

Desafíos de la Gerencia Estratégica en la Era Digital

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Gestion.business.blog

Estrategia

Decisiones que apuntan a dar a la empresa una ventaja competitiva sobre sus rivales a través de la diferenciación.

David J. Collis

Tomar Decisiones
estratégicas



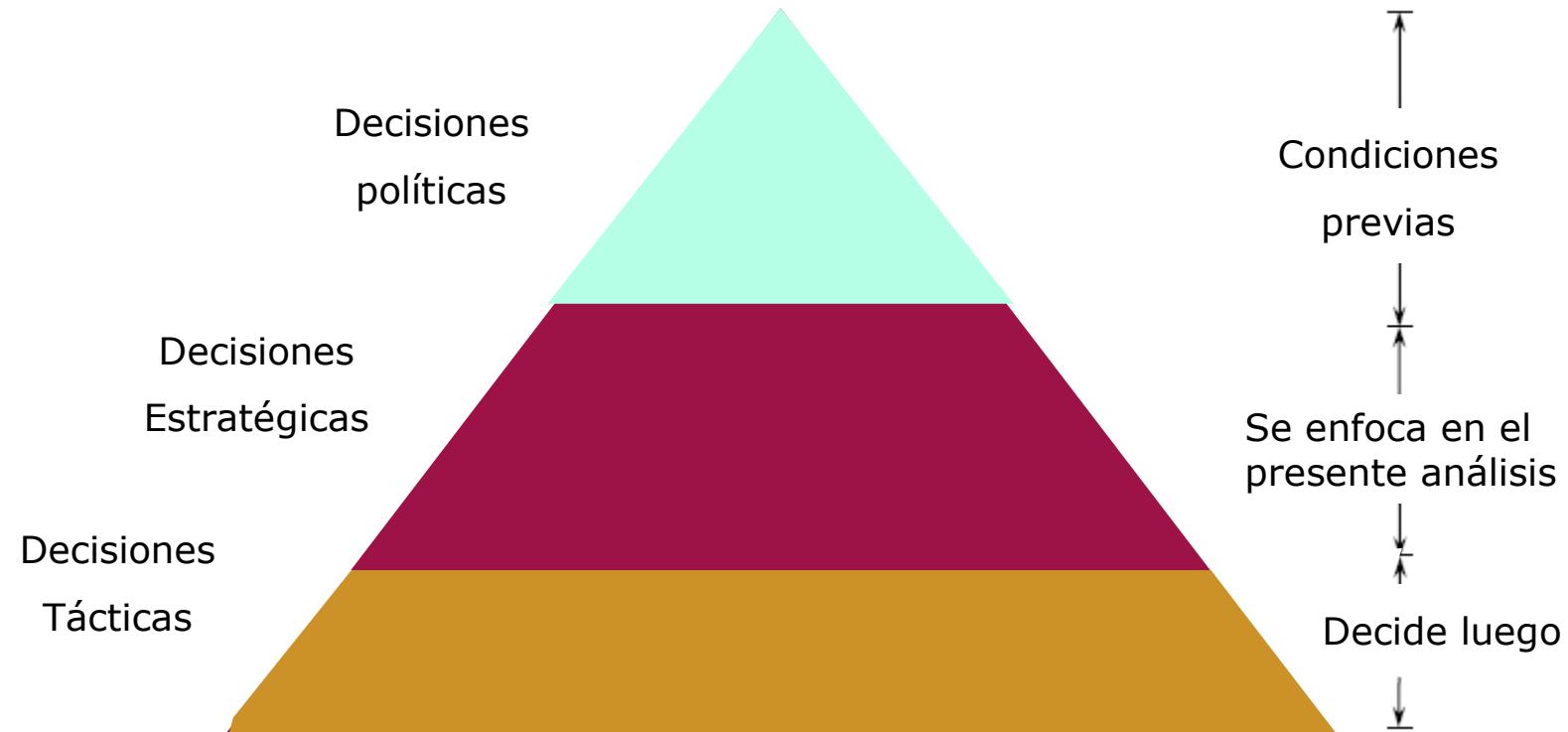
Escoger el camino
correcto



Administrar operaciones

Correr bien, en el
camino correcto

Jerarquía de las Decisiones

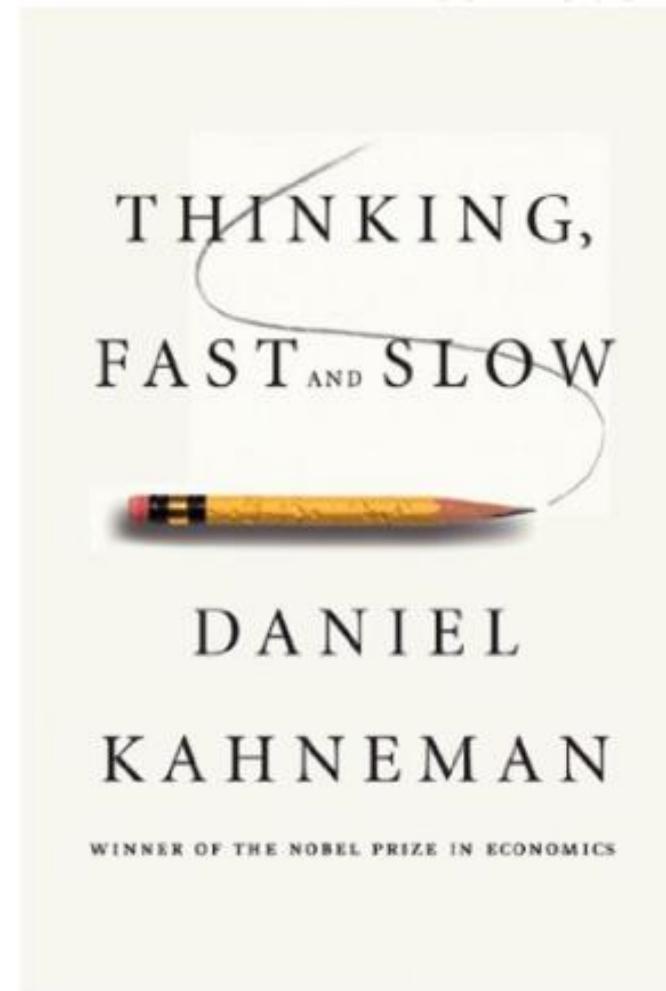
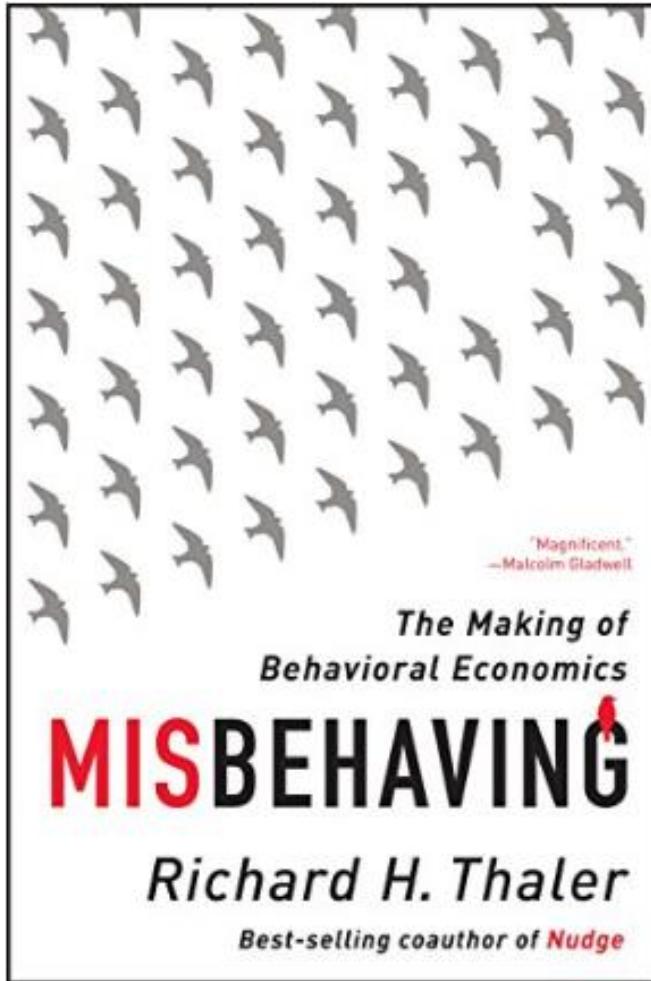


¿Qué no es estrategia?

Artículo: La Caída y el Auge de la Planificación Estratégica
– Henry Mintzberg Harvard Business Review (1994)

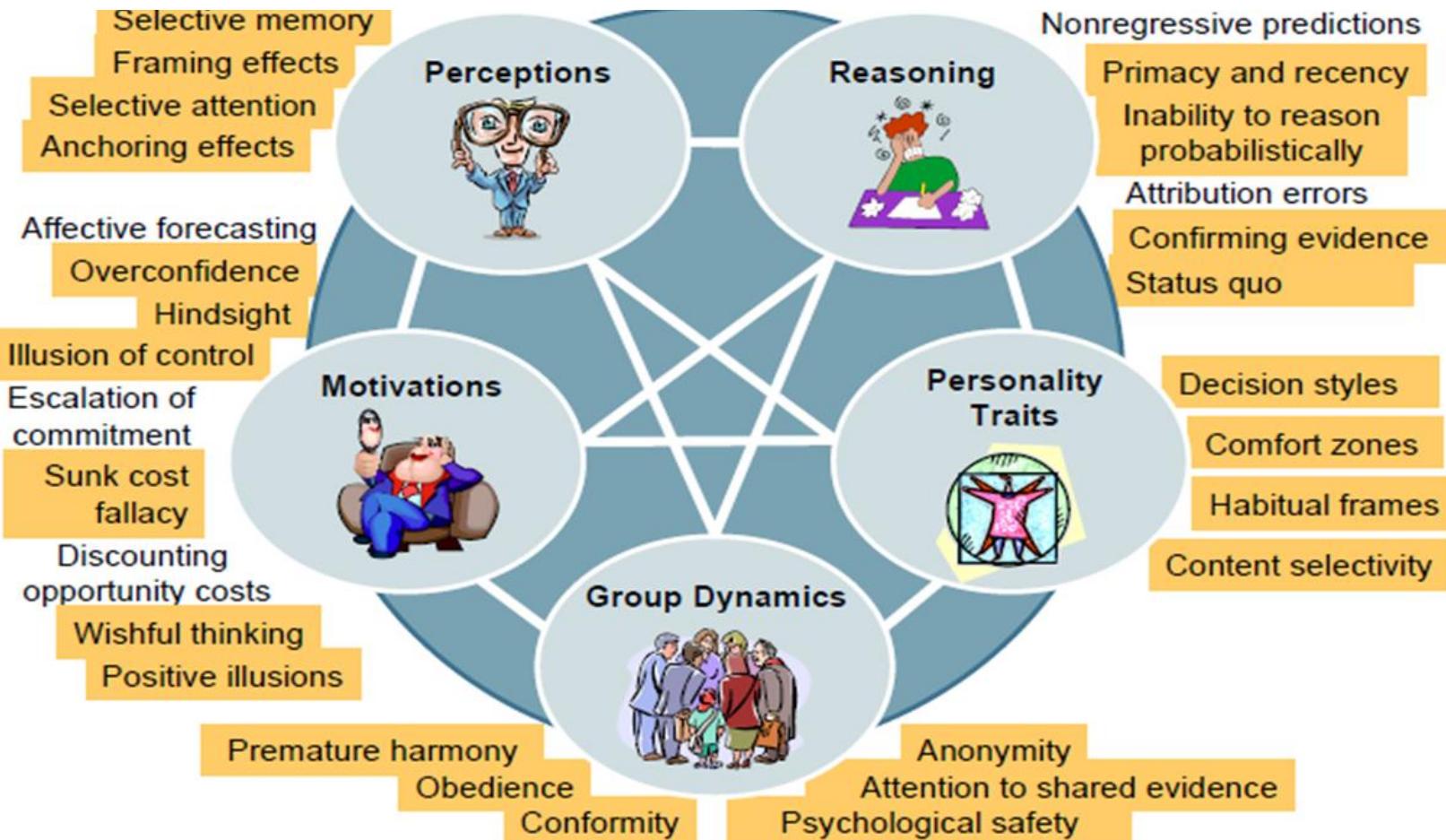
Planeación Estratégica  Pensamiento Estratégico

¿Qué permanece estable?

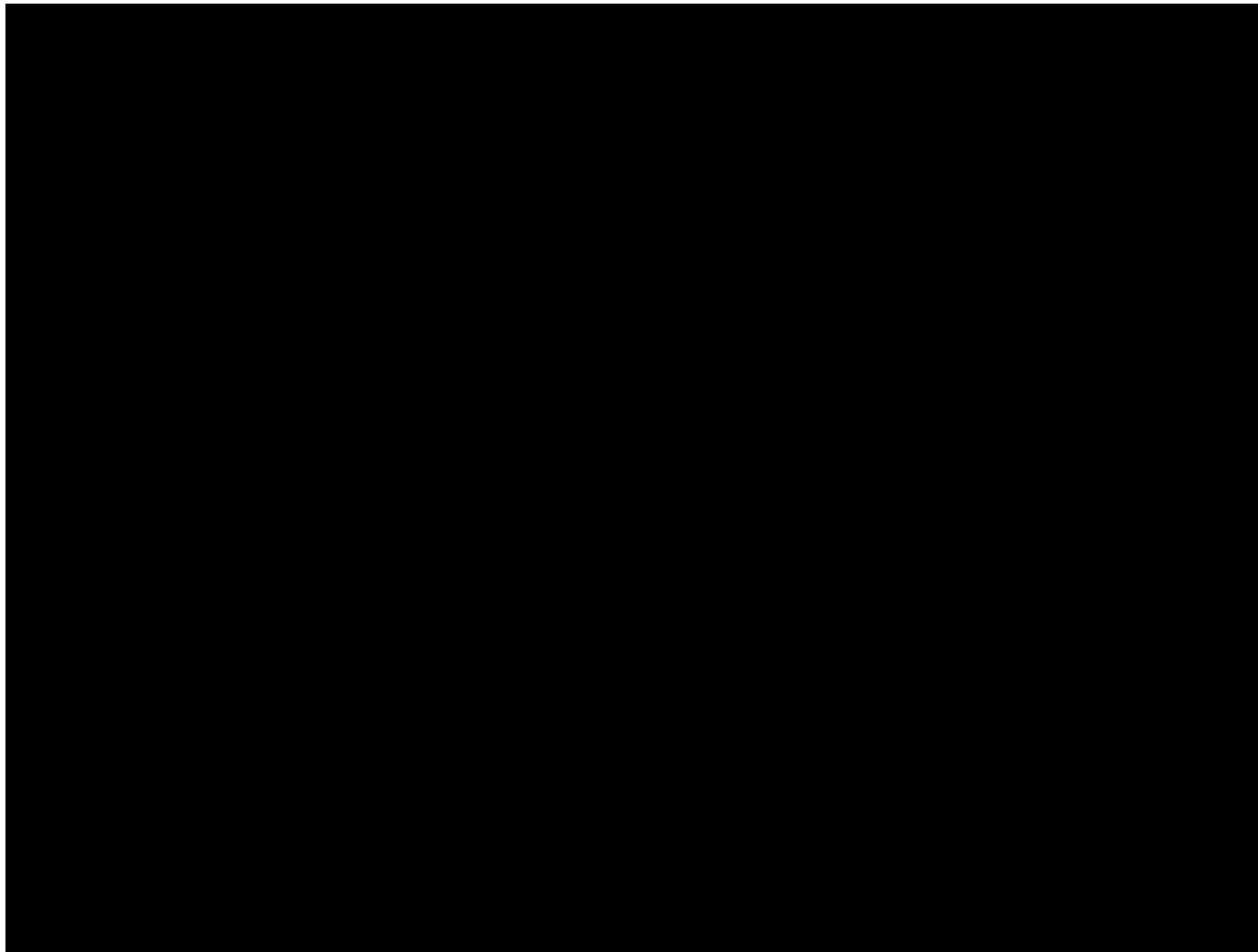


- Richard Thaler, was awarded the Nobel Prize in Economic Sciences in 2007
- Daniel Kahneman, was awarded the Nobel Prize in Economics in 2002

Sesgos en la Toma de Decisiones



Prueba de Atencion Selectiva



Prueba de Rapidez

A) Una pelota y un bate juntos cuestan S/. 1.10

El bate cuesta S/. 1.00 más que la pelota.

¿Cuánto cuesta la pelota?



Prueba de Rapidez

B) Dos personas desean reducir sus costos de gasolina.

Supongamos que manejan la misma distancia cada año.

Luis cambia su carro que consume 12 kms. por galón a uno que consume 14 kms. por galón.

José cambia su carro que consume 30 kms. por galón a uno que consume 40 kms. por galón.

¿Quién ahorrará más dinero al cambiar?



Respuestas

- A) S/. 0.10
- B) José

Percepciones



what you see here are 2 sets of chess pieces;

Percepciones



Percepciones



what you see here are 2 sets of chess pieces;

A black and white portrait of Peter Drucker, an elderly man with a receding hairline and glasses, wearing a dark suit and white shirt. He is resting his chin on his clasped hands, looking slightly to the side with a thoughtful expression.

**'Culture eats
strategy for
breakfast'**

- Peter Drucker

El Reto de la Ejecución Estratégica



¿Qué tan (no) ético es Usted?

Harvard Business Review



www.hbr.org

Good managers often make unethical decisions—and don't even know it.

How (Un)ethical Are You?

by Mahzarin R. Banaji, Max H. Bazerman, and
Omar Maguiña Rivero
Dolly Chugh



¿Qué debemos decidir?



Presencia y posicionamiento Online

Hub & Spoke Model





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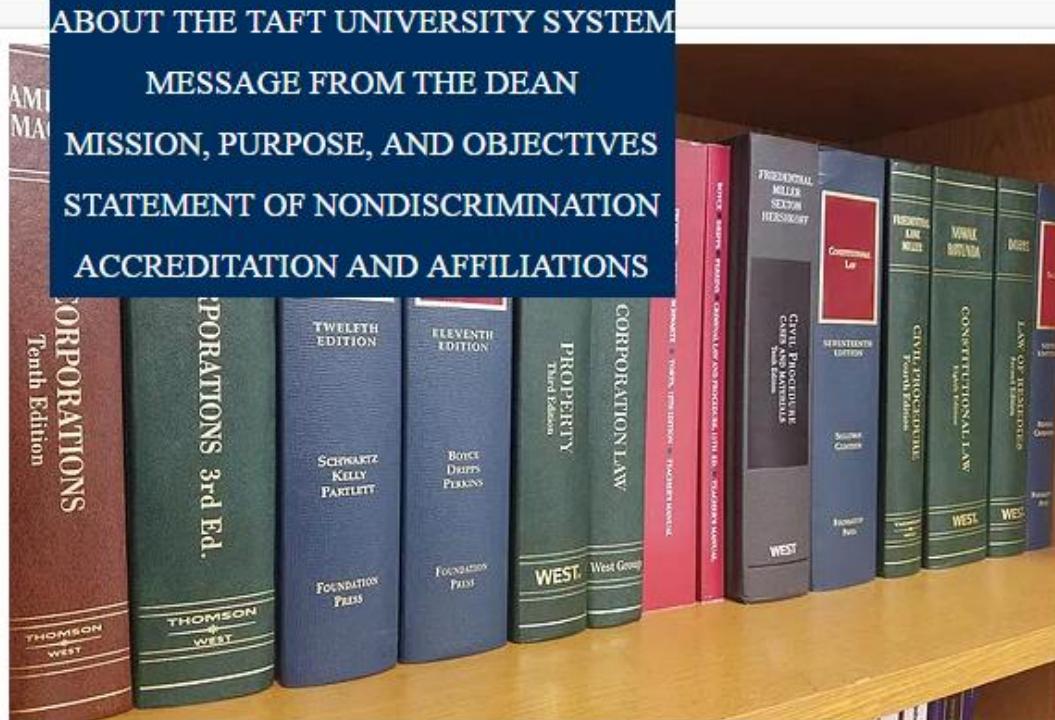
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Google

Inteligencia Colectiva Vs. Colaborativa



Conclusiones

- La estrategia se refiere a la toma de decisiones que involucran la competitividad de la organización
- Los sesgos en la toma de decisiones permanece inherente a la naturaleza humana
- El reto de la estrategia está en su ejecución
- Decisiones en la era digital empiezan con determinar la presencia online
- Se tiene que determinar las áreas y la intensidad de la digitalizacion teniendo en cuenta el valor que generan