

# Fundamentos de la Informática I

## 2022

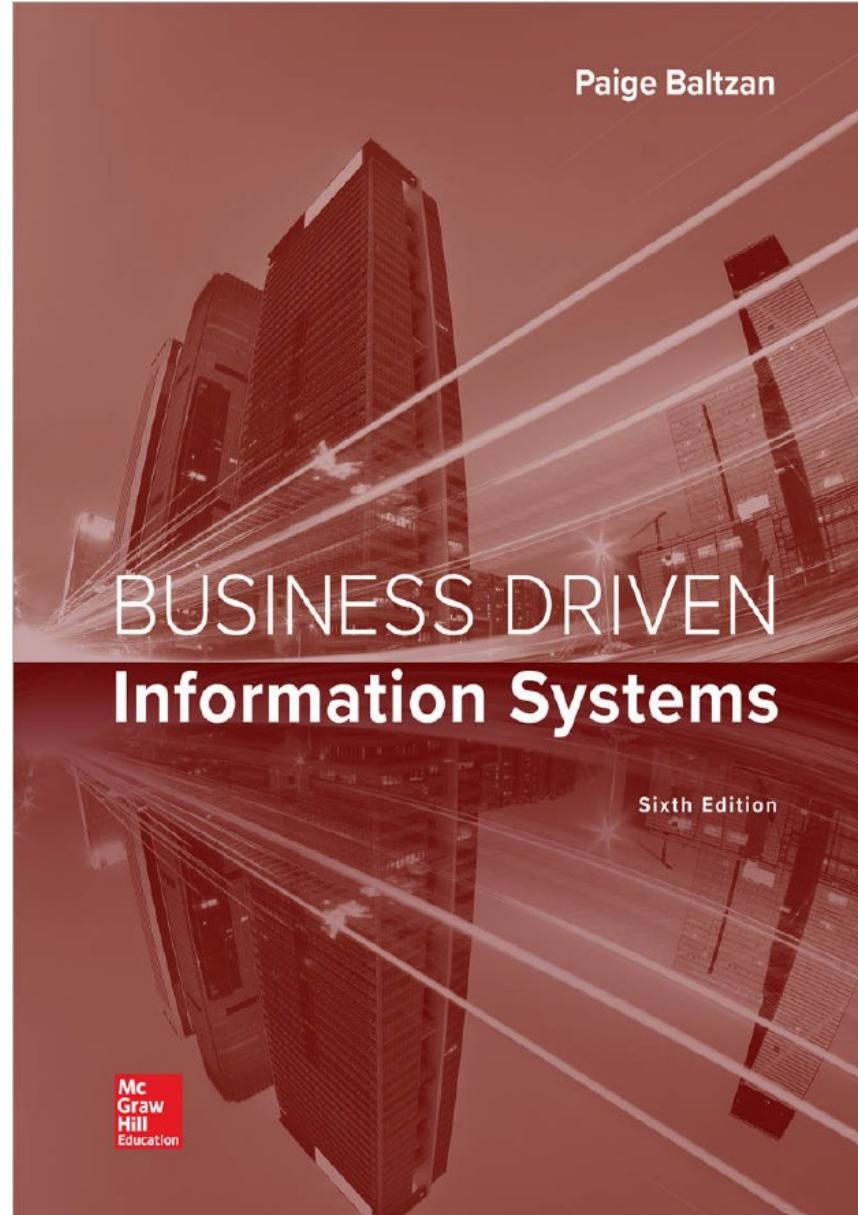


02/Agosto/2022

## Tools for Analyzing Business Strategy

# SECTION 1.2

# BUSINESS STRATEGY



# CLASSROOM OPENER



## GRANDES DECISIONES COMERCIALES **Cyrus McCormick's Reaper – 1831 - Virginia**

Segador que su padre inventó y cambió la historia cuando comenzó la mecanización de la agricultura. -> Industrialización: que convirtió a la economía de USA en la fuerza laboral más productiva del mundo.

**Inventó el negocio de hacer segadores y venderlos a los agricultores de Estados Unidos y países extranjeros.**

“pruebas gratuitas”  
“garantías de devolución de dinero” “planes de pago a plazos”

**Identifying Competitive Advantages**

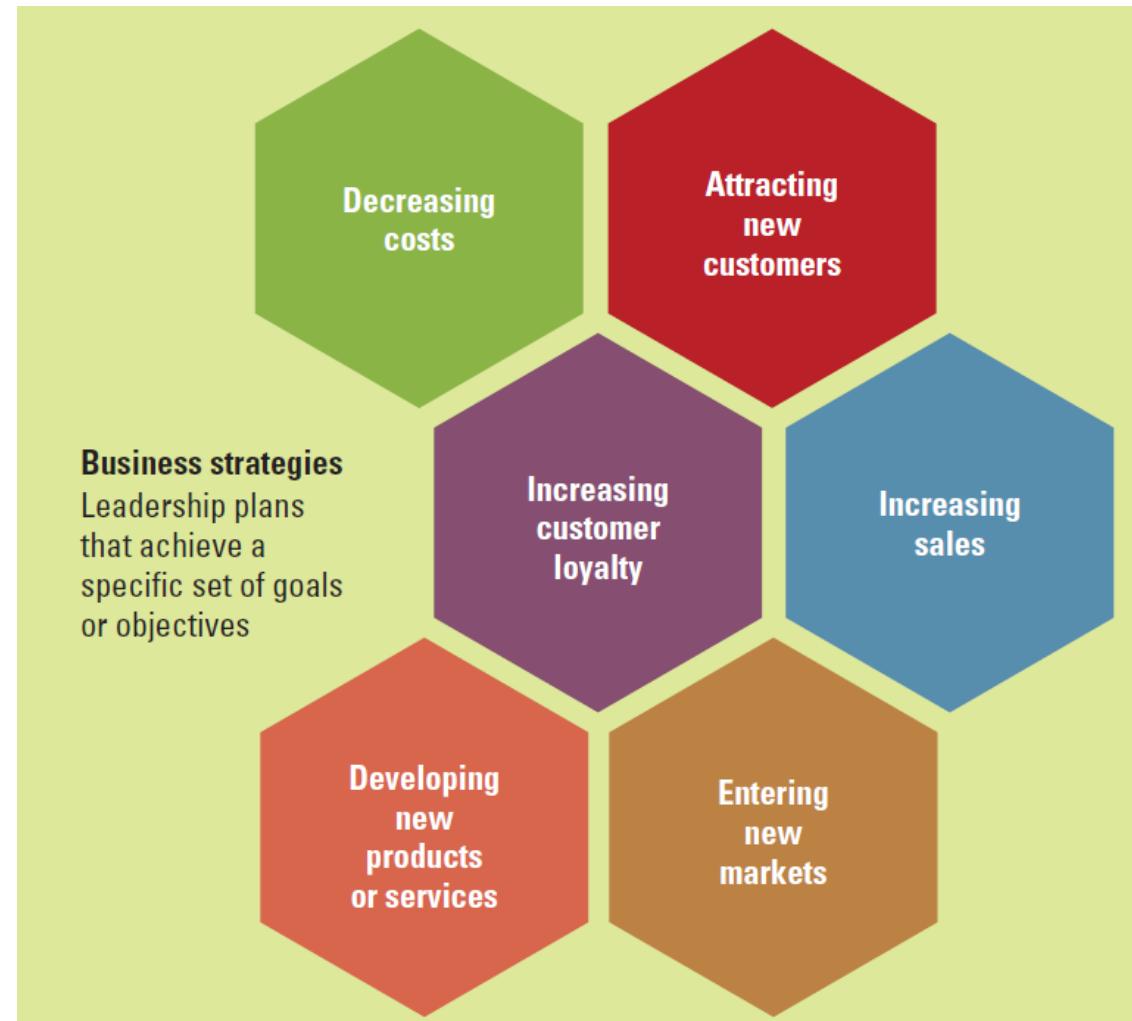
# LEARNING OUTCOMES

3. Explain why competitive advantages are temporary
4. Identify the four key areas of a **SWOT analysis**
5. Describe **Porter's Five Forces Model** and explain each of the five forces
6. Compare Porter's three **Generic Strategies**
7. Demonstrate how a company can add value by using Porter's **Value Chain Analysis**

# IDENTIFYING COMPETITIVE ADVANTAGES

**Business strategy** – A leadership plan that achieves a specific set of goals or objectives such as:

Q: ¿Qué significa ESTRATEGIA?



## Stakeholders



# IDENTIFYING COMPETITIVE ADVANTAGES

- **Competitive advantage** – A product or service that an organization's customers place a greater value on than similar offerings from a competitor
- **First-mover advantage** – Occurs when an organization can significantly impact its market share by being first to market with a competitive advantage

Competitive intelligence

Q: ¿Puede enumerar algunas empresas que lograron el éxito a través de ventajas competitivas? y en Paraguay?

Q: ¿Las ventajas competitivas son temporales o son permanentes?

# IDENTIFYING COMPETITIVE ADVANTAGES

**SWOT ANALYSIS**  
Evaluates Project Position

**THE FIVE FORCES MODEL**  
Evaluates Industry Attractiveness

**THE THREE GENERIC STRATEGIES**  
Choose Business Focus

**VALUE CHAIN ANALYSIS**  
Executes Business Strategy

Business Tools for Analyzing Business Strategies

# 1) SWOT ANALYSIS

**SWOT ANALYSIS**  
Evaluates Project Position

**SWOT analysis** evaluates an organization's **strengths**, **weaknesses**, **opportunities**, and **threats** to identify significant influences that work for or against business strategies



# 1) SWOT ANALYSIS

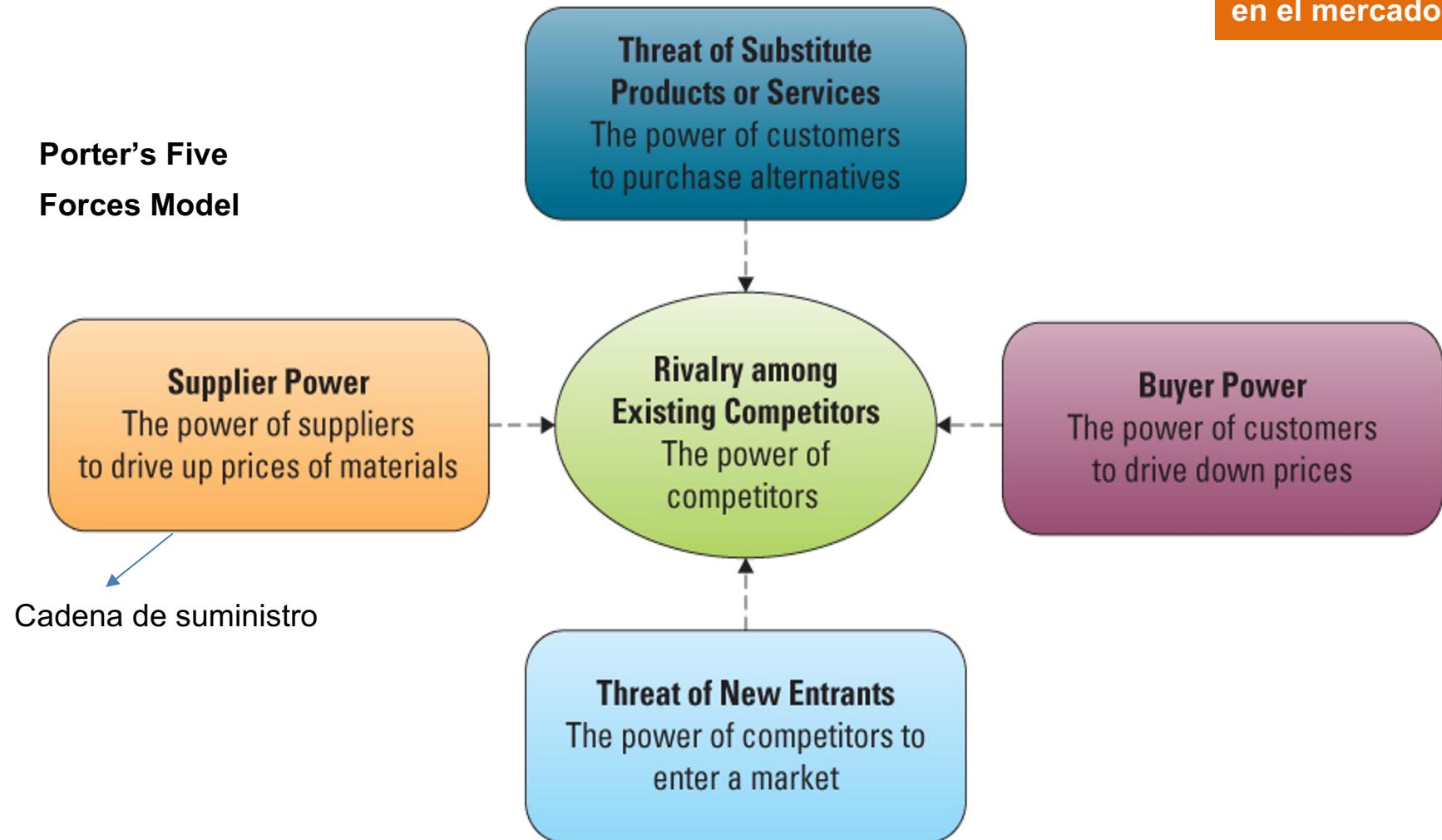
Trabaja en grupo, identifica las FODA para las UPA

**SWOT ANALYSIS**  
Evaluates Project Position

	<b>STRENGTHS</b> Core Competencies Market Leaders Cost Advantages Excellent Management	1. 2. 3. 4. 5.
Int	<b>OPPORTUNITIES</b> Expanded Product Line Increase in Demand New Markets New Regulations	1. 2. 3. 4. 5.
Ext	<b>WEAKNESSES</b> Lack of Strategic Direction Obsolete Technologies Lack of Managerial Talent Outdated Product Line	1. 2. 3. 4. 5. 6. 7.
Ext	<b>THREATS</b> New Entrants Substitute Products Shrinking Markets Costly Regulatory Requirements	1. 2. 3. 4. 5.

## 2) THE FIVE FORCES MODEL

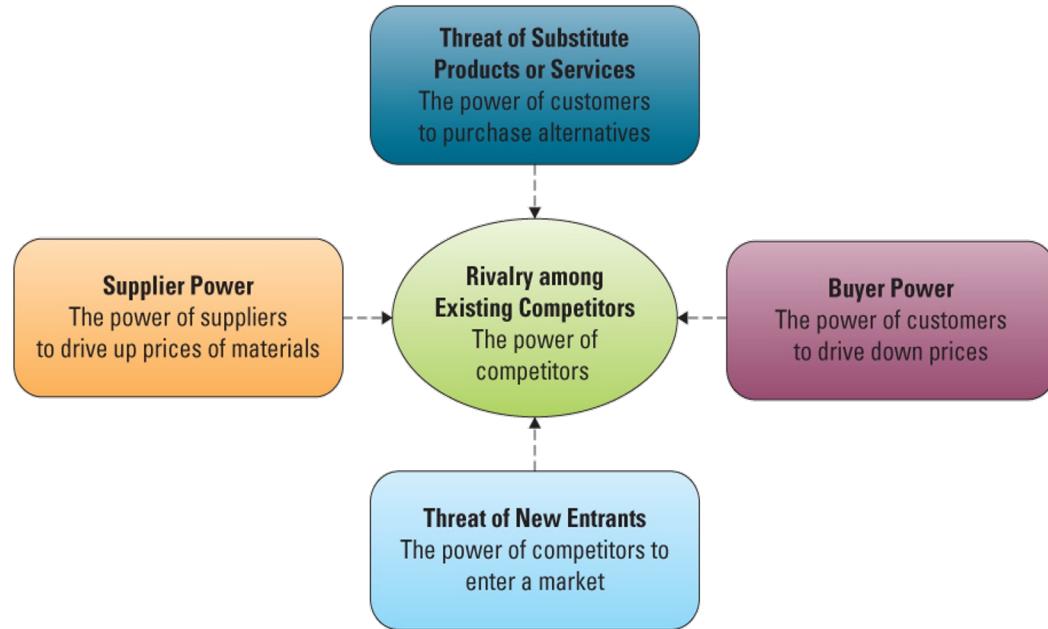
Porter's Five  
Forces Model



Grado de  
competitividad  
en el mercado

## 2) THE FIVE FORCES MODEL

### Porter's Five Forces Model



Para esta actividad, elija un producto de la siguiente lista y realice un análisis de las cinco fuerzas de Porter.

1. Pulp
2. Nuestra Señora de la Asunción (transporte)
3. Café Martínez
4. LATAM (aerolíneas)
5. Lactolanda
6. Centro Médico La Costa

## 3) THE THREE GENERIC STRATEGIES

¿Qué prefiere cuando vuela: una aerolínea barata y sin lujos, o un operador más caro con niveles de servicio fantásticos y la máxima comodidad? ¿Consideraría alguna vez una pequeña empresa con solo unas pocas rutas?

¿Por qué hay tantas opciones?

*La respuesta es que cada una de estas aerolíneas ha elegido una forma diferente de lograr una ventaja competitiva en un mercado abarrotado.*

Porter  
business  
strategies

reducir los costos al mínimo

servicio sea lo más maravilloso posible  
con precios más altos

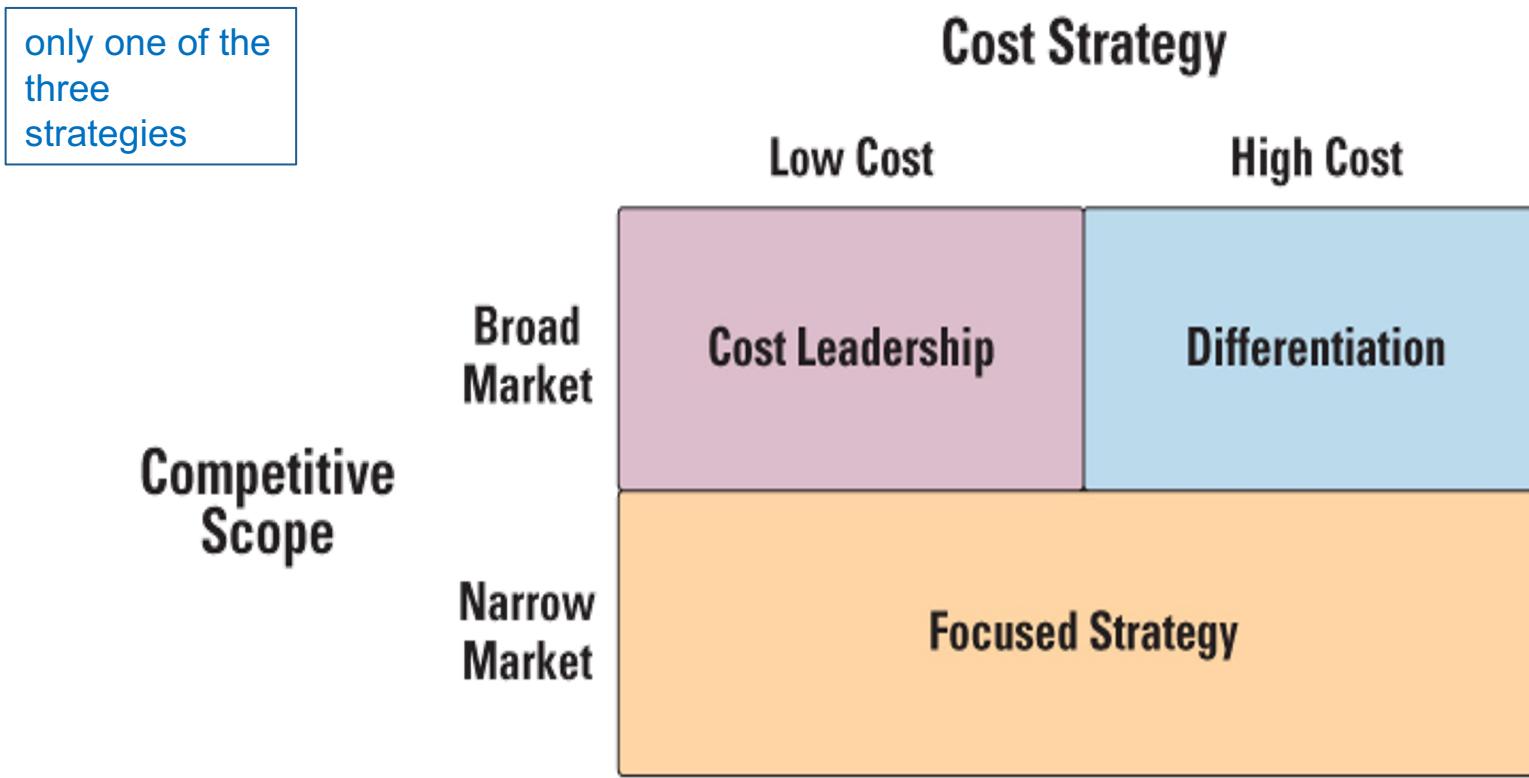
conocimiento detallado de unas pocas rutas

# THE THREE GENERIC STRATEGIES

Porter has identified three generic business strategies for entering a new market:

- (1) cost leadership
  - > COSTO: barato/caro
- (2) differentiation
  - > DIFERENCIACIÓN: único/attractivo
- (3) focused strategy
  - > ENFOQUE:

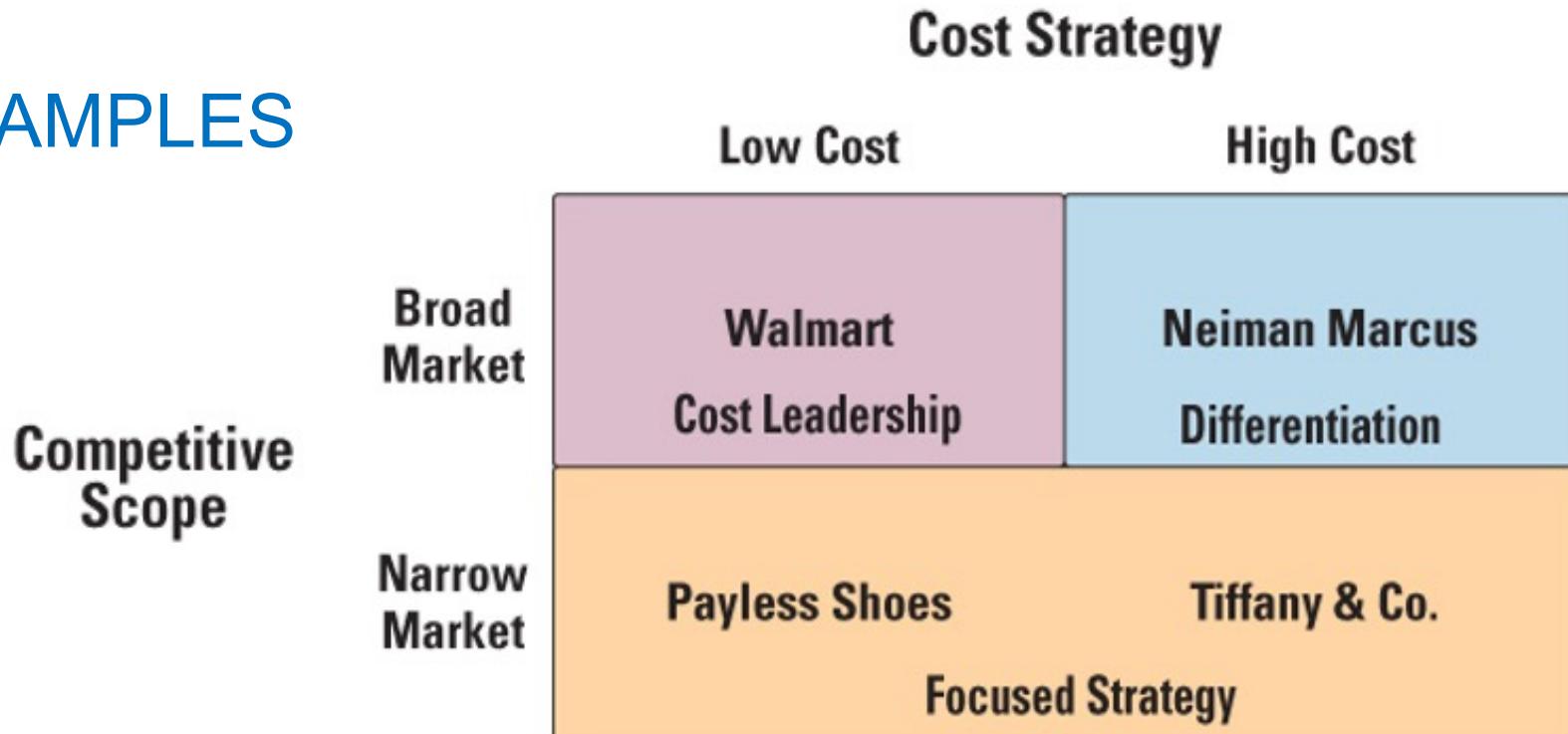
# THE THREE GENERIC STRATEGIES



Porter's Three Generic Strategies

# THE THREE GENERIC STRATEGIES

## EXAMPLES



**Porter's Three Generic Strategies**

## Competitive Advantage

# EXAMPLES

Scope of Operations

Broad Target

Narrow Target

Cost

Uniqueness



Walmart's **cost leadership** strategy depends on attracting a large customer base and keeping prices low by buying massive quantities of goods from suppliers.



Nordstrom builds its **differentiation** strategy around offering designer merchandise and providing exceptional service.



In using a **focused cost leadership**, Dollar General does not offer a full array of consumer goods, but those that it does offer are priced to move.

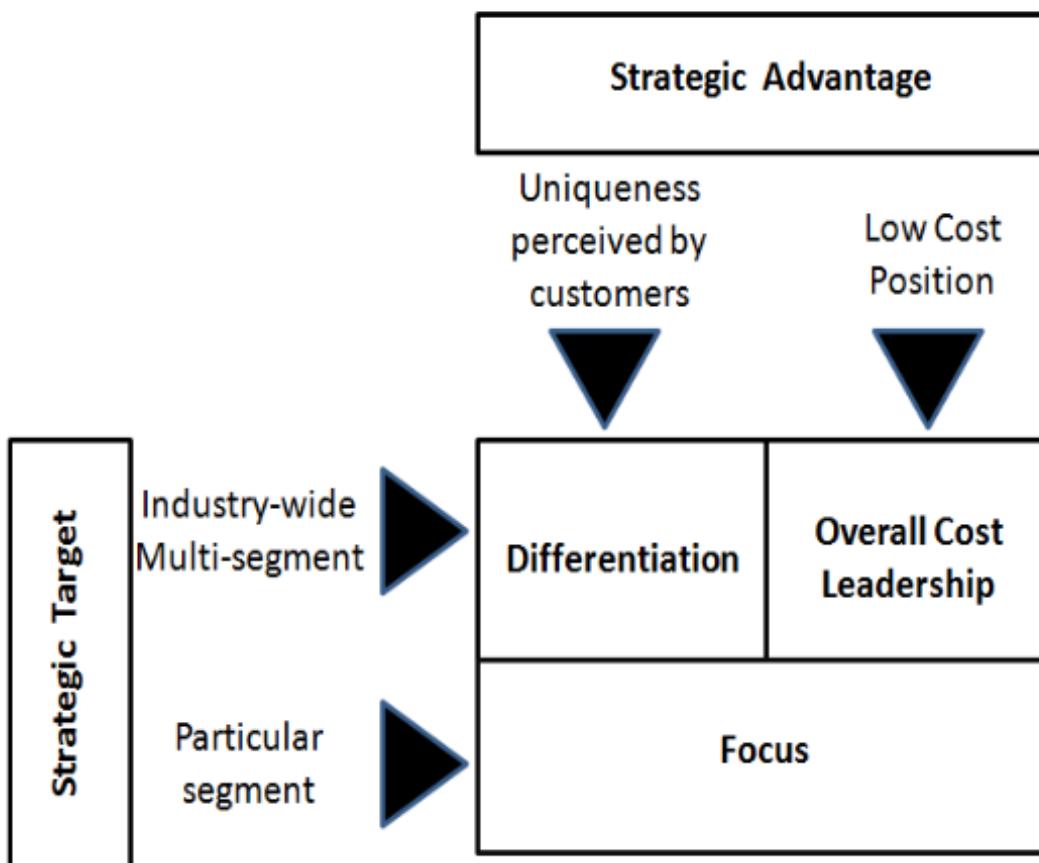


Anthropologie follows a **focused differentiation** strategy by selling unique (and pricey) women's apparel, accessories, and home furnishings.

# EXAMPLES

**THE THREE GENERIC STRATEGIES**  
Choose Business Focus





Q: Identifica las tres estrategias para el caso de:

- 1) Hotel, 2) Zapatos, 3) Restaurante, 4) Relojes, 5) Veterinaria,
- 6) Peluquería, 7) Escuela, 8) Auto, 9) Supermercado, 10) Celular,
- 11) Empresa de Transporte, 12) Chocolates, 13) Perfumes

## 4) VALUE CHAIN ANALYSIS – EXECUTING BUSINESS STRATEGIES

**Business process** – A standardized set of activities that accomplish a specific task, such as a specific process

**Value chain analysis** – Views a firm as a series of business processes that each add value to the product or service



Categories: 1) primary value activities, and 2) support value activities

# VALUE CHAIN ANALYSIS – EXECUTING BUSINESS STRATEGIES

## Primary value activities

- ❖ **Inbound logistics** - Acquires raw materials and resources, and distributes
- ❖ **Operations** - Transforms raw materials or inputs into goods and services
- ❖ **Outbound logistics** - Distributes goods and services to customers
- ❖ **Marketing and sales** - Promotes, prices, and sells products to customers
- ❖ **Service** - Provides customer support

Q: Puedes identificar estas actividades para los productos/servicios :

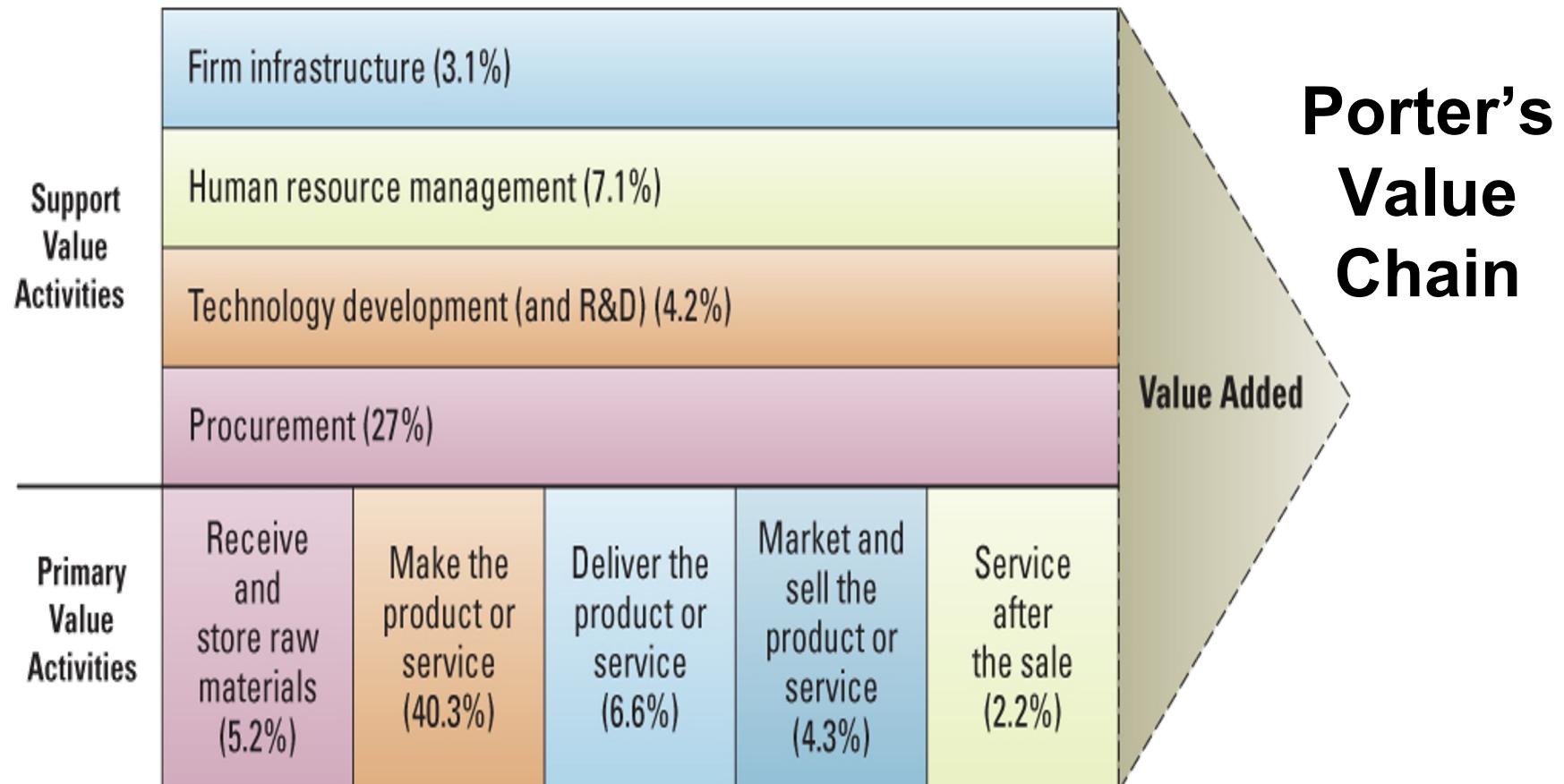
- 1) Hotel, 2) Zapatos, 3) Restaurante... etc?

# VALUE CHAIN ANALYSIS – EXECUTING BUSINESS STRATEGIES

## Support value activities

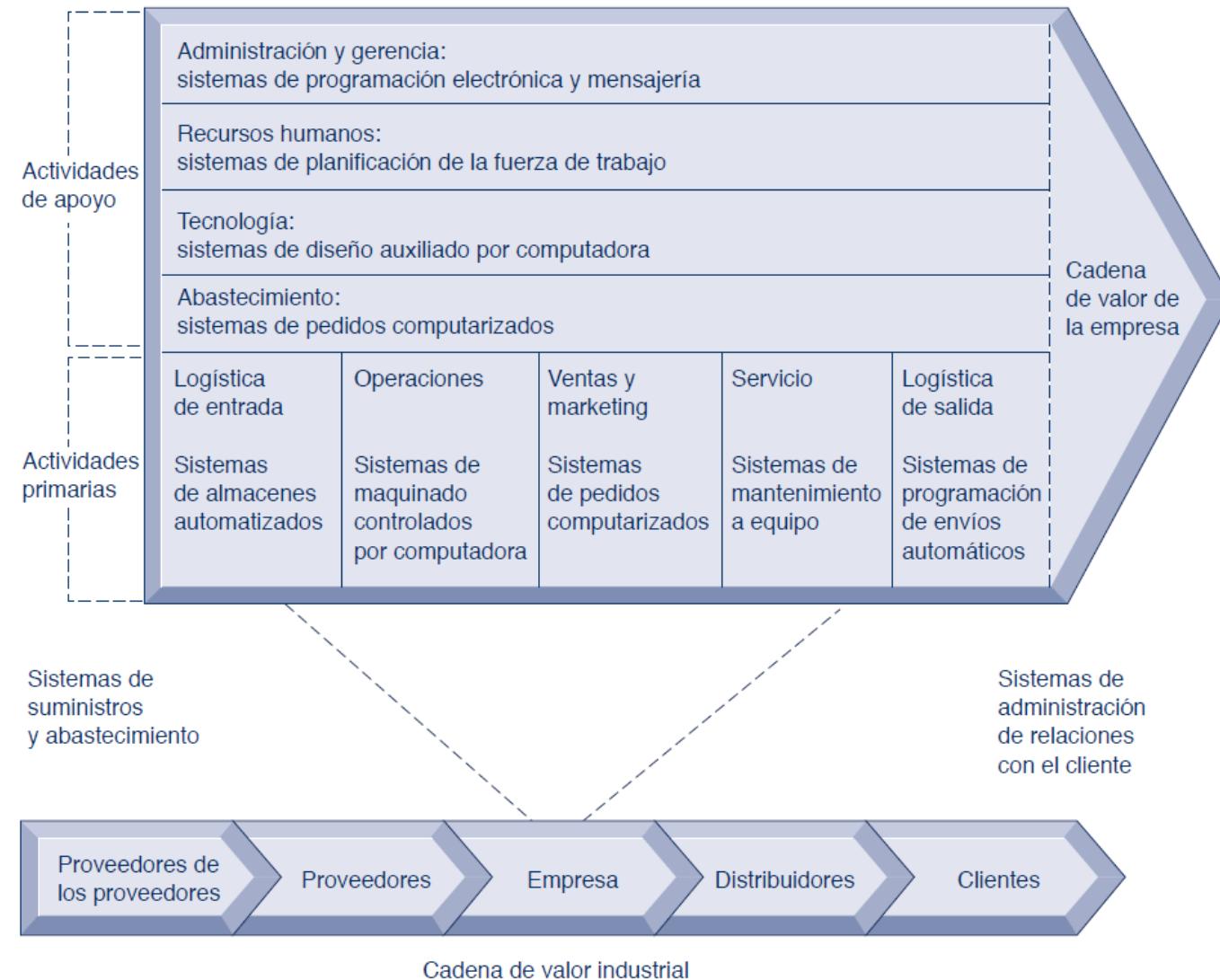
- ❖ **Firm infrastructure** – Includes the company format or departmental structures, environment, and systems
- ❖ **Human resource management** – Provides employee training, hiring, and compensation
- ❖ **Technology development** – Applies MIS to processes to add value
- ❖ **Procurement** – Purchases inputs such as raw materials, resources, equipment, and supplies

# VALUE CHAIN ANALYSIS – EXECUTING BUSINESS STRATEGIES



Apuntar a actividades de alto valor agregado para mejorar aún más su valor  
 Apuntar a actividades de bajo valor agregado para aumentar su valor

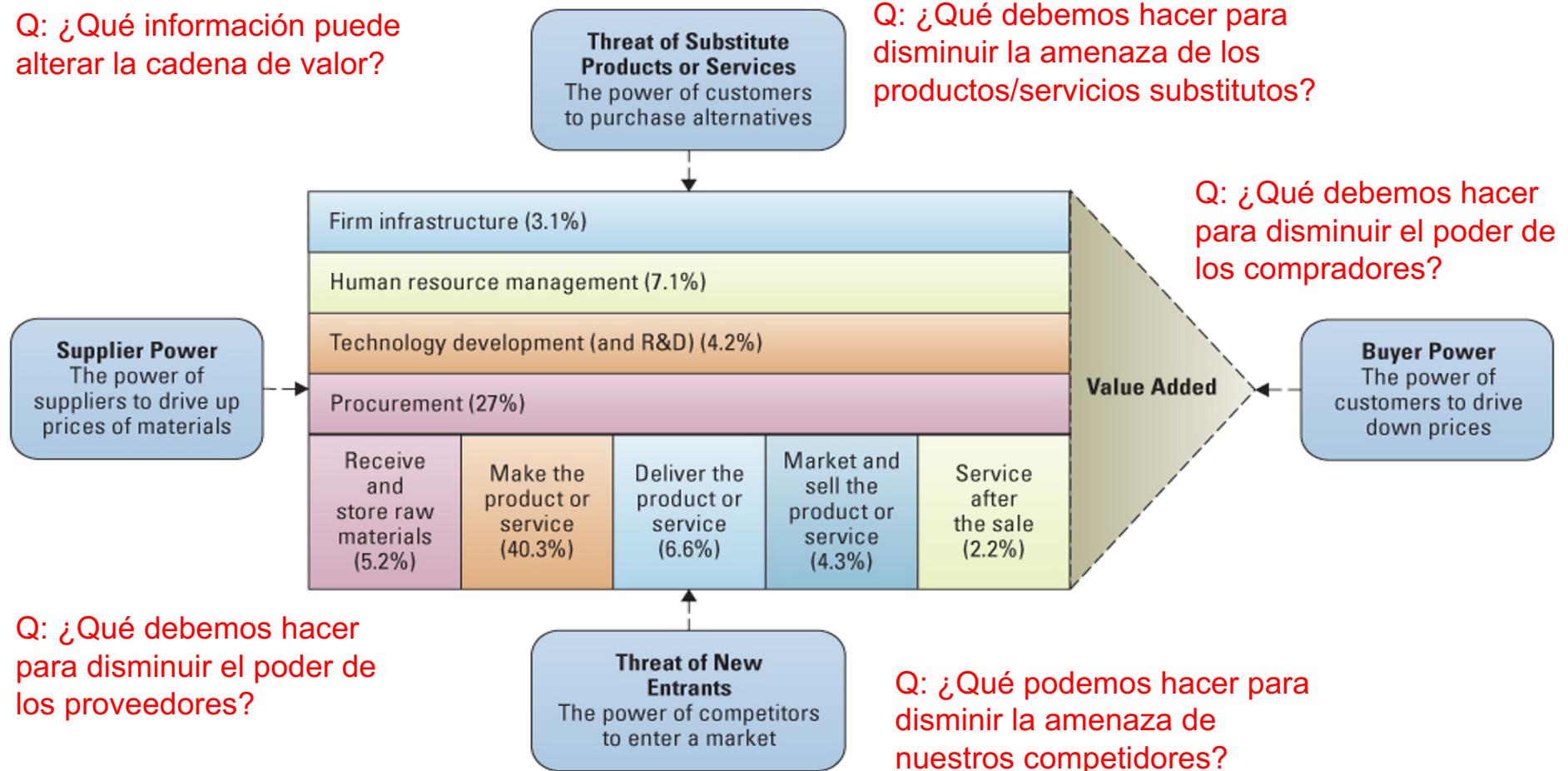
# Cadena de Valor Extendida



Q: ¿Cómo podemos usar los sistemas de información para mejorar la eficiencia operacional, y la intimidad con el cliente y el proveedor? ¿Y para mejorar la relación con los clientes y proveedores fuera de la cadena de valor?

# VALUE CHAIN ANALYSIS – EXECUTING BUSINESS STRATEGIES

Q: ¿Qué información puede alterar la cadena de valor?



## Value Chain and Porter's Five Forces Model

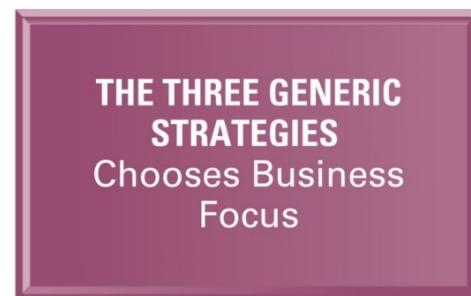
# Business Tools for Analyzing Business Strategy

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para evaluar la posición de la empresa / proyecto es viable



para evaluar el atractivo de una industria, posicionamiento de la empresa



para elegir un enfoque comercial; por ejemplo, Wal-Mart usa una estrategia de bajo costo

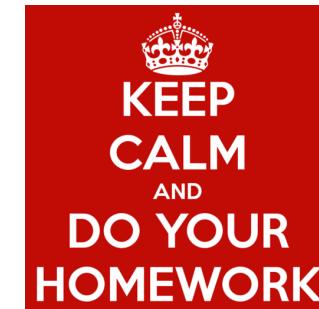
para ejecutar estrategias comerciales, ayuda a definir qué hacer una vez decidida la estrategia

# ¿PREGUNTAS?



¿Qué aprendimos hoy?

# TAREA



TEC#2 - Guía de Trabajo en el classroom

Grupos de 2 personas

Entrega: Martes 02/08/2021 – 15:00 hs.