
Editorial: Rethinking corporate business strategy for competitive advantage

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Increasing competition in the global and regional marketplaces exhibits dynamic business environment that demands also the corporate strategy to turn dynamic. Thus corporate strategy today delineates not the structure of products and services of the firm but focuses the dynamics of its behaviour. Firms need to integrate its key business processes into the strategic capabilities that distinguish it from its competitors. The corporate capabilities may be understood as a set of business processes developed strategically and are collectively deployed in the market segment. Most firms are investing their resources in building competencies for deploying the cross-functional strategies in the critical market segments where intensity of competition tends to be higher (Stalk et al., 1992). However, as markets and competition are changing frequently leaving the firms in a challenging business battle, corporate strategies might deliver the advantages over the competitors if woven around the customer preference.

In order to move ahead in the market sustaining the aggression of the competition from the global end to the bottom of the pyramid firms should examine their corporate strategies as where do they lead them, and which strategy would get the firm to the verge of market leadership? To understand how to choose the right strategy at the right time, firms may develop taxonomy of corporate strategies for implementing at different segments of markets in reference to strategies of position, strategies of leverage, and strategies of opportunity (Bingham et al., 2011). As the business management methods are advancing with changing customer preferences, market competition and application of information technology, improved logistics, and inventory management, developing appropriate marketing strategies are becoming a challenge for managers. Managers should review the intent of strategy in the context of a firm's situation, determine the process of achieving goals, tasks to be performed, and limitations in implementing the strategies (Bingham et al., 2011). In a global situation where market competition is increasing but spending power of consumers in getting preferential and cost conscious, executives face new challenges and opportunities in strategy formulation and the first alternatives to come to mind are cost reduction and restructuring the marketing strategies. Such efforts of firms in designing the corporate strategies will result into an instability in performance and place the firm at a disadvantage in the competitive marketplace (Johannesson, 2011).

This issue contains six scholarly papers on the broad theme of customer attitude and marketing strategy in reference to corporate strategy for micro-lending companies,

integrative framework for innovation services, customer relationship management strategies, factors affecting purchase decision for green products, internal market segmentation for enhancing trade values, and qualitative determinants towards improving the organisational performance of small and medium enterprises. McCann et al. highlights the role of micro-lending as a successful business strategy to deal with the environmental uncertainties of all kind. It presents the origin of micro-lending and its growth as a strategic tool to achieve competitive advantage. In the second paper of this issue, Verma and Jayasimha attempt to review the literature on resource advantage (RA) theory and service dominant logic (SDL) framework and argue that the resource advantage theory until recently, have been understudied in service domain and vice versa. Authors reveal points to service innovation, a new area of exploration for researchers in both the domains using reconciliation of theories. Olowokudejo and Fagbemi in the following paper aim to find out the relationship between customer relationship management and organisational performance in the Nigerian insurance industry by reviewing previous literature contributed on the subject and conceptualised and tested a model by means of empirical data collected through a survey. The fourth paper on factors affecting consumer decision on green products has been contributed by Pandey and Kaushik in this issue. This paper is focused on finding specific conclusive factors that impacted green product purchase decisions. The study highlights the importance of funding and efficient distribution network as main factors influencing green product purchase decisions. The Fifth paper authored by Aminnayeri and Golsefid is a case study on the furniture market in Iran that discusses the combined value of export for each country in each classified furniture group is based on recency, frequency, monetary, and continuity variables (RFMC) model. The last paper on organisational performance of small and medium enterprises is contributed by Atristain and Rajagopal in this issue of the journal. In this article, authors make a qualitative analysis of the managerial efficiency, organisational performance and competitiveness, on small and medium enterprises in Mexico.

We hope that the papers presented in this issue would be of interest to academics and researcher and they would be able contribute to the existing literature on business competition and related subjected and provide directions to the future research on the subject.

References

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