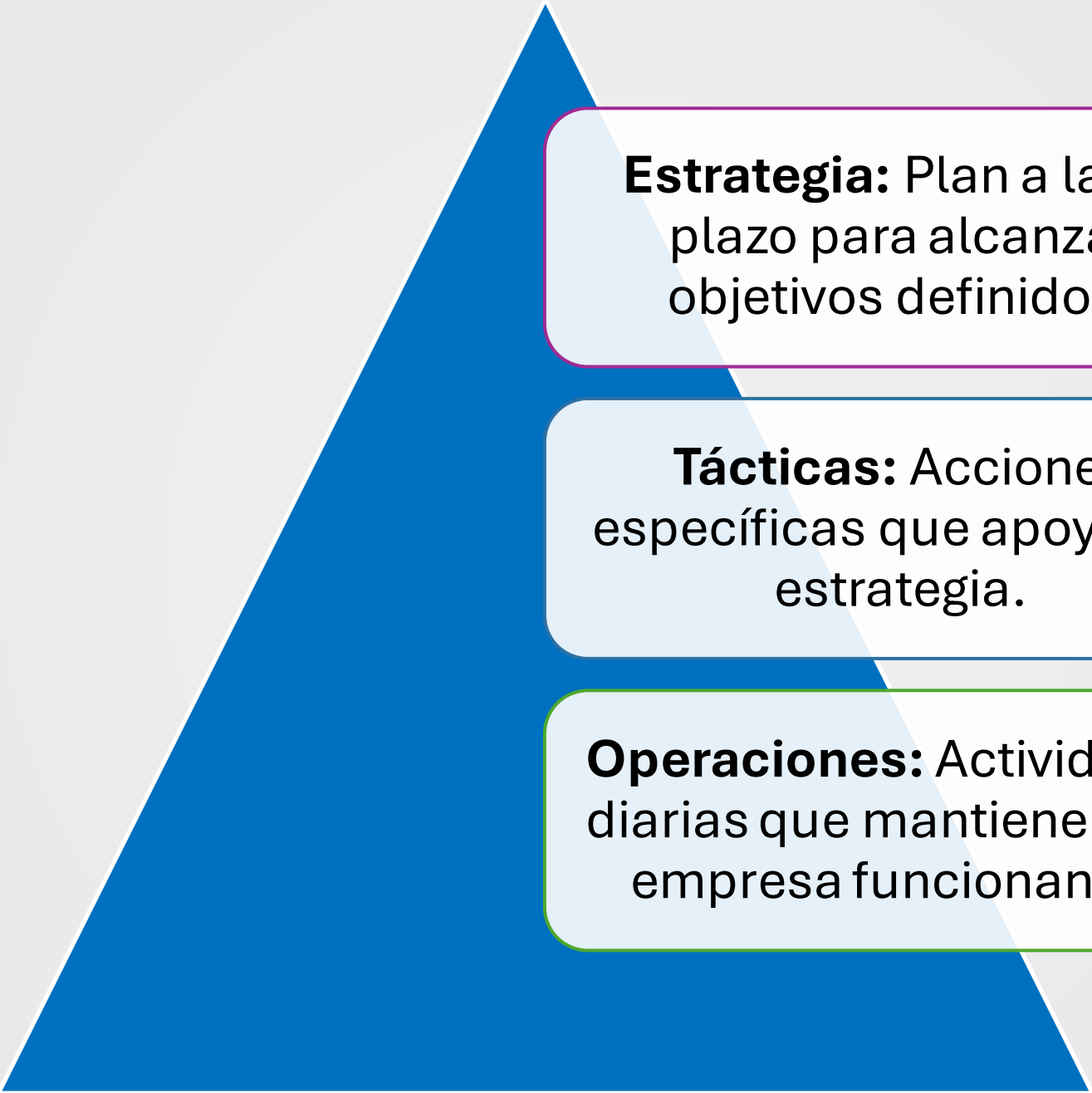
Visión: Lo que la empresa aspira a ser en el futuro.



Misión: El propósito fundamental de la empresa, su razón de ser.



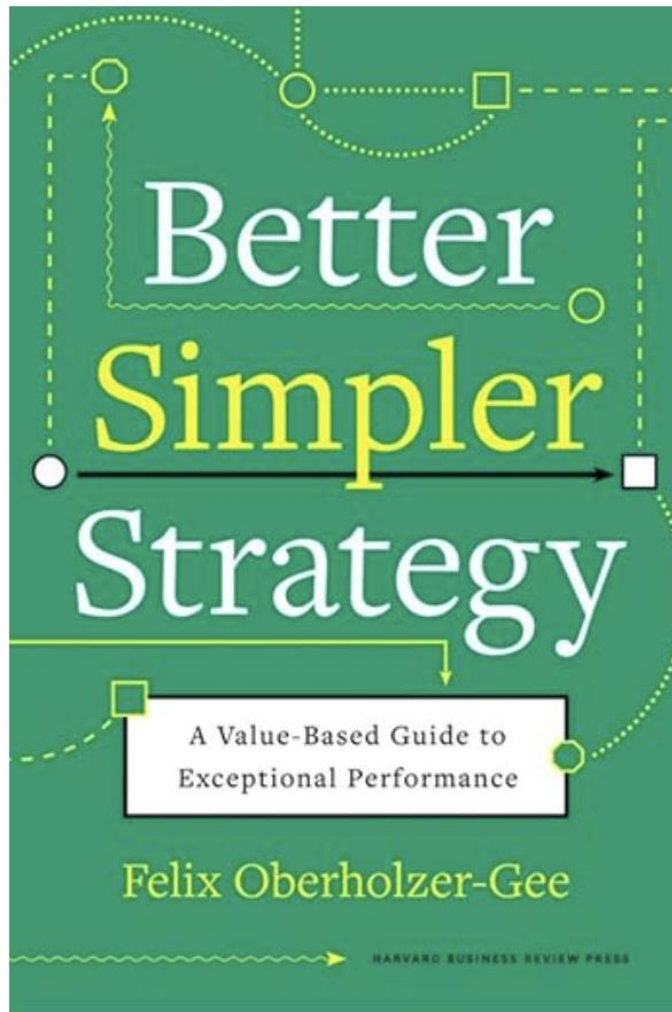
Valores: Los principios y creencias que guían el comportamiento de la organización.



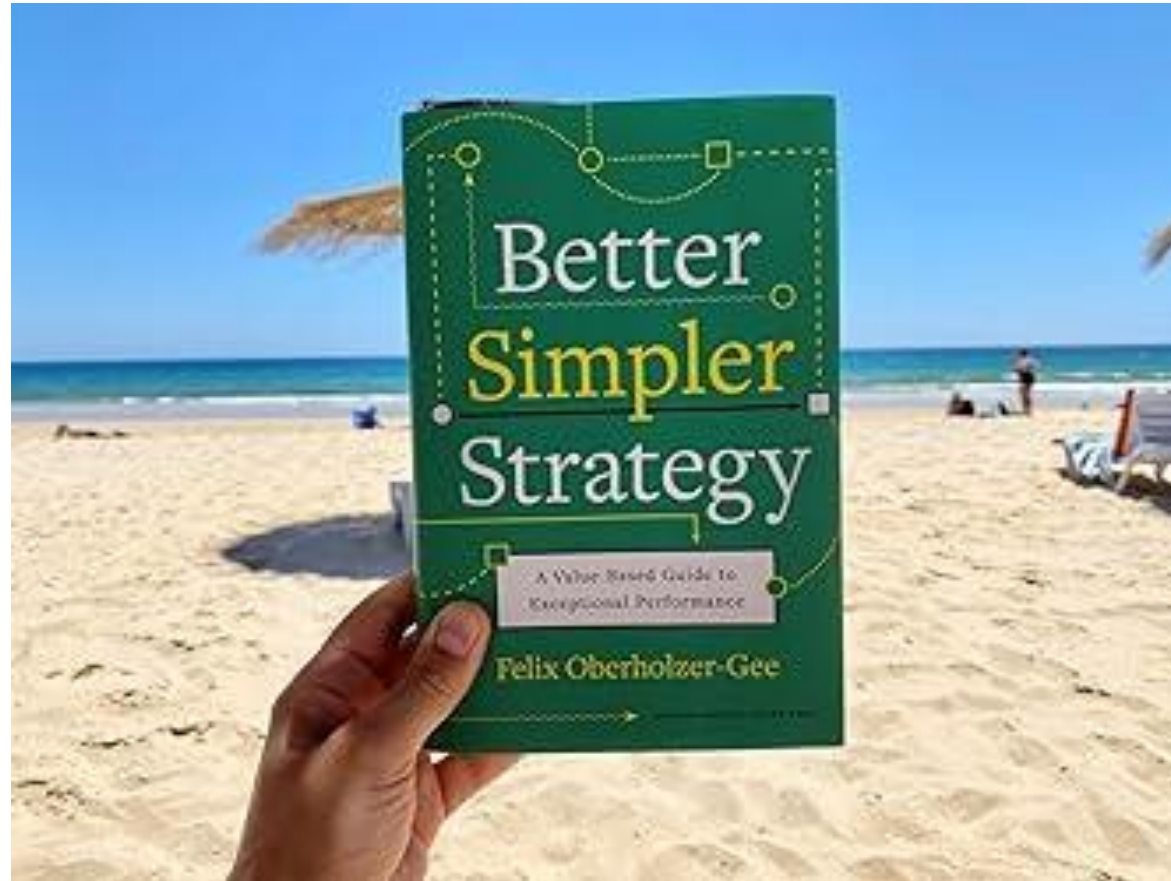
Estrategia: Plan a largo plazo para alcanzar objetivos definidos.

Tácticas: Acciones específicas que apoyan la estrategia.

Operaciones: Actividades diarias que mantienen a la empresa funcionando.



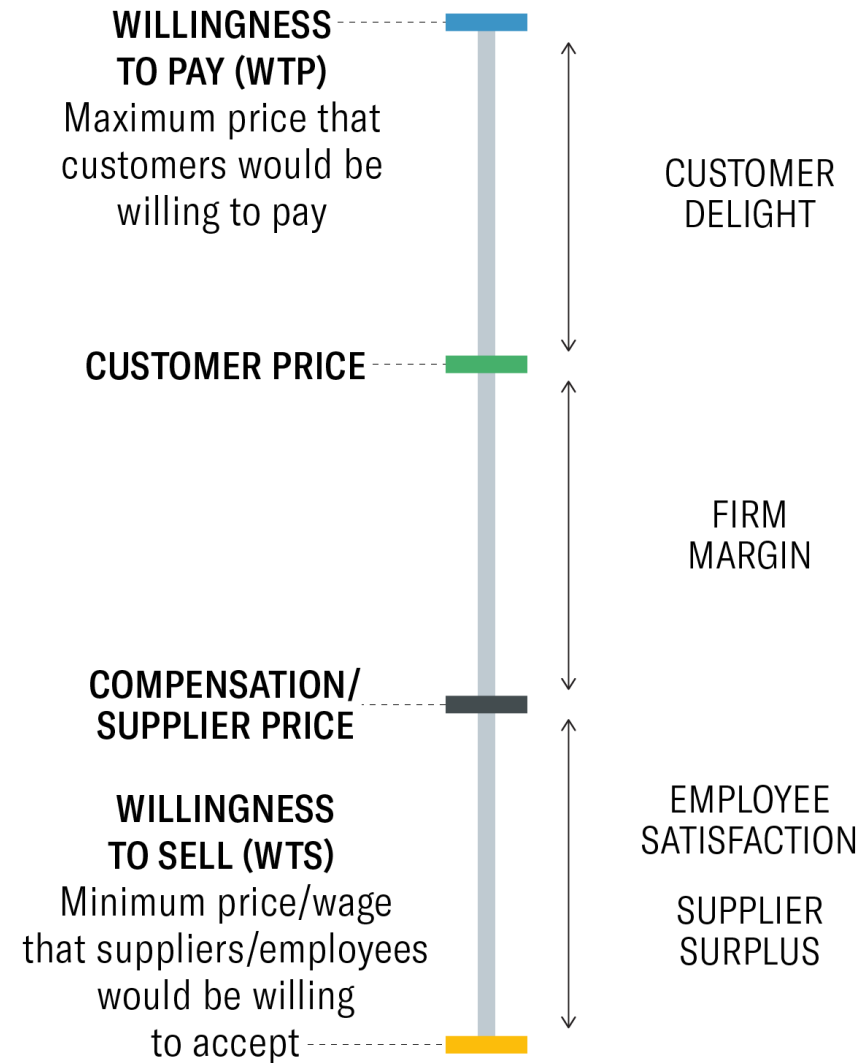
**Estrategia es
un plan
simple para
crear valor**



**Estrategia
no es
generar
utilidades**

Value for customers.
Value for employees.
Value for suppliers.

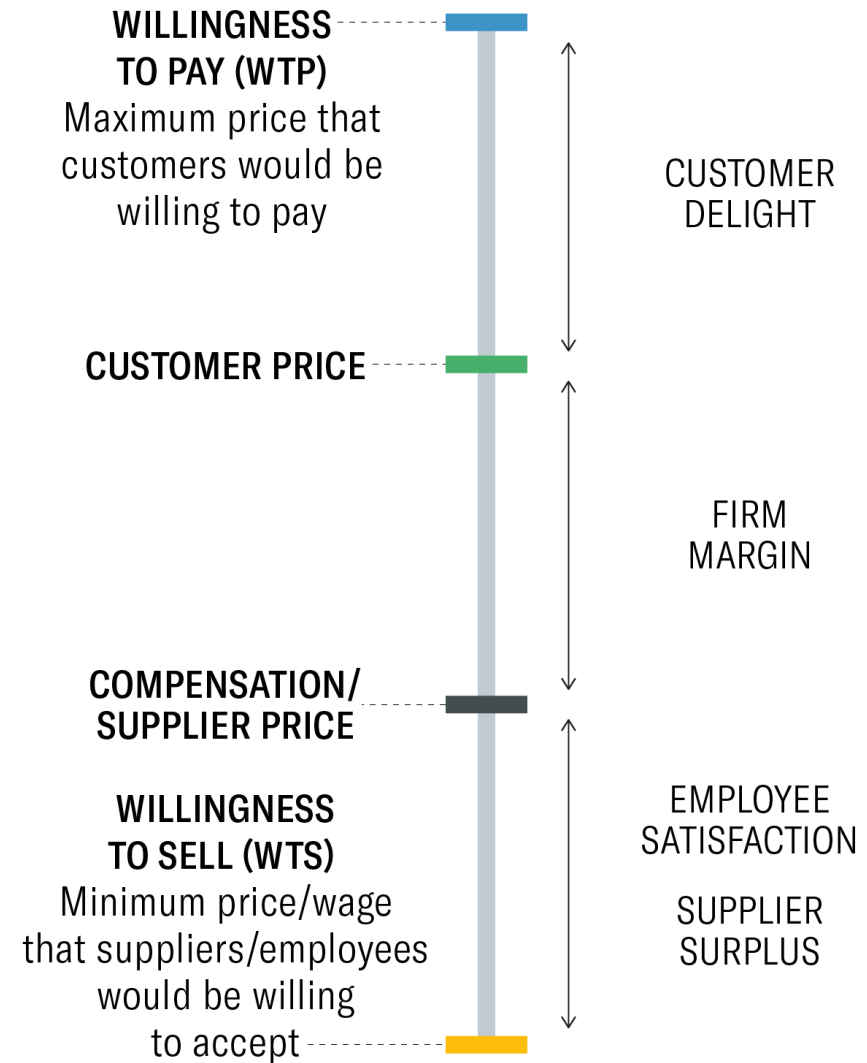
Value stick





“Customer delight” is
**the difference between
WTP and price.**

Value stick



Employee satisfaction



Pay more

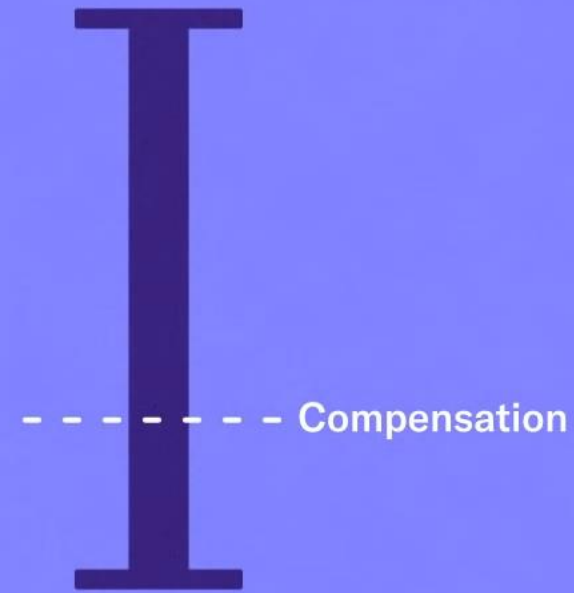
Willingness-to-pay



Willingness-to-sell

Improve job

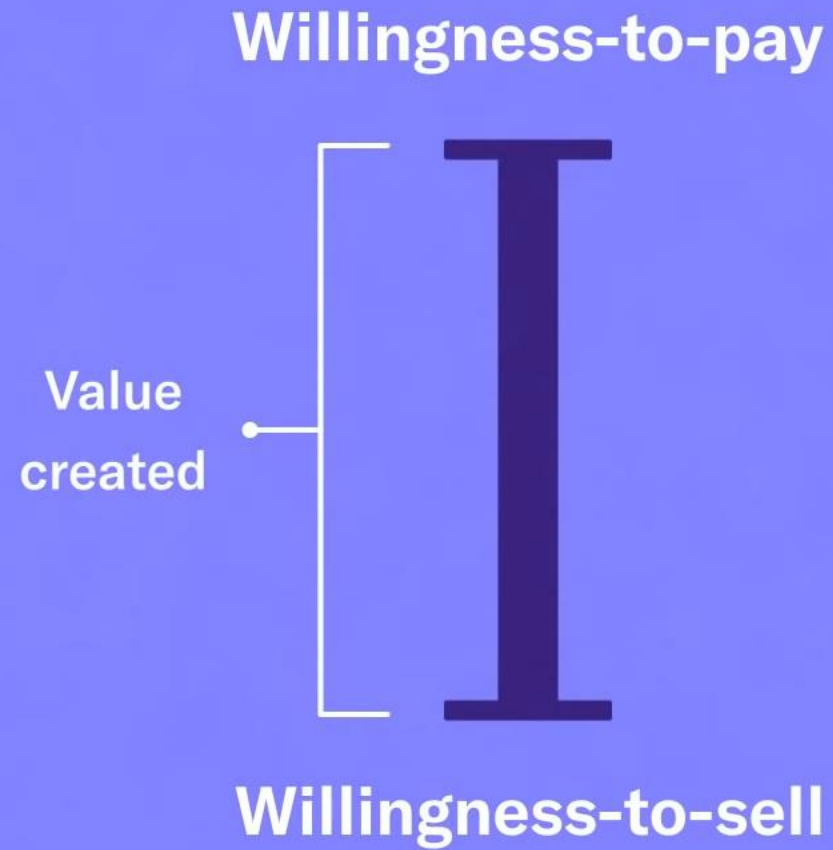
Willingness-to-pay



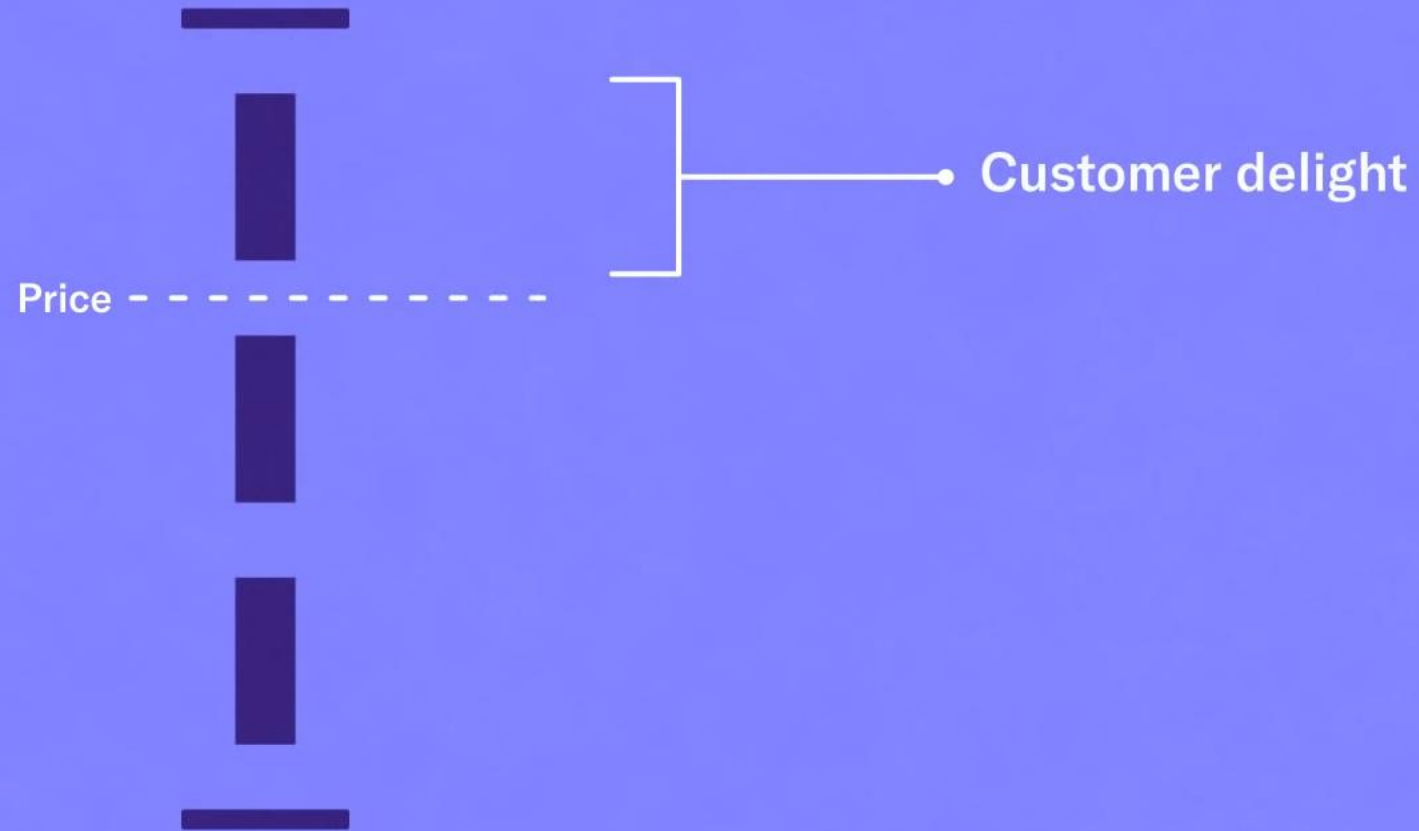
Willingness-to-sell

Remind me

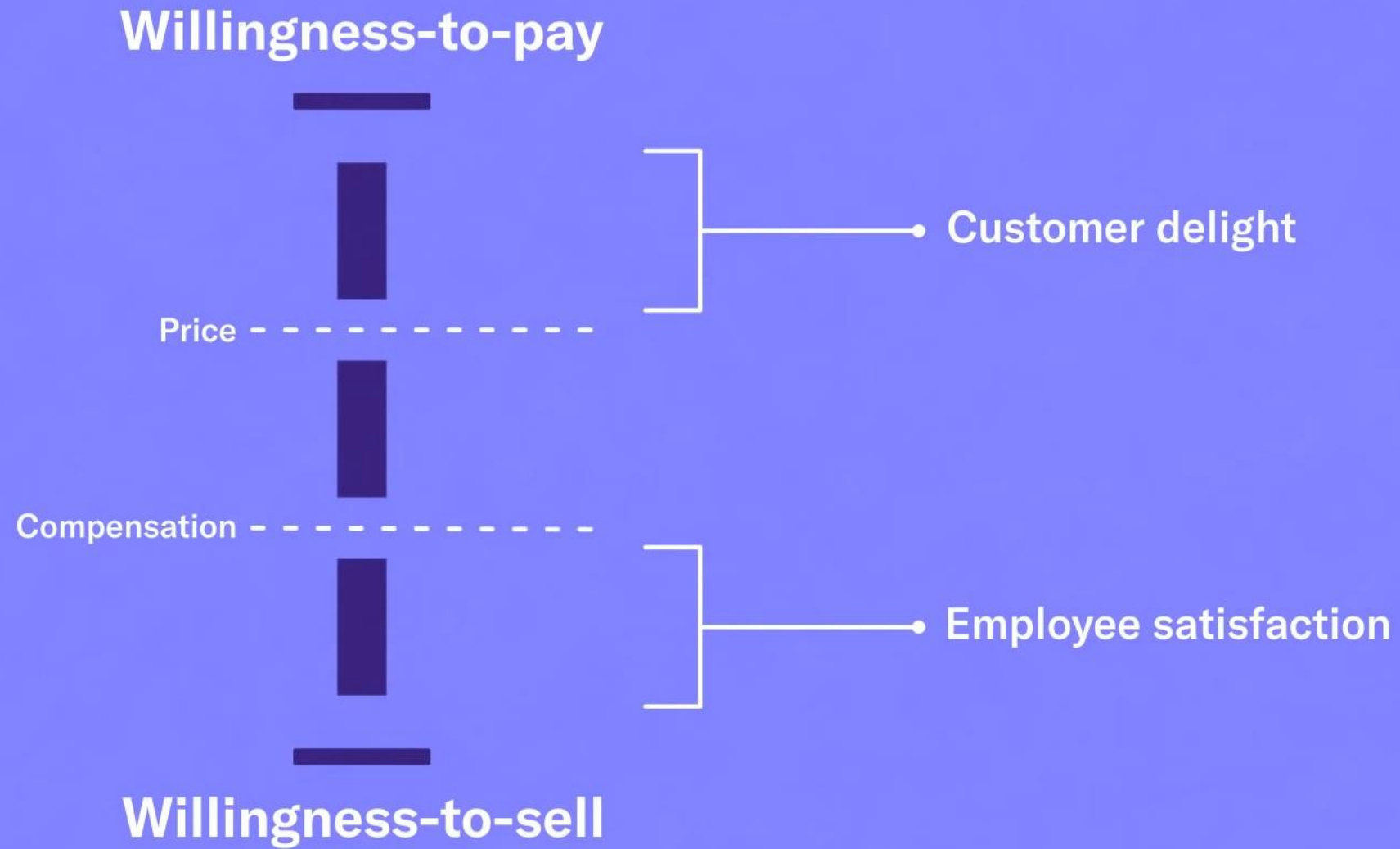
**Where does profit fit
into all this, again?**

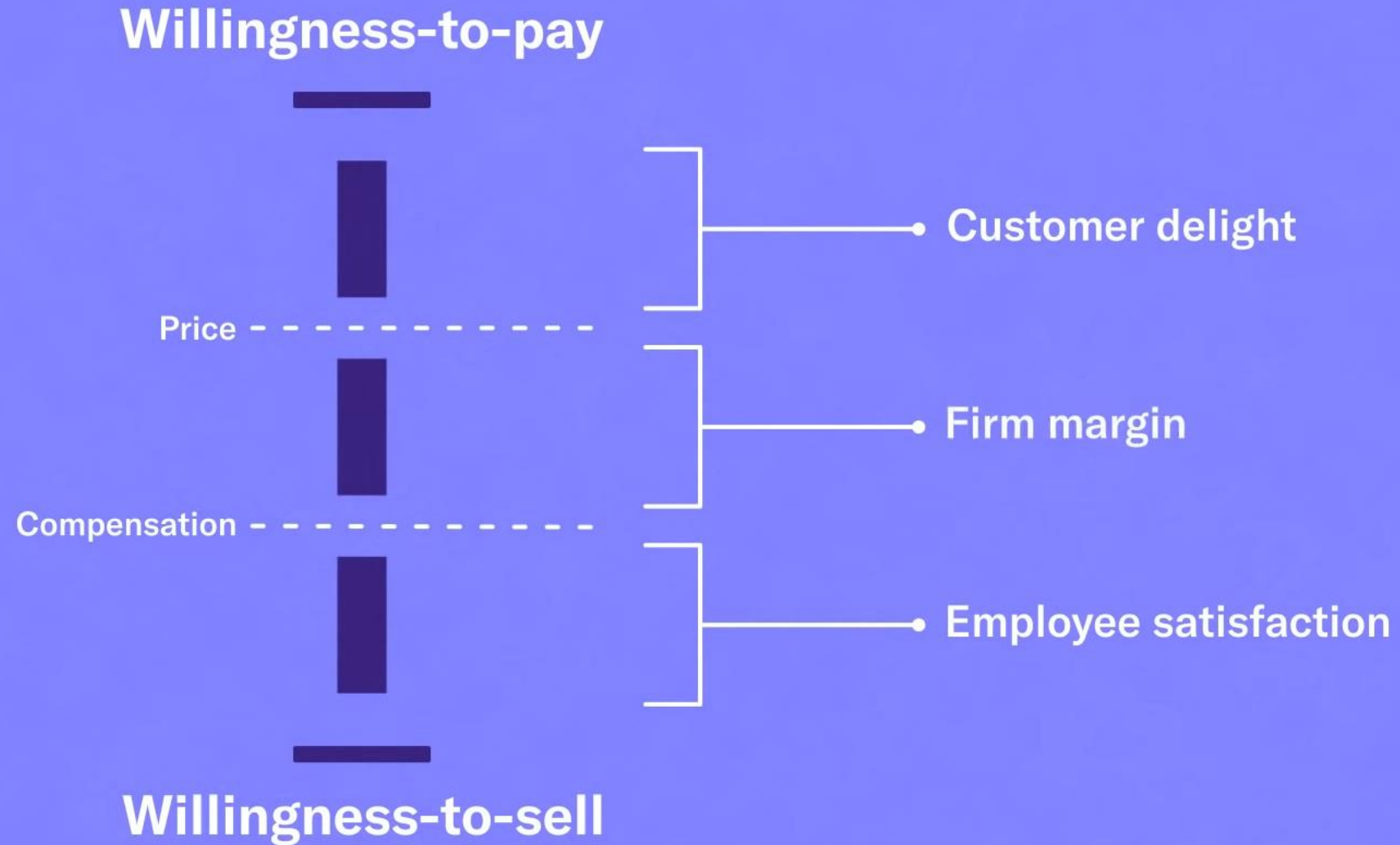


Willingness-to-pay



Willingness-to-sell





Willingness-to-pay

Increase WTP through...

Products & services	Chapters 4 and 5	} Part II
Complements	Chapters 6 and 7	
Network effects	Chapters 8 and 9	

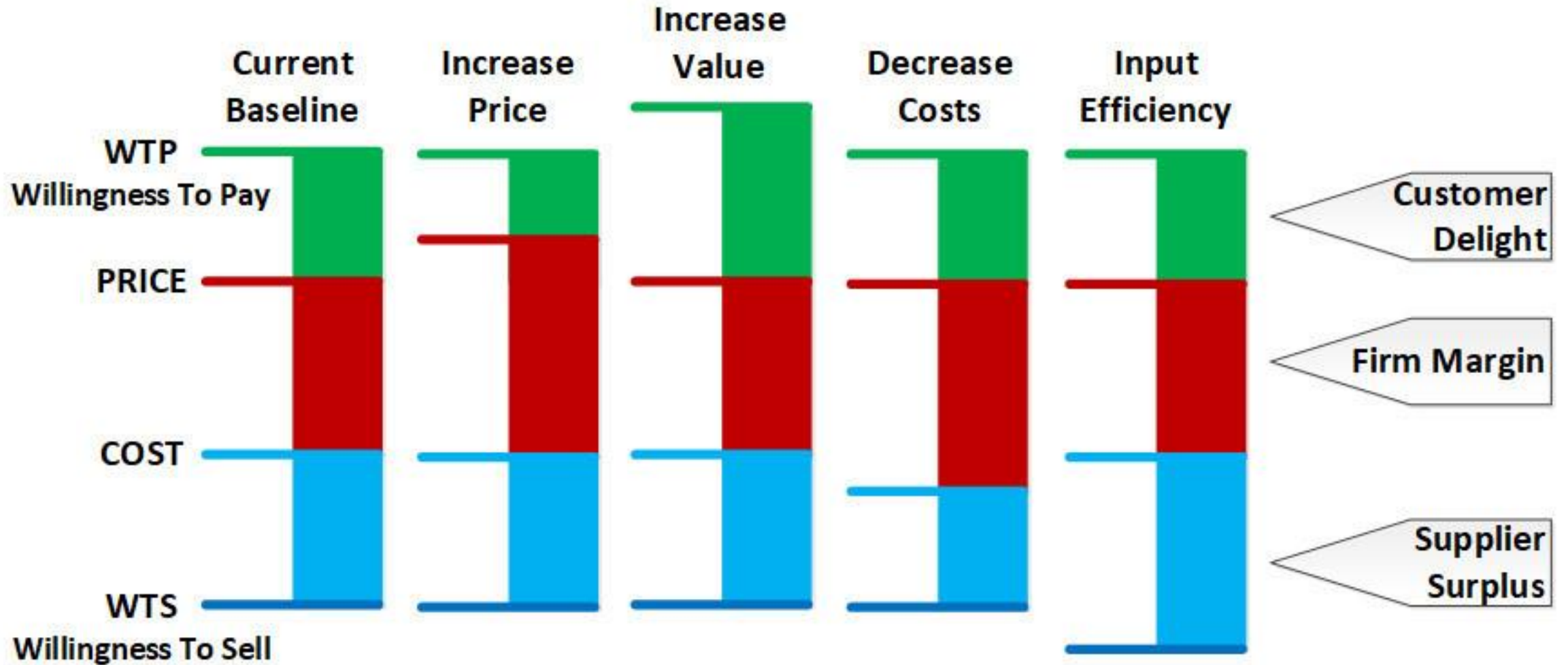
Value created } Parts V and VI

Decrease WTS through...

Employee satisfaction	Chapters 10 and 11	} Part III
Lower supply cost	Chapter 12	
Firm productivity	Chapters 13-15	} Part IV

Willingness-to-sell

Differentiation

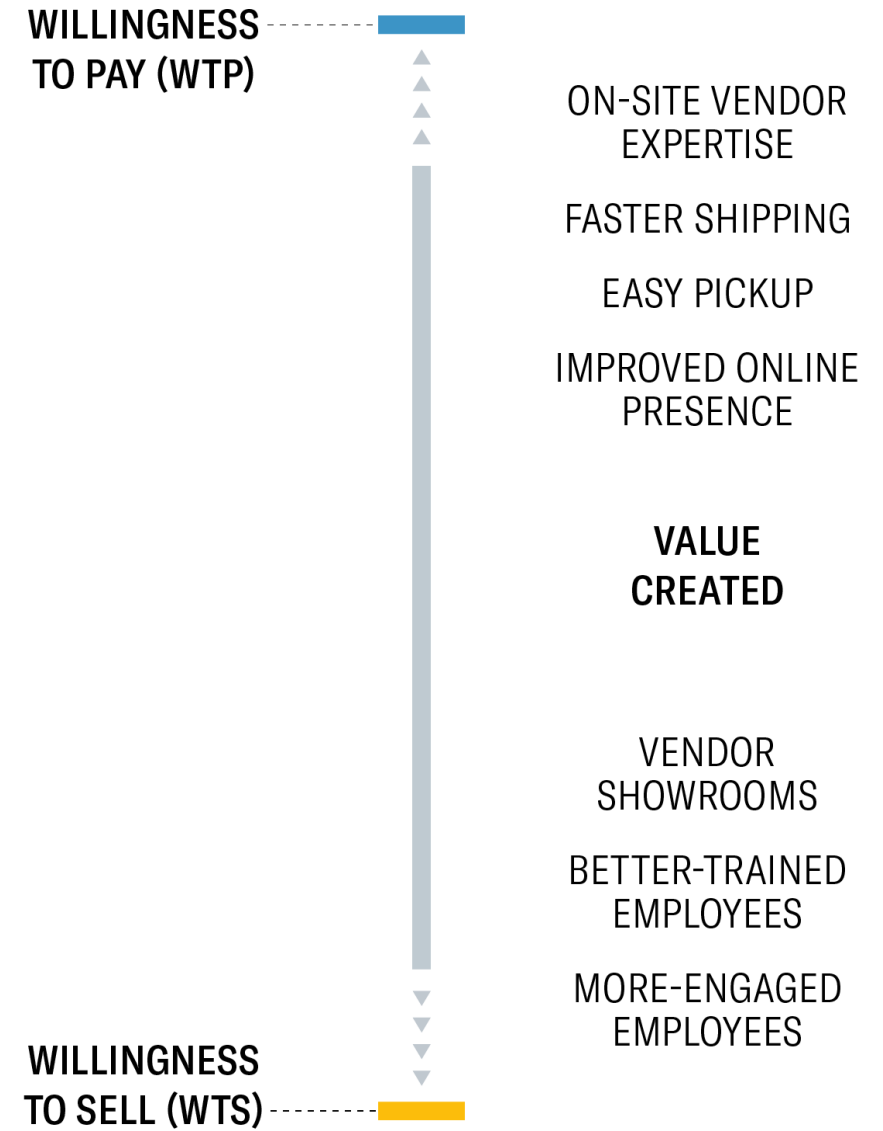


Costs leader



Best Buy's Value-Based Strategy

In response to increased competitive pressure from online and low-cost rivals, Best Buy transformed its physical stores from a liability to an asset. It invited suppliers to develop stores-within-the-store, raising willingness to pay and greatly increasing value for customers, vendors, and employees.



The background of the slide features a collection of 3D geometric shapes, including circles and 'X' marks, rendered in a soft, out-of-focus style. These shapes are scattered across a background with a smooth color gradient transitioning from light blue at the top to a mix of purple and orange at the bottom. The text is overlaid on the lower portion of this background.

Herramientas y modelos de análisis estratégico

PESTEL



factores macroambientales

Modelo 5 fuerzas de Porter



El modelo describe cinco fuerzas que determinan la intensidad de la competencia y la rentabilidad de una industria. (Porter, 1980)

**factores
internos**

D

Debilidades

F

Fortalezas

A

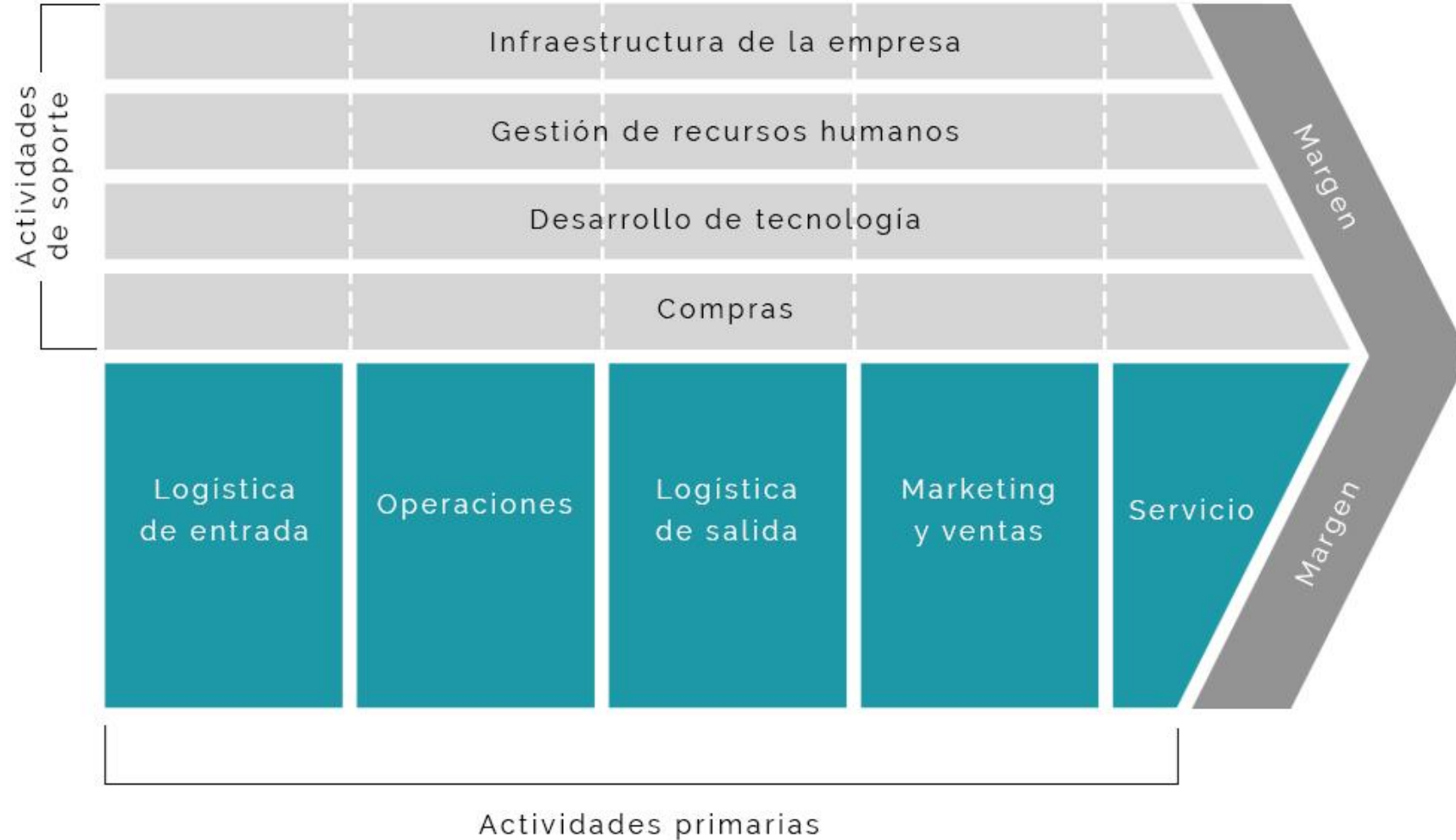
Amenazas

O

Oportunidades

**factores
externos**

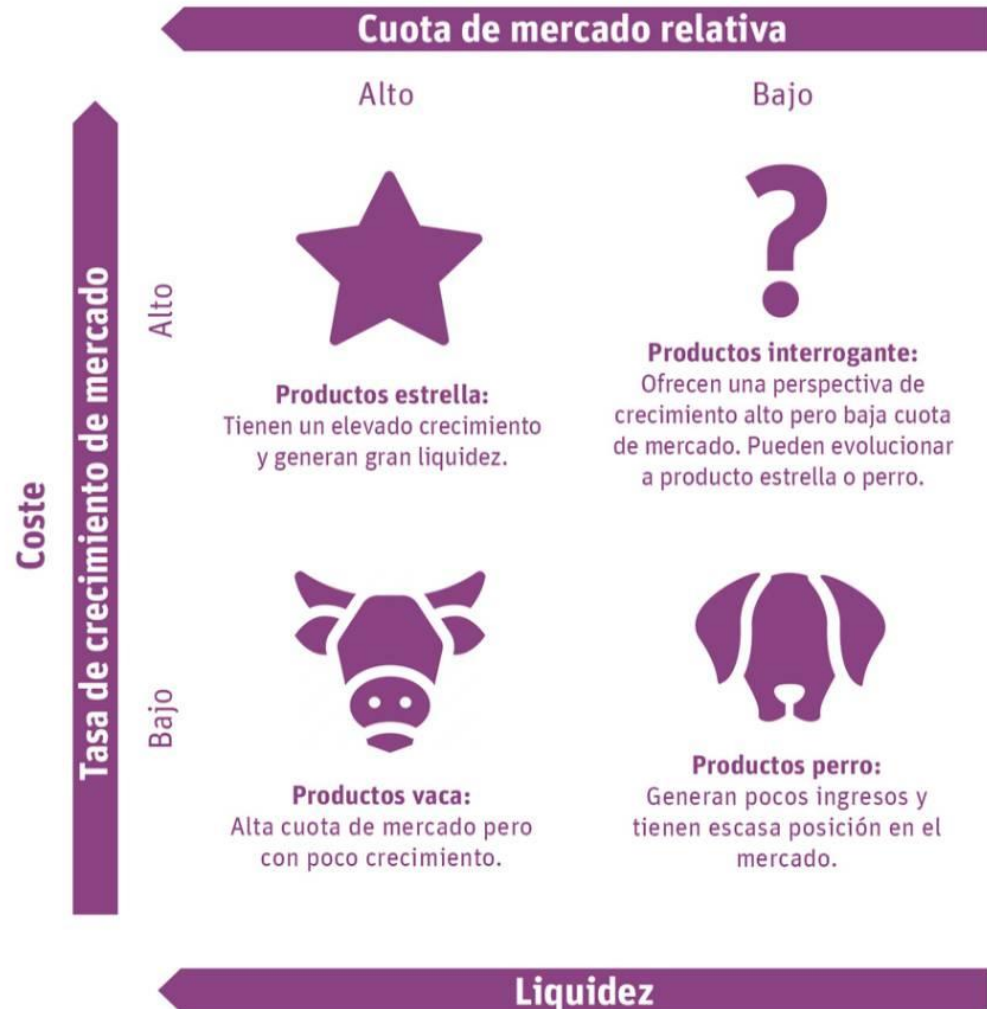
Cadena de valor de Porter



ANSOFF Growth Strategy Matrix



La matriz BCG



The background is an abstract, colorful pattern consisting of a grid of lines in red, green, and blue, creating a sense of depth and movement. The lines are slightly blurred and overlap, giving it a dynamic, almost 3D appearance.

Estrategia y Datos



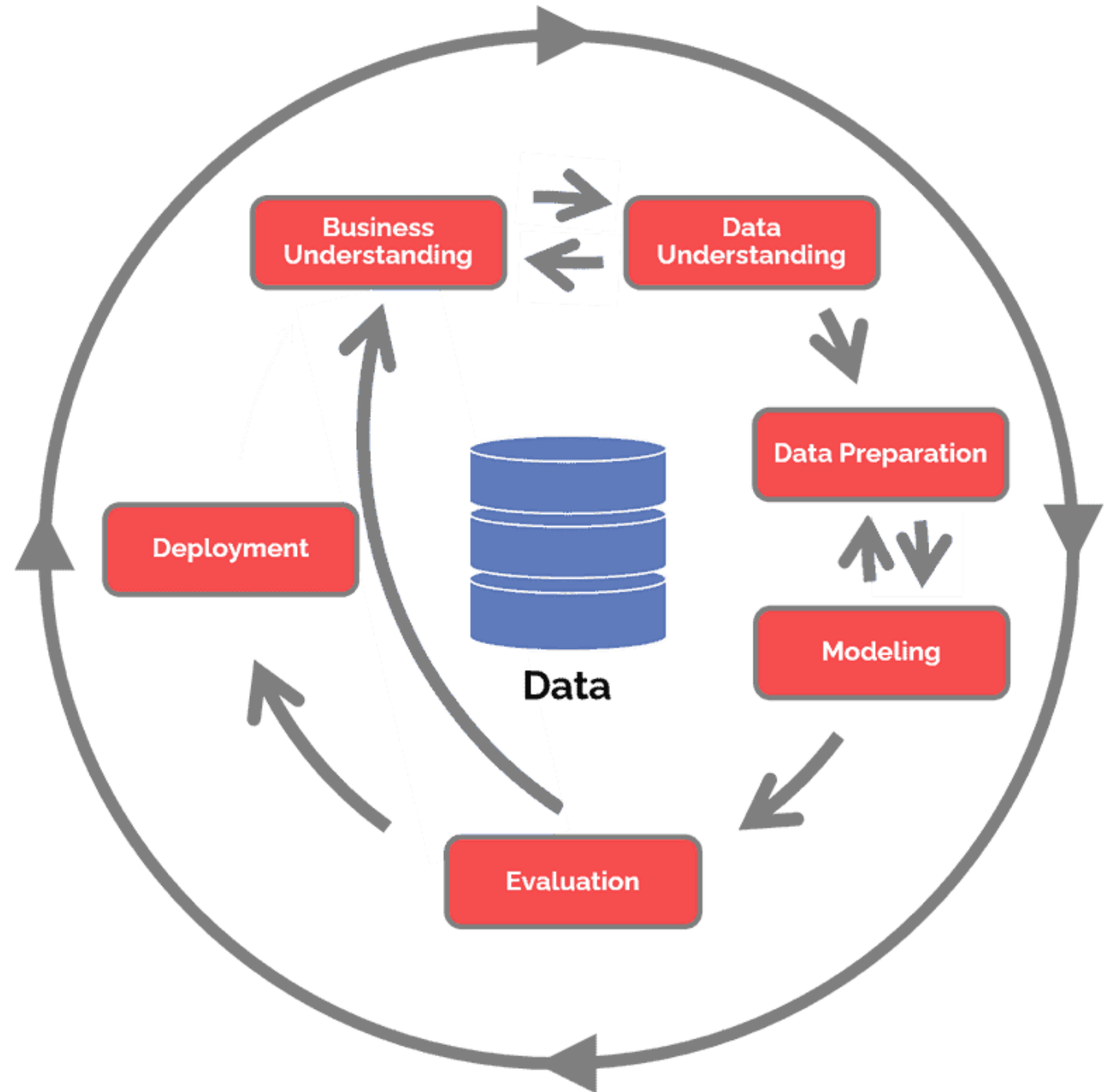
Implementación, Control de la Estrategia

- BI
- KPIs
- OKR
- Dashboards

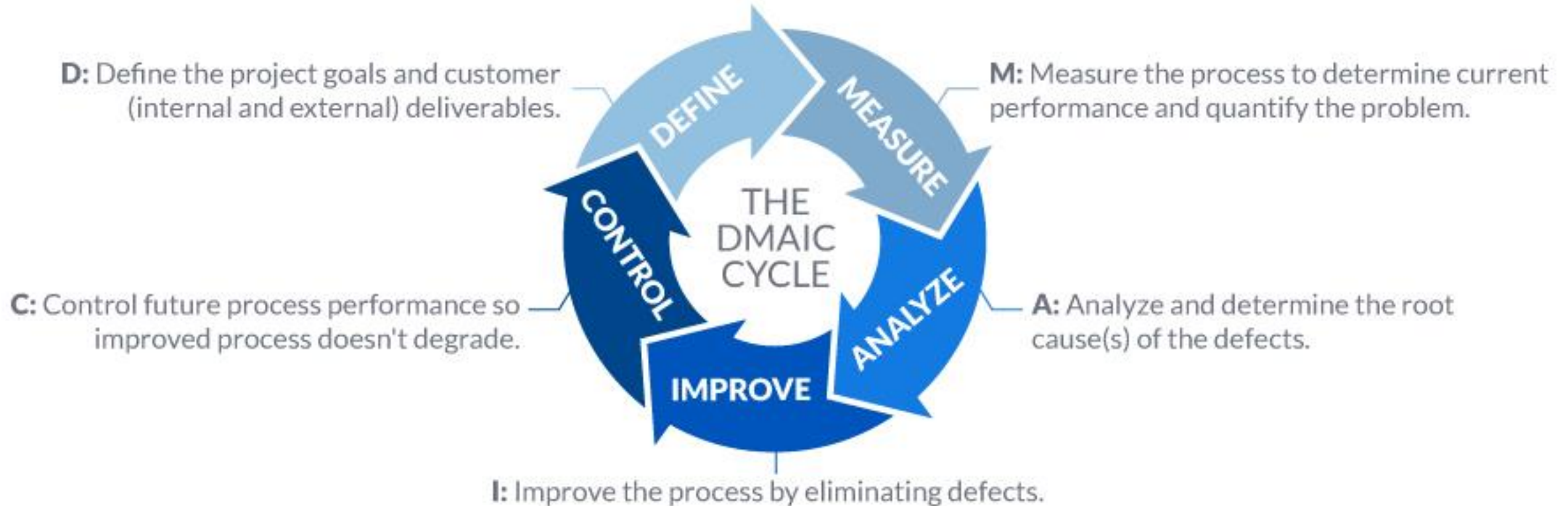
Frameworks analítica de datos

A thick, hand-drawn style orange line that underlines the text "Frameworks analítica de datos". It starts under the first letter 'F' and ends under the last letter 's', following the baseline of the text.

CRISP-DM (Cross-Industry Standard Process for Data Mining)



THE SIX SIGMA DMAIC IMPROVEMENT PROCESS



Big Data Business Model Maturity Index



Source: Bill Schmarzo "Big Data MBA" Course Curriculum

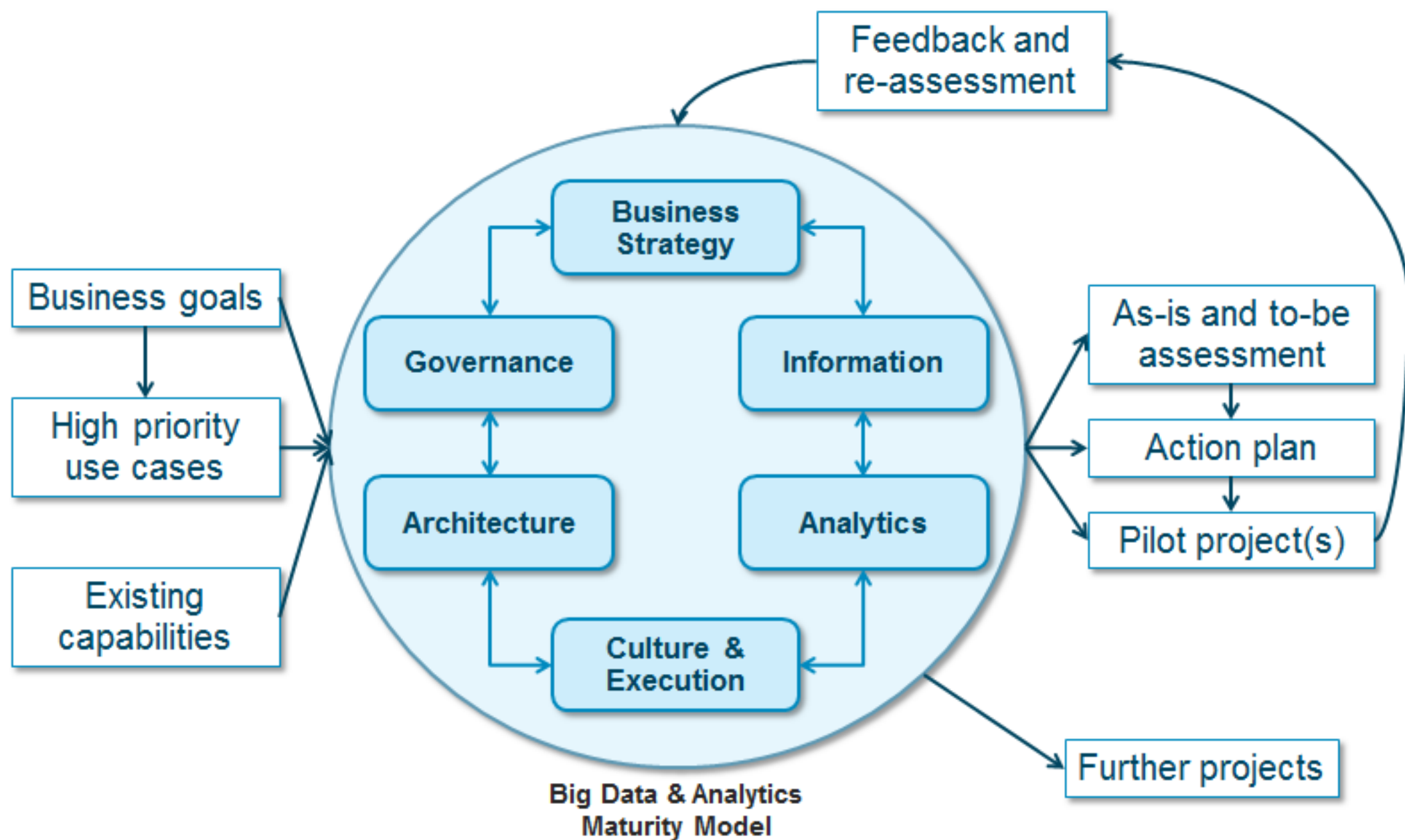
Big Data Business Model Maturity Index Guide

Monitoring → Insights	Insights → Optimization	Optimization → Monetization	Monetization → Metamorphosis
<ul style="list-style-type: none">• Identify, validate, prioritize business decisions• Create Data Science Sandbox• Deploy Predictive Analytics• Train Business Users to “Think Like A Data Scientist”• Capture Customer, Product, Operational Insights	<ul style="list-style-type: none">• Evaluate and value customer, product, operational insights• Build Data Lake• Build Analytic Profiles• Deploy “Right-time” Analytics Environment• Measure Decision Effectiveness• Deploy Economic Value of Data methodology	<ul style="list-style-type: none">• Drive Digital Transformation• Identify and quantify sources of customer / market value creation• Integrate customer, product, operational insights into internal engines of value capture• Address unmet customers, products, services and market opportunities	<ul style="list-style-type: none">• Institutional data analytics into everyday life of culture• Change reward system to encourage continuous exploration and learning• Create intelligent organization that self-evaluates, self-diagnoses and self-adjusts• Create new business models



Source: Bill Schmarzo “Big Data MBA” Course Curriculum

Level 1 Basic	Level 2 Opportunistic	Level 3 Systematic	Level 4 Differentiating	Level 5 Transformational
<ul style="list-style-type: none"> Data is not exploited, it is used D&A is managed in silos People argue about whose data is correct 	<ul style="list-style-type: none"> IT attempts to formalize information availability requirements Progress is hampered by culture; inconsistent incentives 	<ul style="list-style-type: none"> Different content types are still treated differently Strategy and vision formed (five pages) 	<ul style="list-style-type: none"> Executives champion and communicate best practices 	<ul style="list-style-type: none"> D&A is central to business strategy
<ul style="list-style-type: none"> Analysis is ad hoc Spreadsheet and information firefighting Transactional 	<ul style="list-style-type: none"> Organizational barriers and lack of leadership Strategy is over 100 pages; not business-relevant Data quality and insight efforts, but still in silos 	<ul style="list-style-type: none"> Agile emerges Exogenous data sources are readily integrated Business executives become D&A champions 	<ul style="list-style-type: none"> Business-led/ driven, with CDO D&A is an indispensable fuel for performance and innovation, and linked across programs Program mgmt.. mentality for ongoing synergy Link to outcome and data used for ROI 	<ul style="list-style-type: none"> Data value influences investments Strategy and execution aligned and continually improved Outside-in perspective CDO sits on board



Business case

Caso de negocio

