

## STRATEGIC MANAGEMENT AS AN ACTION THAT ENABLES SUCCESS IN ENTERPRISE

Maxmiliano da Silva Soares

### SUMMARY

This is a qualitative, descriptive and bibliographical research, based on a literature review on the chosen subject, whose problem that drove the investigation was: - What are the necessary actions within strategic management that enable the success of an organization? The main objective of this work is to outline a theoretical investigation based on the literature review regarding strategic management as an action for the viability of an enterprise, whose theme is part of this author's motivation to know more about this subject, since theorists claim that the The enterprise comprises a space for the application of well-designed strategies and plans to achieve success. In this outline, it is still possible to identify and understand strategic management as an action that enables success in the enterprise. The specific objectives of this work consist of presenting the advantages in which strategic management allows the success of a business organization; understand how strategic management is necessary and its importance in the business context; in addition to discussing the consequences of the absence of strategic management within the organization. Finally, it is concluded that strategic management is extremely important for business work, as it is a decisive factor for business success.

**KEY WORDS:** Management. Strategic. Success. Enterprise. Business

### ABSTRACT

It is a qualitative, descriptive, and bibliographic research, based on the literature review on the chosen subject, whose problem that drove the investigation was: - What are the necessary actions within the strategic management that make the success of an organization feasible? The main objective of this work is to outline a theoretical investigation based on the literature review regarding strategic management as an action for the viability of an enterprise, whose theme starts from the motivation of this authorship to know more about this subject, since theorists affirm that The enterprise comprises a space for the application of well-designed strategies and plans to achieve success. In the present outline, it is still possible to identify and understand that strategic management as an action with which success in the enterprise is made possible. The specific objectives of this work are to present the advantages in which strategic management allows the success of a business organization; understand how strategic management is necessary and its importance in the business context; in addition to discussing the consequences of the absence of strategic management within the organization. Finally, it is concluded that strategic management is extremely important for business work, as it is a decisive factor for business success.

**KEYWORDS:** Management. Strategic. Success. Enterprise. Business

### 1. INTRODUCTION

With the constant transformations that the market has undergone, it is necessary for companies to always be looking for new management models and new

technologies to remain competitive in the market, always improving the quality of its products and services. Therefore, it is essential to use a differentiator in the management of organizations, hence the choice of the object of this research.

In this context, the problem that motivated this study was the following: - What are the necessary actions within strategic management that enable the success of an organization?

Strategic management is an administrative tool that can help organizations evaluate themselves and the market in which they operate, to help in the search for competitiveness, in addition to helping to determine their goals, objectives and what strategies they have to achieve them.

When interacting with the market, the company is faced with the uncertainty generated by uncontrollable and unpredictable elements of the environment, thus generating environmental threats and opportunities available to the company. Therefore, it is necessary to define the strategies to be used to deal with the complex, dynamic, changeable and unpredictable environment.

The objective of this work is to defend strategic management as an action that enables the success of an enterprise. In this sense, the choice was made in the opportunity to gain knowledge about a subject whose personal identification harmonizes with future professional performance aspirations. The importance of strategic management in enterprises is a subject widely covered in academic research and describing this niche is an opportunity to offer even more academic production on the subject, expanding its range of consultations and research.

The research is qualitative, descriptive and bibliographic in nature, based on technical teachings and their reviews on the chosen subject. The relevance of this research indicates the possibility of offering a precious set of ideas that can serve as theoretical arguments in other works on this same subject.

The importance of strategic management is not only observed in the business world, as everyone thinks, but it can also contribute in other ways, such as teaching people to act differently, that is, it can help to contribute beyond the formality of science, as well as with the personality of doing all day-to-day tasks.

## 2 DEVELOPMENT

### 2.1 STRATEGY CONCEPTS

In accordance with the studies of Christensen and Rocha (1995), the term strategy has its origin and foundation in military theory, which means its use in combat in order to achieve victory in war.

Starting from this discussion about planning, we can say that it involves a range of actions and activities, which need to be thought through summarily, and it is necessary to establish, first of all, a schedule for all these actions and activities, whether commercial or not, but, at the same time, In the end, what matters is the intended success.

In fact, planning is fundamental in managing a business organization. Chiavenato (2010) understands how important strategy is in an organizational enterprise, by defending the idea that it is lacking in business.

Regarding the administrative aspect, this article also questions the need for a company or organization to be able to carry out its strategy to the end in order to obtain practical results, and also discusses the importance of such planning within the scope of informal associations and non-governmental sectors of the civil society where this can also be applied.

#### 2.2.1 Strategic management

Observing planning in an orderly manner, in order to conceive the right path for which a company or organization can conduct calculations for its appropriation at the administrative and functional level, is understood by Chiavenato (2010), in the primacy of effective management.

Therefore, it is necessary to first assess the future profit potential, so that the company's capital can be reallocated. In short, a careful allocation of resources is put forward, indicated in the business portfolio, as this is one of the most basic ideas of strategic management.

Therefore, it is necessary to be constantly evaluated, with a view to the future profit potential for each type of business, as the company cannot simply act with

based on annual planning, as well as planning for the long term using the basis of past sales.

For Drucker (2007), strategic management is also understood as a strategy itself, in which, for each type of business, the company would have to use a strategy to achieve long-term objectives, since there is no single strategy for all competitors.

Therefore, in order to better understand strategic management, it is necessary to examine the organization's organizational structure, which is normally divided into three levels: senior management, the company's business unit and product.

It is worth adding that each product, each unit, and task of the company's business will develop into a marketing plan so that the product's objectives in the market can be achieved. Further on, it is possible to identify the role of planning in corporations, its categories and the literature's arguments in the practical sense of its technical feasibility.

## 2.2 STRATEGIC MANAGEMENT IN CORPORATIONS

Strategic management in corporations covers 4 lines of action. The first develops a clear idea of the company's mission, what occurs in terms of history objectives, market segment, what occurs in vertical production and geographic area. All of this, when well defined, ultimately allows employees a shared sense of direction, opportunity, significance and accomplishment. Another important activity is finally defining the business units. The business is therefore well defined by customer groups, therefore also by customer needs and technologies employed. Business units benefit from specific planning, face their own competitors and are managed as profit centers.

Strategic management, therefore, means the starting point for strategic management of organizations, regardless of size or type. This planning method has as its main objective the adoption of measures of decisive importance for results and the conduct of proactive activities in the management of such organizations. (GAJ, 2002). Carrying out strategic management in an enterprise involves answering questions such as:

- a) Where do you want to get to?
- b) What should be done?
- c) How to do it? When to do it?

- d) How much does it cost to do it?
- e) Who will it be made for?
- f) Why do it?
- g) Who will it be carried out by?
- h) Where will it be done? (GAJ, 2002, p. 37)

However, this entire set of questions must be appreciated in moments of strategic planning for enterprises, especially for those that have several limitations and these are initially perceived, it is necessary that in the structure in which capitalism constitutes as an essence, there will be a class relationship in that the economy and the social come together in order to define in an explanatory way the system of relationships between them.

When management must be seen as an action that enables success in an enterprise, Brazilian society was experiencing a moment of economic retention, which occurred due to the country's conditioning from an agricultural economy to an industrial economy, and soon after taking international loans in the midst of its development.

### 2.3 STRATEGIC MANAGEMENT FOR BUSINESS

Becker reaffirms that a business, when started without strategic management, tends to fail. Projects that do not use strategic management from a constructive perspective are imminently losing their final meaning. Therefore, business units carry out their strategic management, in which the following phases can be useful:

- a) Define mission,
- b) Observation of external and internal environments,
- c) Goals,
- d) Develop business strategies,
- e) Formulate action programs,
- f) Internal and external feedback
- g) Controls. (ALMEIDA JUNIOR, 1999, p.23).

All these phases keep the business unit constantly connected to the environment, as well as attentive to new threats and opportunities. In this way, strategic management provides a context for preparing market plans for specific products and services.

Further on, Gaj (2002, p.189) includes that this methodology, especially due to the lack of a vision statement of the said company based on its reality, which expresses in the true feelings the intentions of its human resources, since the statements

Fantasies can contribute nothing to a company's vision, other than making it more capable of being refuted, or even ridiculed through everyday practices.

#### 2.4 STRATEGIC MANAGEMENT AT THE FUNCTIONAL LEVEL

At the functional level, the functional requirements demanded through the corporate strategy are consolidated, and constitute the arsenal of competitive weapons that will be transformed into the company's distinctive competencies.

Functional strategies can be applied to the functions of each type of business, or each typology in the units in which it operates in a given line of business, including marketing, production, finance, and human resources engineering, research areas and development, logistics, sales and/or services, etc.

The functional level aims to maintain good performance for corporations and interactivity within each strategic business of the organization. Likewise, the set of goals related to the functional area to be achieved in order to achieve the company's objectives, that is, the organization as a whole, is called functional objective. (GRACIOSO, 1996)

It therefore becomes important at the functional level, not only in achieving such objectives and related goals, but with the overall performance of the organization, as this level comprises great compatibility for goals and objectives between its businesses.

#### 2.5 THE PHASES OF STRATEGIC MANAGEMENT IN FUNCTIONAL PRACTICE

From these phases onwards, the company is situated in an environment that offers opportunities and risks, and this information must be collected in adequate quantity and quality, providing good decision-making for most of its executives (FISHMANN, 2002).

Strategic management identifies itself, completely, as a way of adding new components to the sequenced and habitual and common observation and action. In doing so, the objective is to calculate an occurrence, put it on the agenda in the preparation of transformation projects well-founded in methodical guidance processes, and lead, direct and lead the implementation steps. In short, it is the managerial control of all the means of an organization to measure or achieve desires and pursuit of desires. As

In the competitive market that everyone is in nowadays, working with methodologies is essential for the survival of the business.

In this assimilation, as to assess your place and provide service accordingly, constant excellent improvement is quite necessary. In other words, it is through strategic management that data regarding the high competition of the business corporation, accessible means, threats, opportunities and, in relation to others, end up being created with the objective of strategically thinking about other plans for future actions. .

Therefore, a commercial plan without a strategy is a process doomed to failure. This is because they cannot escape the reality of planning and observed in a compass of steps without a structure of the scope of planning that has support in a small action of technical rationality. Strategic management from a perspective achieves a certain technical rationality, this is what Motta (1984) observes in his conclusions.

Above all, strategic management informs, under the supervision of administrative and functional work, a common denominator with the affected public who expect orderly and efficient action from them to meet their needs.

Strategic management is the field in which the methodical process of strategic guidance of the business corporation is carried out, having as its bases the greater purpose, vision and values.

The development of a competitive methodology identifies, in total, a broad formula of how the business corporation will compete and what may be the pursuit of desires and policies established to measure or achieve the objective.

Motta (1984) describes that strategic management starts from the administrative operational sense. Chiavenato (2010) agrees with him, but disagrees in the sense that the economy and administration are intertwined in a less critical way and more willing to the operational scope (serving customers) and their needs, leaving the observations of macroeconomics and its social expressions to another moment.

In terms of strategy, the previous paragraph asks how, why and when is the best time to meet customers and their expectations. Therefore, when applying strategic management, the legal provisions must be observed, first of all, and such strategic management must be conditioned on its legal bases, as the definition of the mission, objectives, among other pertinent elements must meet such legal requirements. to achieve success in a given business organization. It is understood that corporations that do not have strategic management are doomed to defeat. Pursuant to an inquiry

carried out by Sebrae, involves 25% of corporations fail and close down in Brazil. On the other hand, a survey correctly carried out by IBGE revealed that on average, 72% of corporations survive in the first 2 years.

To this end, these people end up working based on guesswork, or because they have someone following them who is having success with the venture. In fact, the absence of a methodical process of attentive strategic guidance in high-performance management causes many corporations to close their doors prematurely.

On the other hand, strategic management is extremely important for the development of the enterprise. Therefore, in this article we will cover everything the user needs to know in relation to planning: the meaning, which areas it applies to, how it needs to be used, in relation to other opinions or tips that will help you better lead and manage the company

According to SEBRAE (2018), Because reflecting with strategy is essential for anyone who wants to measure or achieve business success, surviving the transformations followed by the market.

Many corporations originate and grow in a disorderly way, and must even survive in the market for a certain time. But, in times of so many transformations in specific political, economic, social and scientific qualities, in an exhaustively competitive market, resisting with distinct and noticeable results requires a lot of organization, strategic management and innovation.

If the business corporation is starting out, defining the methodologies it will follow in the market will cause great punctual inequality, given that, by knowing that the strengths and insufficiencies for action are fully identified, failures end up being avoided, achieving results more consistent with its reason for existing (SEBRAE, 2018)

If the business corporation is already on the market, it is essential to rethink the form of action. In an environment of continuous transformations, it may be necessary to carry out assiduous recomposition processes for survival and high competition. Furthermore, restructuring ends up taking place in the form of the organization, financial, however, equal to the products and services presented on the market.

Also according to Sebrae (2018), Growth strategies: business methodologies to improve profits, sales, or the welcome contribution of the market, adding timely developments that increase the value of the company. Stability strategies: When there are operations in many sectors, the corporation

business is capable of wanting to concentrate its operations, its administrative efforts, in real corporations, without evolving its units. Reduction strategies: when results are below expectations, or survival is challenging, reduction can be a methodology for improving the negative situation, and should be a turnaround – transformations for improvement; divestment or liquidation if applicable (SEBRAE, 2018).

To put understanding methodologies on the agenda for corporations, it is important to follow a roadmap, structure the concept in a strategic way, teaching the business corporation towards the future.

To this end, the Strategic Planning technique is used. In it, the owner of a business and the administrative directors analyze the environment in which they promote, identify their beliefs and values for action in the market, establishing the main purpose of the business corporation, its reason for being in the market, what it will deliver and how it should be identified within a defined and adjusted period.

### **3 FINAL CONSIDERATIONS**

The present work proposed to investigate management at a strategic level, as an action that enables success in an enterprise, dissected about its need in driving the success of an enterprise, as well as emphasizing its importance and relevance for business organizations, as well as for the entire society.

It is concluded that the success of the match makes profit-making possible not only in the economic sense, but in the organizational culture and organizational political plan within the scope of industrial and business discrimination. The action strategy is observed within the scope of industrial and private discrimination in the broad sense of achievements sought by the organizational level of commerce.

To this end, the commercial management level also observes the best way to meet the needs of the broad organizational superior and subordinate to it. It observes the best way for a company or organization to conduct calculations for its appropriation in the political strategy plan of its command actions. (ANSOFF, 1987). Although it has been strategically planned, the operational action is the last phase of an operation process, as management allows its continuity to evaluate results, a phase after the planned action carried out through strategic means has been completed. To achieve a desired effect, strategic management requires the support and commitment of

all of the company's staff during the implementation of the various strategic actions resulting from it. Based on this premise, the actors in the different phases of the process are the members of the organization themselves. Therefore, and in light of the above, we defend the idea that this management model is essential for the success of a business organization and, therefore, it is necessary to consider all phases of its creation and implementation.

## REFERENCES

ANSOFF, H. Igor, DECLERK, Roger P., HAYES, Robert L. (Org.) **From strategic management to strategic administration**. São Paulo: Editora Atlas, 1987.

DUCKER, A. **The importance of planning for commerce**. São Paulo. Ed.3. Nobel, 2007.

CHRISTENSEN, Carl. ROCHA, A. da. **Marketing: Theory and Practice in Brazil** - Publisher: Atlas Year: 1995.

CHIAVENATO, Idalberto. **People management: the new role of human resources in organizations** 3. ed. Rio de Janeiro: Elsevier, 2010.

FISHMANN, Adalberto Martinho IR **Strategic management in practice**. São Paulo: Editora Atlas, 1990.

GAJ, Luis. **The strategist: from thinking to strategic action in the organization**. São Paulo: Editora Makron Books, 2002.

GIL, Antonio Carlos. **How to design research projects**. 5. ed. São Paulo: Atlas, 2008.

GRACIOSO, Francisco. **Market-oriented strategic management**. 3rd ed. São Paulo: Editora Atlas, 1996.

HINDLE, Tim. **All about administration**. São Paulo: Editora Nobel, 2002.

JÚNIOR, Aldery Silveira Guilherme. **Strategic management as an instrument for organizational change**. 2nd ed. São Paulo: Editora Atlas, 1999.

KOTLER, Philip. **Marketing administration: analysis, planning, implementation and control**. 2nd ed. São Paulo: Editora Atlas, 1992.

LEVY, AR **Strategy in action**. São Paulo: Editora Atlas, 1986.

MARCONI, M. de A. LAKATOS, E. M; **Fundamentals of scientific methodology**. 5. ed. São Paulo: Atlas, 2003.

MATOS, FG, CHIAVENATO, I. **Vision and strategic action**. São Paulo: Editora Makron Books, 1999.

MOTTA, PR Managerial dimensions of strategic organizational planning. *In*: VASCONCELLOS FILHO, P.; MACHADO, AMV (Org.). **Strategic management, formulation, implementation and control**. Belo Horizonte: Editora Moderna, 1984, Chapter 2, p.132-133.

SEBRAE. 2018. **What are business strategies?** 2018, available at <https://www.sebrae.com.br/sites/PortalSebrae/artigos/o-que-sao-estrategiasempresariais,e4df6d461ed47510VgnVCM1000004c00210aRCRD> accessed on 29 Dec. 2020.

SILVA, RO **Administration theories**. São Paulo: Editora Pioneira Thomsom Learning, 2001.