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# 3.3 planeación estratégica con enfoque en la innovación

Visión: Nos da la amplitud del marco de referencia empresarial en el cual nos vamos a desarrollar y se puede enfocar desde dos sentidos: "¿A dónde queremos llegar, en donde nos vemos en el futuro? Aguilar Growth planning Hoshin Kanri Integrated business planning Marketing strategy Military strategy The Art of War – ancient book on military strategy Operational planning Situation analysis Strategic assumptions Strategic planning software Strategy Markup Language (StratML) U.S. Army Strategist ^ Daft, Richard (2008). Keeping up with society's rapid changes. Cornut et al.'s (2012) [19] study showed that writers of strategic plans have a shared understanding of what is the appropriate language. Strategic Planning for Project Management Using a Project Management Maturity Model. The results indicated that strategic plans have more moderate verbs of deontic value. Strategic Planning for Nonprofit Organizations. ISBN 0-471-40039-4. LA INNOVACIÓN CUENTA CON 7 REGLAS PRINCIPALES Balancear la creatividad y la captura del valor de tal manera que la empresa genera nuevas ideas. "Strategy Safari: A Guided Tour through The Wilds of Strategic Management", *Work Study*, Vol. The essence of formulating competitive strategy is relating a company to its environment. Guidance on the sections of a strategic plan abound but there are few studies about the nature of language used for these documents. 3.3 Planeación estratégica con enfoque en la innovación Integrantes: • Salma Liliana Collazo Hernández • Christian Monroy • Leidy Esperanza Alanis Hernández • Eldher Ramírez Álvarez • Axel Rodríguez Torres • Katia Guadalupe Mier Torres Docente: María del Carmen Garza García 2. ^ Andreas Paul Spee; Paula A. Thus, while many organizations and companies try their best to become learning organizations and exercise strategic planning, without communication, relationships fail and the core disciplines are never truly met (Barker & Camarata, 1998).[23] Business strategy mapping Chief strategy officer Decision making software Enterprise planning systems Francis J. No warranties are given. Kono (1994) "Changing a Company's Strategy and Culture", Long Range Planning, 27, 5 (October 1994), pp. (2022-02-01). "Opinion: The Cold War Budget Tool That Could Save The Pentagon". "The Fall and Rise of Strategic Planning". 11. en Gestión Empresarial Septimo semestre Grupo A Garate Velez Juan PabloHernández Gerra Daniela Hernández Roque Edgar Justo Campos Grecia M. 214. To meet the changing needs of this new society, educational institutions must reorganize.[15] Finding ways to maintain achievements while improving effectiveness can be difficult for educational institutions. Lorenzen (2006). Inputs are gathered to help establish a baseline, support an understanding of the competitive environment and its opportunities and risks. Content analysis was used to identify themes and concepts, such as values and cognition; while corpus linguistics was used to identify naturally occurring texts and patterns (Biber et al., 1998 as cited in Cornut et al., 2012).[19] The strategic plans showed significantly less self-reference than all other corpora, with the exemption of project plans and S&P 500 annual reports. Patrick J. Pensar qué ofrecer a nuestros clientes, determinando que necesidades no están siendo atendidas y las acciones concretas que ofreceremos al mercado para lograr altos índices de satisfacción.4. Saber cómo colocar nuestros productos y servicios en el mercado, aprovechando las competencias y habilidades organizacionales para hacer y ejecutar negocios, diferenciándonos de la competencia. doi:10.1177/0170840611411387. Categories 3 and 4 are strategic planning, while the first two categories are non-strategic or essentially financial planning. La estrategía puede definirse a partir de dos perspectivas:Lo que una organización pretende hacer.Lo que finalmente una organización hace. ^ a b c d e f Cornut, Francis; Giroux, Hélène; Langley, Ann (2012). 3.3 planeacion estrategica con enfoque en la innovacion. Yano • C. (2011). Jarzabkowski (2011). Fahey and V. The authors used textual analysis, including content analysis and corpus linguistics. Responde a la pregunta ¿Qué se supone que hace la organización? ^ Kiechel, Walter (2010). S2CID 144698238. Please help improve this section by adding citations to reliable sources. Ten basic responsibilities of nonprofit boards (third ed.). A variety of strategic planning tools may be completed as part of strategic planning activities. (1996). 3. Such tools include: PEST analysis, which covers the remote external environment elements such as political, economic, social and technological (PESTLE adds legal/regulatory and ecological/environmental); Scenario planning, which was originally used in the military and recently used by large corporations to analyze future scenarios. Wikimedia Commons has media related to Strategic planning. 5. The licensor cannot revoke these freedoms as long as you follow the license terms. 1.-Se ejerce un fuerte liderazgo que define la estrategia de innovación y alienta la creación de valor verdaderamente significativo 3.- la cantidad y tipo de innovaciondebe alinearse con la estrategia de negocio de la empresa incluyendo la seleccion de la estrategia. However, the study argues that just having a plan is not enough. A "forecast" is typically a combination of actual performance year-to-date plus expected performance for the remainder of the year, so is generally compared against plan or budget and prior performance. Políticas Crees que mejora la eficacia de la organización Quieren que algún aspecto de ella refleje sus valores personales Necesitan resolver algún conflicto o con función que se hayan presentado 12. ^ Uni Futures Network, Rethinking Strategic Planning, archived 24 March 2007, accessed on 23 March 2025 ^ Ingram, Richard (2015). ISBN 978-0-307-88623-1. and Herman, J. The commitment of top management must be evident throughout the process to reduce resistance to change, ensure acceptance, and avoid common pitfalls. Organizational decision making process Not to be confused with Strategic thinking. Typical strategic planning efforts include the evaluation of the organization's mission and strategic issues to strengthen current practices and determine the need for new programming.[8] The end result is the organization's strategy, including a diagnosis of the environment and competitive situation, a guiding policy on what the organization intends to accomplish, and key initiatives or action plans for achieving the guiding policy.[9] Michael Porter wrote in 1980 that formulation of competitive strategy includes consideration of four key elements: Company strengths and weaknesses; Personal values of the key implementers (i.e., management and the board); Industry opportunities and threats; Broader societal expectations.[10] The first two elements relate to factors internal to the company (i.e., the internal environment), while the latter two relate to factors external to the company (i.e., the external environment).[10] These elements are considered throughout the strategic planning process. doi:10.1177/002194369803500402. Simplified Strategic Planning. 2011 video explaining the strategic plan of the Wikimedia Foundation Wikimedia Movement Strategic Plan (PDF) A variety of analytical tools and techniques are used in strategic planning.[2] These were developed by companies and management consulting firms to help provide a framework for strategic planning. Often, Strategic planning is long term and organizational action steps are established from two to five years in the future.[1] Strategy can be planned ("intended") or can be observed as a pattern of activity ("emergent") as the organization adapts to its environment or competes in the market. John Wiley & Sons, Inc. ISSN 0021-9436. Generalmente las empresas planean su estrategia solo mirando hacia adentro, pensando siempre en su negocio principal, pero cuando se planea una estrategia incluyendo la innovación como parte esencial, el ritmo de trabajo, el ambiente, las interacciones, la cultura, el enfoque, los ingresos, la captación de talento, las adquisiciones, los procesos, todo cambia. Erica Olsen (2012). Successful Strategic Planning: A Guide for Nonprofit Agencies and Organizations. 15–40. S2CID 145209631. Analizar si la disponibilidad de recursos con que actualmente cuenta la empresa es la adecuada y nuestra capacidad para el desarrollo de nuevos productos o servicios están en función del cliente, ya que son necesarios para el proceso de ejecución estratégica. Porter five forces analysis, which addresses industry attractiveness and rivalry through the bargaining power of buyers and suppliers and the threat of substitute products and new market entrants; SWOT analysis, which addresses internal strengths and weaknesses relative to the external opportunities and threats; Growth-share matrix, which involves portfolio decisions about which businesses to retain or divest; and Balanced scorecards and strategy maps, which creates a systematic framework for measuring and controlling strategy. T. 32 (9): 1217–1245. In a 2019 meta-analysis including data from almost 9,000 public and private organizations, strategic planning is found to have a positive impact on organizational performance. "The Role of Communication in Creating and Maintaining a Learning Organization: Preconditions, Indicators, and Disciplines". The license may not give you all of the permissions necessary for your intended use. K. How close they are to the strategic goals and vision will determine the success or failure of the strategic plan. Es el proceso por el cual se trazan los planes de acción, para generar ventajas competitivas y sostenibilidad a la organización. Prahalad Jim Collins • Liddell Hart Carl von Clausewitz • Sun Tzu Julian Corbett • Alfred Thayer Mahan J.C. Wylie • Adrian Slywotzky Sharon Oster • Chris Zook Henry Mintzberg Concepts Business model • Competitive advantage Value chain • Performance effects Core competency • Generic strategies Mission statement Frameworks and tools SWOT • Five forces Balanced scorecard • Ansoff matrix OGSM • Managerial grid model PEST analysis • Growth–share matrix STP • MECE principle Business Model Canvas • Kraljic matrix Strategic Grid Model • Strategy map • VRIO vte Strategic planning is the activity undertaken by an organization through which it seeks to define its future direction and makes decisions such as resource allocation aimed at achieving its intended goals. When this occurs, the true strategic plan is never developed or implemented.[16] Simply extending financial statement projections into the future without consideration of the competitive environment is a form of financial planning or budgeting, not strategic planning. Retrieved 2022-04-10. For example, other rights such as publicity, privacy, or moral rights may limit how you use the material. Each stage builds on the previous stages; that is, a stage 4 organization completes activities in all four categories.[3] In 1993, President Bill Clinton signed into law the Government Performance and Results Act, which required US federal agencies to develop strategic plans for how they would deliver high quality products and services to the American people.[4] In the business sector, McKinsey research undertaken and published in 2006 found that, although many companies had a formal strategic-planning process, the process was not being used for their "most important decisions".[5] For Michael C. doi:10.1080/07317131.2016.1203671. These outcomes will invariably differ from the strategic goals. Moreover, it cannot be denied that communication plays a role in the realization of learning organizations and strategic planning. Discourse & Communication. Unintended outcomes might also be an issue. The term operational budget is often used to describe the expected financial performance of an organization for the upcoming year. ¿Que es? Therefore, he underscored the role of plans as tools to communicate and control. 5.- neutralizar los anticuerpos organizacionales que matan las buenas ideas porque son diferentes a la norma 6.- reconocer que las redes de innovación internas y externas a la organización, son los bloques básicos de construcción de innovación 15. Free Press. {{cite book}}: ISBN / Date incompatibility (help) ^ Mintzberg, H., Ahlstrand, B., & Lampel, J. In business, the term "financial plan" is often used to describe the expected financial performance of an organization for future periods. Other inputs include an understanding of the values of key stakeholders, such as the board, shareholders, and senior management. T.; Camarata, M. Corporate Planning – A Practical Guide. "Does Strategic Planning Improve Organizational Performance? ISBN 978-0-684-84148-9. Reconocer que las redes de innovación internas y externas. ¿Cómo incluir la innovación dentro de tu planeación estratégica corporativa? L. PARA DESARROLLAR UNA ESTRATEGÍA INNOVADORA SE PLANETAN LOS SIGUIENTES PASOS: 3. 79 (6): 810–819. ^ Federal Consortium Benchmarking Study Team (National Performance Review), Serving the American Public, published in February 1997, accessed on 18 March 2025 ^ The McKinsey Quarterly, Improving Strategic Planning: A McKinsey Survey, published in 2006, accessed on 30 October 2024 ^ Michael C. Educational Leadership, 48(7), 4-8. Innovacion estraegica: una alternativa gerencial. Unsourced material may be challenged and removed. Lusch and V. The organization may use a variety of methods of measuring and monitoring progress towards the strategic objectives and measures established, such as a balanced scorecard or strategy map. Kent Publishing, Max Mckeown (2012), The Strategy Book, FT Prentice Hall. (1980). Segun ( Aceves, 2015) Es el proceso por el cual se trazan los planes, para generar ventajas competitivas y sostenibilidad a la organización. ^ a b Rumelt, Richard P. The 100 Absolutely Unbreakable Laws of Business Success. Systematic Corporate Planning. 1. ¿QUÉ ES LA INNOVACIÓN ESTRATÉGICA? The senior leadership of an organization is generally tasked with determining strategy. doi:10.1177/1750481311432521. Singapore: South-Western. Guide to Strategic Planning for Educators. 03 Pasos para la estrategía innovadora 06 ¿Qué es la planeación estratégica? Estrategias de precio: en este caso se hace referencia al valor monetario que poseen los productos ofrecidos. They need to be attended to and understood for strategy development and execution to be a true learning process. 4. VRIO Framework, which determines the competitive advantage of a product or a service through evaluating four elements such as value, rarity, imitability and organization.[13] Strategic planning can be used in project management with a focus on the development of a standard repeatable methodology adding to the likelihood of achieving project objectives. doi:10.1111/puar.13104. Strategic planning in Project Management provides an organization the framework and consistency of action. 139: 664–674. Michael Porter[10] Strategic planning activities include meetings and other communication among the organization's leaders and personnel to develop a common understanding regarding the competitive environment and what the organization's response to that environment should be. This section does not cite any sources. Organization Studies. ^ a b c d e Mintzberg, Henry; Quinn, James B. ^ Kerzner, Harold (2001). The Strategy Process: Concepts, Contexts, Cases. This process, like all processes, has constraints. Macroenvironmental Analysis for Strategic Management. ^ a b c Porter, Michael E. Retrieved from " Ing. 35 (4): 443–467. John Wiley and Sons. (June 2023) (Learn how and when to remove this message) Strategic planning through control mechanisms (mostly by the way of a communication program) is set in the hopes of coming to desired outcomes that reflect company or organizational goals. While the planning process produces outputs, strategy implementation or execution of the strategic plan produces outcomes. 02 7 reglas de la innovación 05 Introducción 01 CONTENIDO (Wu y Lin, 2011) La innovación estratégica es un nuevo concepto referente a productos, procesos y estrructura organizativa que añade valor a la empresa y mejora el rendimiento de su gestión organizativa. hdl:1854/LU-8637323. pp. "The strategic plan as a genre". Estrategias de comunicación: estas son también denominadas estrategias de promoción ● Entrega de vales o cupones: Que ofrezcan descuento • La creación de ofertas: Como el regalo de un producto o compra con la compra de dos anteriores, o descuento en la compra de un producto llevando otro igual. Throughout the process, strategy documents were essential in detaining the developing strategy as they were constantly revised up until an ultimate plan was accepted. Se resume el rumbo, que toda organización debe seguir, teniendo como objetivo final el alcanzar las metas fijas, mientras que se traducen en crecimiento económico, humano y tecnológico. Sekora (Feb 2, 2018). In a time of machine learning and data analytics, these core disciplines remain to be relevant in so far as having human resource and human interest become the driving force behind organizations. "Strategy" has many definitions, but it generally involves setting major goals, determining actions to achieve these goals, setting a timeline, and mobilizing resources to execute the actions. p. This requires a lot of thinking process and interaction among stakeholders. 13. Technical Services Quarterly. Ejemplo de la gestión estratégica Cuando te vendan los ojos, no sabes donde estas parado y que obstáculos se te pueden presentar; y cuando comienzas a caminar, todo se te dificulta mas, así es la planeación, si no planeas, haces las cosas bajo un grado de incertidumbre muy alto 9. Thus, the authors argued, a true strategist is one who is able to instantiate the genre strategic plan through appropriate application of language.[19] Spee et. ^ Kaufman, R. 41–56, doi:10.4324/9781315749068-4, ISBN 978-1-315-74906-8, retrieved 2022-04-10 ^ a b Barker, R. Allen & Unwin. (March–April 1986) Theodore Levitt (1960) "Marketing myopia", In: Harvard Business Review, (July–August 1960) M. El autor (Rueda, R.M 2020) comenta que La innovación estratégica se puede interpretar como la búsqueda de oportunidades de mercado que desembocan en ideas para desarrollar nuevos productos y/o servicios, y su posterior gestión. F. ISBN 978-981-4232-42-5. Instead of defining the vision for how we want our children to live, they direct their attention to courses, content, and resources with the mistaken belief that societally useful outcomes will follow. 1. Attribution — You must give appropriate credit , provide a link to the license, and indicate if changes were made . However, strategic planning is analytical in nature (i.e., it involves "finding the dots"); strategy formation itself involves synthesis (i.e., "connecting the dots") via strategic thinking. ^ a b Mintzberg, Henry (1994-01-01). Newbury Park: Sage Publications. Part of a series onStrategy Analysis methods Strategy • Strategic management Military strategy • Strategic studies Strategic planning • Strategic thinking Decision theory • Game theory Major thinkers Michael Porter • Rita Gunther McGrath Bruce Henderson • Gary Hamel Candace A. You do not have to comply with the license for elements of the material in the public domain or where your use is permitted by an applicable exception or limitation . Lo que finalmente una organización hace. • Porque cambian las necesidades y deseos de ... La Planeación Estratégica (PE) constituye un enfoque de análisis e intervención organizacional empleado para fortalecer los procesos de gestión y obtención de resultados por parte de las ... La adopción de la planeación estratégica en las organizaciones es un factor muy importante ya que permite aumentar la productividad, impulsar la innovación, reestructurar procesos actuales, ... La planeación administrativo de desarrollar y mantener una relación viable entre los objetivos y recursos de la organización y las ... Planeación Estratégica: Auge y Caída (II) Las falacias de la planeación estratégica tienen tres vertientes: • Los planificadores estratégicos asumen que el mundo no cambiará mientras se ... S2CID 64391685. ISSN 1750-4813. ^ George, Bert; Walker, Richard; Monster, Joost (15 October 2019). For strategic planning to work, it needs to include some formality (i.e., including an analysis of the internal and external environment and the stipulation of strategies, goals and plans based on these analyses), comprehensiveness (i.e., producing many strategic options before selecting the course to follow) and careful stakeholder management (i.e., thinking carefully about whom to involve during the different steps of the strategic planning process, how, when and why).[17] Henry Mintzberg in the article "The Fall and Rise of Strategic Planning" (1994),[18] argued that the lesson that should be accepted is that managers will never be able to take charge of strategic planning through a formalized process. Organizations may also plan their financial statements (i.e., balance sheets, income statements, and cash flows) for several years when developing their strategic plan, as part of the goal-setting activity. Aviation Week & Space Technology. Michael Allison and Jude Kaye (2005). West Publishing. Pensar o repensar el negocio en que se encuentra nuestra organización y su conocimiento en torno del mercado, clientes, competidores (actuales y potenciales), productos, (actuales y sustitutos), y proveedores.2. Reflexionar a cerca de quién es nuestro cliente, cómo se componen nuestros clientes potenciales, que segmentos de mercado podemos encontrar y qué procesos de planeación manejamos para atenderlos de la mejor forma posible. Bradford and Duncan (2000). This distribution of knowledge allows for staff of organization to access and share the institutional thinking this able to reformulate it in their own words. La innovación es una parte integral de la mentalidad del negocio. Adapt — remix, transform, and build upon the material for any purpose, even commercially. Looking inside the box". All these three are implemented in order to keep systems and strategies running and focused toward desired results (n.d.). McKinsey & Company developed a capability maturity model in the 1970s to describe the sophistication of planning processes, with strategic management ranked the highest. Strategic Planning Kit for Dummies, 2nd Edition. In addition, it ensures communication of overall goals and understanding roles of teams or individual to achieve them. These values may be captured in an organization's vision and mission statements. Burkhart and Suzanne Reuss (1993). Librado Miñon Areli Montiel Hernández Héctor E. Second Edition. Haines (2004). Journal of Business Communication. It functions remote from the "front lines" or contact with the competitive environment (i.e., in business, facing the customer where the effect of competition is most clearly evident) may not be effective at supporting strategy efforts.[2] While much criticism surrounds strategic planning, evidence suggests that it does work. Hence, they posit that strategic plan is a genre of organizational communication (Bhatia, 2004; Yates and Orlikowski, 1992 as cited in Cornut et al., 2012).[19] In this sense, genre is defined as the "conventionalized discursive actions in which participating individuals or institutions have shared perceptions of communicative purposes as well as those of constraints operating their construction, interpretation and conditions of use" (Bhatia, 2004: 87; see also Frow, 2005; Swales, 1990 as cited in Cornut et al., 2012).[19] The authors compared the corpus of strategic plans with nine other corpora. Harvard Business Press. By way of simple definition, output controls work toward to tangible and quantifiable results; behavioural controls are geared toward behaviours of people in an organization; and clan controls are dependent and are executed while keeping in mind norms, traditions, and organizational culture. The four stages include: Financial planning, which is primarily about annual budgets and a functional focus, with limited regard for the environment; Forecast-based planning, which includes multi-year financial plans and more robust capital allocation across business units; Externally oriented planning, where a thorough situation analysis and competitive assessment is performed; Strategic management, where widespread strategic thinking occurs and a well-defined strategic framework is used. N. Harvard Business Review. A strategy describes how the ends (goals) will be achieved by the means (resources) in a given span of time. This included annual reports from the public sector and nongovernment organizations, research articles, project plans, executive speeches, State of the Union addresses, horoscopes, religious sermons, business magazine articles and annual reports for-profit corporations included in the Standard & Poor's 500 largest companies (S&P 500). ISSN 0017-8012. You may do so in any reasonable manner, but not in any way that suggests the licensor endorses you or your use. ISBN 978-0-06-091316-8. Harper & Row. No additional restrictions — You may not apply legal terms or technological measures that legally restrict others from doing anything the license permits. Estos dos procesos se complementan mutuamente, actualmente los procesos de consultoría están enfatizados en la gestión de procesos y en la estructuración de una arquitectura organizacional que lleve a la innovación, sin dejar de lado la búsqueda de oportunidades que las tendencias de mercado nos plantean y su aplicación aun bien o servicio. Washington D.C.: BoardSource. (1999). Some strategic planners are hesitant to address societal outcomes, so they often ignore them and assume they will happen on their own. (2011)[20] explored the strategic planning as communicative process based on Ricoeur's concepts of decontextualization and recontextualization, they conceptualize strategic planning activities as being constituted through the iterative and recursive relationship of talk and text, this elaborate the construction of a strategic plan as a communicative process. Narayman (1986). The Practice of Management. Existen dos tipos de estrategias, por ejemplo:Estrategía de comunicación.Estrategía de precio.Y ¿QUÉ ES LA PLANEACIÓN ESTRATÉGICA? The plans are the prime media communicating the management's strategic intentions, thereby promoting a common direction instead of individual discretion. It ensures that there is coordination wherein everyone in the organization is moving in the same direction. The term "budget" is used for a financial plan for the upcoming year. Publication Sales, Association for Supervision and Curriculum Development. As further supplement to this idea, controls can also be realized in both measurable and intangible controls, specifically output controls, behavioural controls, and clan controls. ^ McCune, S.D. (1986). • Regla de estrategia: ordena que se realice o no una acción específica y definida con respecto a una situación. Responsive evaluation, which uses a constructivist evaluation approach to identify the outcomes of objectives, which then supports future strategic planning exercises. A book edited by Mandeville-Gamble (2015) sees the roles of managers as important in terms of communicating the strategic vision of the organization.[21] Many of the authors in the book by Mandeville-Gamble agree that a strategic plan is merely an unrealized vision unless it is widely shared and sparks the willingness to change within individuals in the organization. Objetivos generales Es una expresión cualitativa teniendo como propósito ser claros, concretos, reales y con soluciones alcanzables. (2015, 21 mayo). 1–6. Brian Tracy (2000). Prentice Hall. Estrategia: Es el patrón de acciones y de enfoques de negocio que emplean los administradores para complacer a los clientes y crear una posición de mercado activa Plan estratégico: Es una exposicion que delinea la mision de una organizacion y su futura direccion, los objetivos de desempeño a corto y largo plazo 8. United States of America: John Wiley & Sons. ISBN 978-1-58686-148-3. 6. ISSN 0731-7131. Public Administration Review. ABCs of strategic management: an executive briefing and plan-to-plan day on strategic management in the 21st century. This may be part of a competitive intelligence program. Rueda, R.M (2020a, diciembre 7). Mintzberg argues that strategic planning can help coordinate planning efforts and measure progress on strategic goals, but that it occurs "around" the strategy formation process rather than within it. It may be formal or informal and is typically iterative, with feedback loops throughout the process. They defined strategic plans as the "key material manifestation" of organizations' strategies and argued that, even though strategic plans are specific to an organization, there is a generic quality that draws on shared institutional understanding on the substance, form and communicative purposes of the strategic plan. Similarly, Goodman in 2017[22] emphasized that the advent of the internet and social media has become one of the most important vehicle to which corporate strategic plan can be distributed to an organizations internal and external stakeholders. The financial plans accompanying a strategic plan may include three–five years of projected performance. "Practical strategies for academic library managers: Leading with vision through all levels". Neutralizar los anticuerpos organizacionales que matan las buenas ideas porque son diferentes a la norma. Competitive Strategy. INTRODUCCIÓN La planeación estratégica debe ser para las organizaciones de vital importancia, ya que en sus propósitos, obejtivos, mecanismos, etc,. Por tanto podemos desprender dos tipos de innovación que aplican tanto a productos o procesos, la innovación radical y la innovación incremental.La innovación radical de producto o proceso aparece cuando su uso, características, atributos, propiedades de diseño, utilización de materiales o componentes, difieren significativamente de los productos fabricados o procesos diseñados con anterioridad.La innovación incremental se identifica cuando hay un mejoramiento significativo del desempeño de un producto o proceso ya existente. "What makes organizations unique? Data is gathered from various sources, such as interviews with key executives, review of publicly available documents on the competition or market, primary research (e.g., visiting or observing competitor places of business or comparing prices), industry studies, reports of the organization's performance, etc. Wiley. Strategic planning has been criticized for attempting to systematize strategic thinking and strategy formation, which Henry Mintzberg argues are inherently creative activities involving synthesis or "connecting the dots" which cannot be systematized. CONCLUSIÓN Aceves, L. ShareAlike — If you remix, transform, or build upon the material, you must distribute your contributions under the same license as the original. Berrett, Koehler Publishers. 2 (Summer 2006): 22–29. Management (8th ed.). 6 (1): 21–54. M.; Fernandes, Cristina I.; Ferreira, Fernando A. John Argenti (1974). Some elements of the process may be continuous and others may be executed as discrete projects with a definitive start and end during a period. Capital budgets very often form the backbone of a strategic plan, especially as it increasingly relates to Information and Communications Technology (ICT). The organization's leaders may have a series of questions they want to be answered in formulating the strategy and gathering inputs.[2][11] The output of strategic planning includes documentation and communication describing the organization's strategy and how it should be implemented, sometimes referred to as the strategic plan.[12] The strategy may include a diagnosis of the competitive situation, a guiding policy for achieving the organization's goals, and specific action plans to be implemented.[9] A strategic plan may cover multiple years and be updated periodically. (1991), Strategic planning for a better society. Crown Business. PLAN ESTRATEGICO Misión: Es su propósito general. BIBLIOGRAFIASCon la lectura que se presenta y la aplicación de los principios, preceptos y herramientas expuestas en cada capítulo, se pretende ayudar al lector a convertir el ejercicio de la planeación estratégica en un hábito que le ayude a conseguir la ... Cuando queremos desarrollar la innovación en la empresa nos tenemos que hacer una serie de preguntas: 1)¿Porquéhayqueinnovar? doi:10.1108/ws.1999.07948bae.002 ^ Ferreira, João J. 48 No. 2. ISBN 978-0-13-234030-4. ISBN 978-1-59139-782-3. 33 (4): 474–475. ^ Drucker, Peter (1954). doi:10.1016/j.jbusres.2021.10.017. This was interpreted as an indication that "commands and commitments are not overtly hedged, but neither are they particularly strong". (1998-10-01). Strategic planning is both the impetus for and result of critical thinking, optimization, and motivation for the growth and development of organizations. John Argenti (1968). Crear las métricas y reconocimientos correctos para hacer la innovación administrable y producir el comportamiento correcto. ISSN 0148-2963. Good Strategy / Bad Strategy. The core disciplines, which are inherent in systems thinking, personal and organizational mastery, mental models, building a shared vision, and team learning. Journal of Business Research. Strategic planning is particularly potent in enhancing an organization's capacity to achieve its goals (i.e., effectiveness). Share — copy and redistribute the material in any medium or format for any purpose, even commercially. Chandler House. • Presupuesto • Es la forma que adopta la planificación anual de una empresa teniendo gran importancia en el desempeño. al. Lusch (1987). 85–97 Philip Kotler (1986), "Megamarketing" In: Harvard Business Review. hdl:10071/30538. Marcar a los productos: Con un valor monetario menor a la competencia con el fin de ganarle lugar en el mercado Disminuir los precios: Del producto con el fin de atraer nuevos consumidores 7. Strategic planning does not guarantee success but will help improve likelihood of success of an organization.[14] strategic planning is also desirable within educational institutions. R. As such, strategic planning occurs around the strategy formation activity.[2] Strategic planning became prominent in corporations during the 1960s and remains an important aspect of strategic management. This study looks at the way that texts within the planning process, such as PowerPoint presentations, planning documents and targets that are part of a strategic plan, are constructed in preparation, through a series of communicative interface. Se ejerce un fuerte liderazgo que define la estrategia de innovación y alienta la creación de valor verdaderamente significativo. Proceso de la Planeacion Estrategica 7 REGLAS DE LA INNOVACIÓN 14. La cantidad y tipo de innovación debe alinearse con la estrategia de negocios de la empresa incluyendo la selección de la estrategia. Megatrends: Ten New Directions Transforming our Lives. We are already in a transitional period in which old practices are no longer permanent but require revision to meet the needs of academia, which is frustrating in the educational sector. De igual manera, la empresa debe plantearse cómo va a desarrollar su estrategia innovadora a partir del cliente, el producto y su colocación en el mercado. Strategic planning provides inputs for strategic thinking: these are best seen as distinct but complementary activities.[7] Strategic thinking guides the actual strategy formation. (2017-06-27), "Communicating Strategic Change", Social Media and Crisis Communication, Routledge, pp. It is also the tool to secure the support of the organization's external sphere, such as financiers, suppliers or government agencies, who are helping achieve the organization's plans and goals.[18] Cornut et al (2012) [19] studied the particular features of the strategic plan genre of communication by examining a corpus of strategic plans from public and non-profit organizations. La estrategia puede definirse a partir de dos expectativas Lo que una organización pretende hacer. Se ha comprobado que la planeación estratégica es una herramienta de la investigación operativa que permite realizar un trabajo a largo plazo y en todo nivel con el fin de optimizar una organización en todos sus aspectos, esta misma a su vez se encarga de la inncovación de toda organización ya sea de productos o servicios. 2.- la innovacion es una parte integral de la mentalidad del negocio 4.- balancear la creatividad y a captura de valor de tal manera que la empresa genere nuevas ideas exitosas y obtiene el máximo retorno de la inversión. S2CID 144340049. ISBN 0-87120-140-2. "Strategic Planning for Academic Library Instructional Programming." In: Illinois Libraries 86, no. It is executed by strategic planners or strategists, who involve many parties and research sources in their analysis of the organization and its relationship to the environment in which it competes.[2] Strategy includes processes of formulation and implementation; strategic planning helps coordinate both. 42. Principles of Marketing. Prezi.Com. Macdonald. Palma Vazquez Lizbeth LA TECNOLOGIA Y SU ENTORNO Docente: Mariana Lobato Báez PLANEACIÓN ESTRATÉGICA CON ENFOQUE EN LA INNOVACIÓN Conclusión 07 ¿Qué es la innovación estratégica? John Naisbitt (1982). ^ Lutz, James (2016-09-08). Semana.com. ¡¡GRACIAS!! Cualquier duda o aclaración favor de dirigirse con la Miss 16. Sekora, Project Socrates founder in the Reagan White House, during the Cold War the economically challenged Soviet Union was able to keep on western military capabilities by using technology-based planning while the U.S. was slowed by finance-based planning, until the Reagan administration launched the Socrates Project, which should be revived to keep up with China as an emerging superpower.[6] Strategic management processes and activities Strategic planning is a process and thus has inputs, activities, outputs and outcomes. Stephen G. "Strategic planning as communicative process" (PDF). In a study by Barker and Camarata (1998),[23] the authors noted that there are theories that could explain the invaluable role of communication, and these are from Rational Choice Theory to Social Exchange Theory where costs, rewards, and outcomes are valued in maintaining communication and thus relationships to serve the ends of an organization and its members. The Lords of Strategy. A Meta-Analysis". ^ Goodman, Michael B. S2CID 239371863.


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