

# The Challenges of Competitiveness

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# INTRODUCTION

Guadalajara has become in recent years a city where several contract manufacturing companies have been established, competing with Asia for new projects. This book opens with an analysis of how Knowledge Management may be used as a competitive tool for attracting those projects and to anchor this industry in Mexico.

As the second largest city in Mexico, Guadalajara is also becoming an attractive place for vacations and the service industry, specifically the restaurant industry becoming active in the use of Internet Social Networks, this so a right branding strategy using communities may generate advantageous positioning for the restaurants placed in the city.

Supply Chain Management is also an important factor for the growing of Small and Medium Size Enterprises (SMEs), making them more competitive in a globalized world. An analysis of 288 SMEs in Aguascalientes, an industry oriented city in the center of Mexico lights which strategies have a greater impact in the relationship between suppliers and SMEs.

Mexico is also one of the top lemon producers in the world, Michoacán, a southwest state, is the leading producer in the country. This paper explains the innovative network of distribution from producers to exporters in order to maintain their competitive advantage.

FEMSA is one of the top international corporations in Mexico, comprising from bottling and distributing Coca-Cola and beer, and also being the largest convenience stores chain in Mexico, expanding also to Center and South America. The paper explains and reviews its expansion strategies, from mergers, alliances and acquisitions in order to grow and expand successfully.

The theoretical paper talks about the future of marketing, focusing in the dynamic and fast change of the world, so the importance of

skills and practices are reviewed of non-traditional and non-academic sources are recommended as a way to be close enough to these changes.

All these changes also require the understanding of customers and the innovation in order to satisfy them. Customer Knowledge Management is a tool used to be ahead of these requirements, and a proper model and indicators are important to be innovative. The software sector is one of the most innovation demanding, so finding these indicators would improve and create competitive advantages in Mexico.

A competitive market demands collaboration between clients and enterprises, so the study of the financial aspect of these will result in better financial numbers and cost reduction. Analyzing SMEs in Aguascalientes in order to quantify these economic consequences have important implications on judgment for future actions.

As we stated lines above, innovation is a key factor for keeping competitive advantages, especially for creative industries. Using a fuzzy logic procedure in a city and its tourism products shows how it is possible to avoid trial and error procedures, and with a solid methodology, the possibilities to be successful are greater.

We hope that this book awake the interest of the readers about the competitiveness.

*José Sánchez Gutiérrez*

# KNOWLEDGE MANAGEMENT AS A COMPETITIVE TOOL FOR CONTRACTED ELECTRONIC MANUFACTURERS IN GUADALAJARA, MEXICO

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## **Abstract**

The knowledge revolution completely changed the landscape of industries worldwide. For the Mexican electronics industry the challenge is to increase their competitive edge in order to enhance their participation and cope with the steady growth of its similar Asia. In the city of Guadalajara in Mexico cluster known as Silicon Valley, the opportunities for change are endless, so is required to implement a theoretical model that favors the creation of value for their products and services. Thus the importance of focusing on the marketing knowledge you have the courage to combine sufficient and secondly to position themselves in the minds of international consumers production.

**Keywords:** *Marketing Knowledge, Competitiveness, Electronics Industry.*

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## **Introduction**

**W**e are experiencing a change in corporate vision where competitive advantage has crossed the tangibility and begins to rely on the most valuable intangible resource that exists: Knowledge (McIver, Lengnick-Hall, Lengnic-Hall and Ramachandran, 2013). The so-called knowledge society has become a skill prized by organizations to survive and make viable decisions to solve everyday problems (Austin, 2012), knowledge is a precious resource that allows the organization to collect and collective experiences suits the needs and changes that the market determines (Hsin-Mei, Peng-Jung, I-Fan and Yi-Tien, 2013).

Knowledge is an infinite resource that has the ability to adapt directly to the organizational structure and culture of the company (Li-Su and Cheng-Po, 2014) so that companies have the ability to make direct application to increase the skills of highly specific activities that are important in the organization (Yang and Wu, 2008), that is why after the implementation of information technologies impact is much more interesting and profitable for the organization implement strategic development driven structured and tailored to organizational needs (Dulipovici and Robey, 2013) knowledge.

For the electronics industry, the process of knowledge management must be to a new level, this due to the continuing evolution of innovation and development processes that give rise to superior technology; however the proposed processing of products in the enclaved companies in the city of Guadalajara, Mexico, model focuses its efforts on manufacturing contracted, so that attracting new consumers need to strengthen the knowledge-focused marketing, mainly services, adapting to the needs and requirements of organizations that raise the growth of its production plants and exploiting its core competencies that can lead to innovation and new product development.

## **Justification**

Electronic industry in Mexico is known in the business world as the Mexican Silicon Valley, is located in the city of Guadalajara, in the state of Jalisco; the city consists of a well suitable infrastructure for

this type of business, plus its proximity to the port of Manzanillo, Colima, the most important of the Pacific Coast, and rapid communication with the City of Mexico and the United States, make this city a key to the development of international technological activity point.

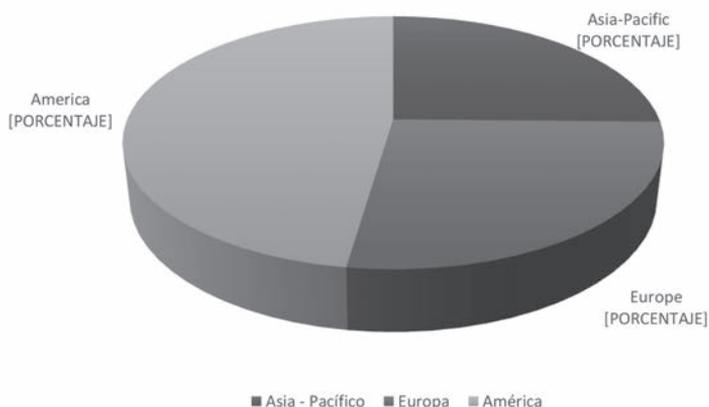
The major changes in production patterns and further in search of higher returns for contracting companies manufacturing services, which are often clustered tapatío it offers make many projects migrate across the Pacific by consider cheaper labor, is when the national business and those with FDI seek a feasible way to retain customers and provide higher quality services, which although can be similar to those offered by the Asian industry, must demonstrate a stronger level of competitiveness and interest requirements of industrial customers.

The development of this research is aimed at reviewing the theoretical models of Knowledge Management Marketing in order to formulate a workable proposal for increasing the competitive advantage in organizations of the electronics industry in Guadalajara Metropolitan Area, achieving repositioning the industrial cluster among international consumers through strategies that meet the needs and requirements of industrial customers anywhere in the world, making thus the knowledge to act as principal axis regulation and creation of consumer satisfaction corporate and end based on collection procedures and data ownership into tangible experiences that enrich the intangible capital of the organization.

## **Theoretical Framework**

It is well known that the electronics industry is one of the most influential internationally (Corporate Catalysis India, 2014), the fact is that produces a wide variety of items, ranging from industrial consumption, even in small consumer products scale (López, et Al, 2010.); this is how the emerging markets of Southeast Asia have been playing a predominant role in the way of doing business in the electronics industry (Li, Tan and Hidal, 2011), while the so-called developing countries, mainly in Latin America, are overwhelmed to regain lost market and offer innovative services to their customers (Cortés, 2004).

Chart 1  
Consumption Electronics Market Segmentation



**Source:** Self elaboration with Consumer Electronics Industry Profile: Global. (2010). *Consumer Electronics Industry Profile: Global*, 1.

Figure 1 shows that the Latin American market is a major consumer of general electronic products, however most consumer electronics that are acquired in the new continent are undoubtedly from the Far East, mainly from China, Taiwan, Korea and Japan.

The challenge is increased when those data to the local context, where the cluster of Mexican Silicon Valley, located in the city of Guadalajara, Jalisco, requires a real transformation in which Mexico can reach production levels from similar Asian overlap focusing in higher quality (Manterola, 2008), is thus to be retaken values Merchand (2005) found in this business cluster, through which it can constitute a real and competitive transformation, these values mentioned are:

1. Use of trained personnel in the region.
2. Search for government support of industrial growth.
3. Increased industrial participation in activities intrinsic to the cluster.
4. Networking for minimizing production costs.
5. Favouring national proveeduría for the production of basic goods.

Also is important to establish and manage a model focused on the creation of competitive advantages based on theoretical models applied to business reality in Mexico, is therefore required to be put to work to intangible assets of organizations through the application of knowledge management and marketing orientation.

Undoubtedly this implementation is a natural step since more than any industry, it is completely embedded in the application of information technologies for administrative purposes and knowledge (Mehrdad, Seyedeh and Sadati, 2013); is why many consultants and internal members of the organizations, agree that establishing knowledge management processes have the ability to increase productivity and improve the status of the company in monetary terms (McIver, Lengnick-Hall and Ramachandran, 2013), while knowledge has the ability to perform the increase in perceived value of the tangible elements of the organization, including products sold (Evans and Ali, 2013), is in this way that management knowledge drift towards a much more mercadológico sense, thereby increasing the yield of knowledge in product planning.

The acquisition and use of persuasion knowledge in terms of marketing, requires the development and implementation of three skills (Freeman and Shapiro, 2014):

- Persuasive messages: set focus to potential customers in the cluster, linked to a corporate campaign of personal sales of international services by the parent companies campaigns.
- Training Cluster Interests: Increase positioning through international exploitation of the advantages of the Mexican cluster on its Chinese like.
- Staff: Recognition of customer needs, information processing and transformation into useful knowledge for the organization in terms of continuous process improvement.

It is then that the essence of market knowledge is discovered and begins to act continuously, so that the generation of intangible assets has the ability to form strategic mixtures that can be used in other subsidiaries that operate internationally (Roth, Jayachandran, Dakhli and Colton, 2009) and can establish a collaborative process that contributes to the continuous improvement of the clusters and the growth of the individual operations of each of the organizations (Benett,

Mousley and Ali-Choudhury, 2008), taking this in mind it is important to mention that in creating stronger economies is a substantial competitive advantage for organizations that handle it smoothly (Panda, 2013).

But companies need to establish healthcare processes highly specialized to launch first a model of this size and make sense of their experiences inter organizational and extra-organizational (Schlegemilch and Penz, 2002), that is why in his investigation Yuan Wang, Li-Hua and Xu (2009) mention that storage procedures and application of knowledge must be based on the accumulation of skills from experiences with clients as well as with the environment of the organization in terms of their participation market.

That is why the implementation capacities of knowledge must have as its main purpose to develop advantages in the production and marketing of goods and services (Akroush, Al-Mohammad, 2010), is when the company must create a business model that increases the value chain marketing and productivity thereof (Rust, Ambler, Carpenter, Kumar and Srivastava, 2004), so you have a clear market orientation and provide continuous improvement in goods and services can give (Cader, 2007).

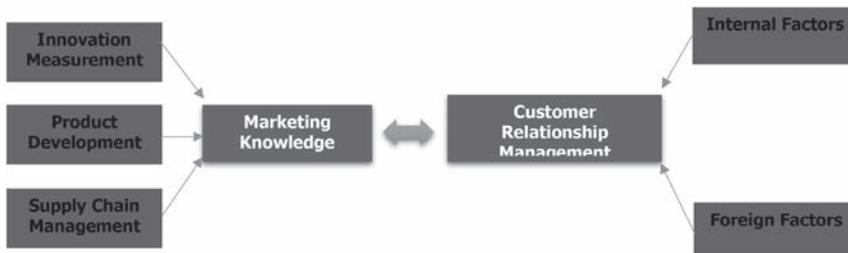
## **Research methodology**

To reinforce this research we decided to use first a method Documentary Research, which as defined by George McCulloch (2013) is “a method comprising the analysis, appropriation and use of documents and files whose information is of current interest for scientific research, particularly by strengthening the theoretical areas of the final document, “thus reinforcing in terms of theoretical research which argument the frontier of knowledge into the final document is granted is nevertheless an investigation argued only publications of authors with references or similar theme can lead to stagnation in applied knowledge, so that it requires a descriptive analysis, which categorize the quantitative elements that may be obtained in order to provide valid than research (Freeman, 2009).

Similarly, the challenge of formulating a reliable instrument to provide reliable information on the situation of companies in the

electronics industry, so it was decided to make some adjustments from biased questionnaires and questions isolated papers scientists faced Harvard Business Review, however in order to make the proper processing of responses was preferred adapt the instrument to the Likert scale, which has five degrees of agreements, each of the questions was ordered in such a way to form batteries with which he is interviewed provide a rapid response to the questionnaire, this way is to measure attitudes very heterogeneous particular social contexts (Ávila Baray, 2006).

### Theoretical And Methodological Construction



**Source:** Own calculations, based on observation of the instrument and its variables.

The formation of the theoretical construct - methodology is completely based on the physical distribution of the applied questionnaire in this construct the dependent and independent variables used to correlate and get the results of verification or rejection of specific hypotheses or the relevant general hypothesis is it is in this way it is possible to start with quantitative analysis in SPSS 19 statistical software.

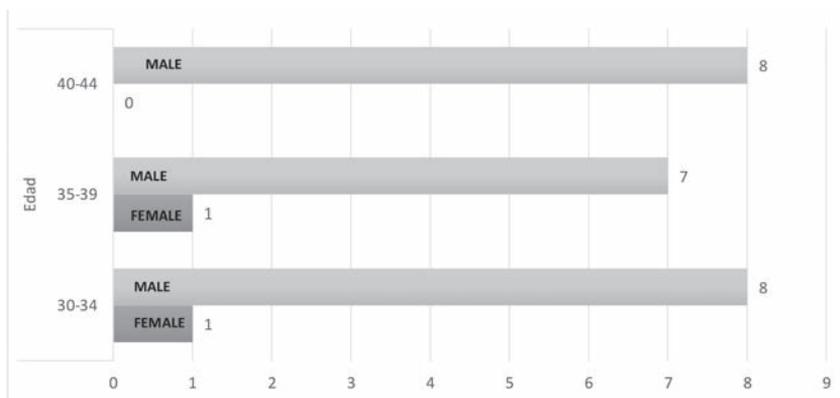
### Hypothesis

- H1. A better understanding of marketing, bulk Management Customer Relationship.*
- H2. A senior administration of the relationship with the customer, greater knowledge of marketing.*

## Results analysis

The application of the questionnaires was performed a total of 25 people who make up the segment management and marketing headquarters electronics manufacturing firms hired; the decision to interview this staff is the middle management of the organization and to have the necessary information on the implementation of management models of marketing in the plant, as well as knowledge of the policies that the parent company was taken; Likewise the contact is much easier with them.

Chart 2  
Gender and Age Distribution



**Source:** Self elaboration with questionnaire data

Shown in the graph management positions in the electronics industry are dominated by men, as 23 managers are male, while only two women meet within that hierarchical level; well ages ranging between 30 and 44 years, which speaks of the responsibility.

After reviewing the descriptive data, we proceeded to perform validation of the results found in the questionnaire through statistical Cronbach's alpha, which can be interpreted as an estimate of consistency and homogeneity of responses corresponding to a portion of the variance where the range is determined by the percentage of correlation and homogeneity of responses and whose principle dictates that

in no case be equated to 100% because consist of a single invariant response from the respondents (JALT, 2002 ).

*Tabla 1*  
Cronbach Alpha

<i>Cronbach Alpha</i>	<i>Tipified Alpha</i>	<i>Elements</i>
.640	.690	18

**Source:** Self elaboration with questionnaire data.

Acceptance of alpha Cronbach is total, since both established elements, ie those that are not strictly homogeneous, and alpha Cronbach a ratio of 64% is shown, ie the variables showed a positive trend and application, but to some extent you can change the circumstances of the internal or external environment; likewise were considered in the statistical software only 18 items and the rest were obvious differences in their responses.

However in order to increase the confidence of the data obtained through the questionnaire, application of the Test of Sphericity of Bartlett, which measures the strengths of relationships between variables is performed, taking into account the null hypothesis for each segment matrix constructed by the independent and dependent variables, in order to be meaningful test should have a maximum of 0.005 significance and chi square 500 to 3000 (Wilkinson, 2009); similarly in the test can be found the sample correlation coefficient Kaiser-Meyer-Olkin (KMO), where the variables equal expressed in processing, so that they have a mutual correlation allowing them to interact between themselves and more complex results in a multivariate analysis; the result is expressed as a percentage correlation variables, which should preferably be between 40% and 70%, since in this way is possible to go deeper into the results of particular interest.

*Tabla 2*  
KMO and Bartlett's Test of Sphericity

<i>KMO</i>		<i>0.579</i>
Bartlett's Test of Sphericity	Squared Chi	2340.74
	DF	430
	Sig.	.000

**Source:** Self elaboration with questionnaire data.

Shown in Table 2, the variables have a correlation of 57.9% that is more than half of the investigation can be explained with the results obtained from surveys, although industry conforms 12 companies and that 25 surveys were applied can be displayed that hypotheses are with the possibility to be made from multivariate studies using statistical software, moreover the significance level mentioned is highly significant given that the level of statistical error is minimal as it marks 000 so you can say that is 99% reliable research.

## Hypothesis 1

For further research, it is necessary to start with the multivariate analysis of the data obtained for this implementation Analysis of Variance (ANOVA) was performed, in order to know the relationship between the variables proposed in Hypothesis 1.

H1. A better understanding of marketing, bulk Management Customer Relationship.

The junction of the two variables, using the Administration Customer Relationship as a dependent variable, and knowledge of marketing as an independent variable, such that the following was obtained was performed:

*Table 3*  
ANOVA Hypothesis 1

		<i>Suma de Cuadrados</i>	<i>GL</i>	<i>Media Cuadrática</i>	<i>F</i>	<i>Sig</i>
Med_01	Integrupos	.591	1	.591	.724	.000
	Intragrupos	18.769	23	.816		
	Total	19.360	24			

**Source:** Self elaboration with questionnaire data.

It is observed that the results of the survey in terms of the correlation of the two variables raised, promotes an increase in the value of customer relationships and showing both intergroup and intragroup consistent and consistent with that obtained in the quadratic mean behavior, so that we can say that has been established as a major axis for determining marketing strategies related to

However, there are issues that need improvement since the results show disparity in the statistical F, that for being above 70%, ie they are still making changes to achieve exploit more fully the knowledge from suppliers and product consumers, who are not the general public, to improve strategies to attract new businesses or keep those already hired the services regularly.

### **Analysis of Hypothesis 2**

A senior administration of the relationship with the customer, greater knowledge of marketing, cites the number two hypotheses, here are required to take to managing the relationship with the client as an independent variable, while knowledge management marketing will be dependent, this scheme is formed by grouping the variables and the formation of homogeneous states average and quite useful.

Table 4  
ANOVA Hypothesis 2

		<i>Square Sum</i>	<i>DF</i>	<i>Cuadratic Mean</i>	<i>F</i>	<i>Sig</i>
Med_01	Integrupos	4.800	4	1.200	.649	.000
	Intragrupos	51.200	20	2.560		
	Total	56.000	24			

**Source:** Self elaboration with questionnaire data.

Managing the relationship with the customer, is shown formally as a tool for direct creation of market knowledge, which is why companies are successful in retaining and attracting potential customers, it is shown that the levels of significance crossing variables are very close to zero ranges, moreover statistic Fisher although not entirely consistent manages to establish that companies are striving to give an excellent view of production to companies that hire them, which is why that international companies like Microsoft or Apple have decided to go for this type of production in Mexico, and thus companies have generated a marketing strategy based on customer retention with CRM models that make them more competitive.

## Conclusions and recommendations

The hypotheses to be tested starting work in a reliable and satisfactory manner based on the results obtained in studies of ANOVA were applied individually at various crossings variables; the importance of corroboration of these assumptions is that the electronics industry within each corporate entity is on a constant search for useful knowledge based on the experiences of its employees, the information obtained by its managers from knowledge of its Center knowledge as a real tool for international competitiveness enables companies to achieve the goals set for them and spread of these employees and managers who work there, that from obtaining relevant data to improve the procedures made, it is also important to note that knowledge allows decisions, develop strategies and promote changes from international competition, with all that the organization becomes intelligent.

Knowledge of marketing in companies engaged in the electronics industry of manufacturing Guadalajara Metropolitan Area has contributed directly to the development of this branch promoting prevention and troubleshooting, as well as finding solutions to the constantly changing demands market, adapting innovative new trends and a system of globalized market and extremely competitive products.

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