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Artículos Científicos

Dirección estratégica a través del emprendimiento y modelos de negocio

Strategic Direction Through Entrepreneurship and Business Models

Direção estratégica através do empreendedorismo e modelos de negócios

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Resumen

Este trabajo plantea una revisión bibliográfica sobre las escuelas de dirección estratégica, así como las perspectivas del emprendimiento y las propuestas de modelos de negocio que emergen en un contexto de cambios tecnológicos y de mercado. Esto con la meta de diferenciar los elementos de la dirección estratégica mediante las perspectivas que describen al emprendimiento y las características de los modelos de negocio. El método comprende una investigación básica que determina un marco teórico para alcanzar el objetivo propuesto.

Como parte de las conclusiones se menciona que las estrategias son las causas de la relación entre el emprendimiento y la innovación de los modelos de negocio, ya que la etapa de gestación del emprendimiento permite vislumbrar el tipo de modelo de negocio que se pretende establecer con base en la naturaleza de las tendencias de dirección estratégica, la cual, a su vez, ofrece un marco de referencia clave para comprender la evolución del pensamiento estratégico.

Palabras claves: administración de empresas, dirección a través de objetivos, empresario.

Abstract

This article proposes a bibliographic review of the schools of strategic management, as well as the perspectives of entrepreneurship and the proposals of business models that emerge in a context of technological changes and markets. The general objective of this research is to differentiate the elements of strategic management through the perspectives that describe entrepreneurship and the characteristics of business models. The method comprises a basic research that determines a theoretical framework to achieve the proposed objective.

As part of the conclusions it is highlighted that the strategies are the causes of the relationship between entrepreneurship and the innovation of the business models, since the gestation stage of the enterprise allows to glimpse the type of business model that is intended to be established based on the nature of strategic management trends that provides a framework key reference to understand the evolution of strategic thinking.

Keywords: business management, management by objectives, entrepreneur.

Resumo

Este artigo propõe uma revisão bibliográfica das escolas de gestão estratégica, bem como as perspectivas do empreendedorismo e as propostas de modelos de negócios que emergem em um contexto de mudanças tecnológicas e de mercado. Isso com o objetivo de diferenciar os elementos da gestão estratégica através das perspectivas que descrevem o empreendedorismo e as características dos modelos de negócios. O método inclui uma investigação básica que determina uma estrutura teórica para alcançar o objetivo proposto.

Como parte das conclusões, menciona-se que as estratégias são as causas da relação entre empreendedorismo e inovação de modelos de negócios, uma vez que o estágio de gestação do empreendedorismo permite vislumbrar o tipo de modelo de negócio que se pretende estabelecer com base na natureza das tendências de gerenciamento estratégico, que, por sua vez, oferece um quadro de referência fundamental para a compreensão da evolução do pensamento estratégico.

Palavras-chave: administração de empresas, gestão por objetivos, empreendedor.

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Introduction

Businesses are currently developed in an environment of constant change; an environment determined by factors such as technology, laws and reforms, financial crises and consumer trends that can bring new threats. This is something that has to be dealt with inside and outside the company. So seeing opportunities where others do not see them has become one of the main tasks of the decision maker. This paper covers the strategic management process that supports decision-making capacity. The general objective is to differentiate the elements of strategic management through the perspectives that describe entrepreneurship and the characteristics of business models that emerge in a context of technological and commercial changes.

It is very important to distinguish how entrepreneurship perspectives and business models can materialize some schools or strategic management trends (Rodríguez, 2009, p.106). Without a doubt, entrepreneurship is the input to project organizational configurations through the business models that are created taking into account the nature of the schools of strategic management.

Stages of strategic management

Strategic management is a process that aims to improve the company. And you can have indicators that help evaluate this process: if you are really helping to facilitate the work and provide a better service. According to Cristiana and Anca (2013): “The main stages of the strategic management process are the formulation, implementation and evaluation of the strategy” (p. 1573). And they add:

Another classification of the strategic management process offered by Welge and Al-lea Laham (2008: 185-187) and by Borza et al. (2009), consider the following phases: the planning of strategic objectives, the strategic analysis of the external environment and forecast, the strategic elaboration and its evaluation and, finally, the implementation of the strategy and its control (Cristiana and Anca, 2013, p. 1576).

Mintzberg, Ahlstrand and Lampel (1999), meanwhile, make an evolutionary description of the strategic analysis, identifying schools or trends characterized by their limited focus, which they submitted to criticism to investigate their limitations and contributions.

The 10 schools proposed by Mintzberg (1990) are classified into four groups: The first group is of a prescriptive nature. The schools that comprise it deal

with the way in which strategies should be formulated: 1) design school (1960s), studies the strategy as a conception process, as an informal design process; 2) school of planning (1960-1970), refers to strategy as a formal process, as a more independent and systematic process; 3) positioning school (70s), refers to the strategy as an analytical process, concentrates on the selection of positions within the economic market.

The second group is descriptive in nature. In this case, they consider aspects of the strategy creation process and are interested in describing their ideal behavior: 4) business school (80s), characterized by understanding the strategy as a visionary process when describing this in terms of creating a vision for the great leader; 5) Cognitive school (80s), studies the strategy as a mental process, is a process of conceptual generation in the head of a person, and uses the messages of cognitive psychology to enter the mind of the strategist.

The third group is of a group nature, as it extends beyond the individual the strategy formation process, extending it to other groups and other sectors: 6) school of learning (80s), analyzes the strategy as an emerging process; The world is complex to allow strategies to develop at the same time as plans or visions, for this it must grow in small steps as the organization adapts or learns from complexity. 7) School of power (90s), characterizes the strategy as a negotiation process, in the context of the internal and external conflict of the organization; 8) cultural school (1990s), refers to the strategy as a collective process, the formation of the strategy is seen as a collective and cooperative process, rooted in the organizational culture; 9) environmental school (1990s), refers to the strategy as a reactive process, where the action is directed towards the external environment, by understanding the influences and pressures of the environment.

The fourth group is of an integrative nature, because it is a combination of the groups and therefore of the preceding schools, and because it has a transformative character: 10) configuration school (2000s), studies the strategy as a transformation process, the various elements of the strategy creation process are grouped, their content, their organizational structures and their contexts in stages or events are arranged in a time sequence to describe the vital cycles of the organization; Another aspect is the transformation process that incorporates the

prescriptive nature and the practice of strategic change (Mintzberg, Ahlstrand y Lampel (1999; citado en Rodríguez, 2009, pp. 68-70).

It can be concluded that the advantages of applying the strategic management process in companies are the following: to offer a clearer vision of a strategy, as well as to systematize the most important decisions, which would make it easier for managers to improve the development of strategies . The disadvantage is that it is something difficult to achieve because it includes sociological, psychological and economic studies (Cristiana y Anca, 2013, p. 1579).

Entrepreneurship Concept

Based on a literary review of the contributions for the definition of entrepreneurship, different proposals were identified. One of them raises a classification according to economic thinking, human sciences and management sciences (Osorio, Gálvez and Murillo, 2010, p. 71). Another takes up the classics, the neoclassicals, the Schumpeter school, the Austrian school, as well as other schools of thought, specifically, according to Fonrouge (2002; quoted in Rodriguez, 2009, p.102), from four streams: behavioral, psychological (cognitive), economic and process, as well as other general contributions, for example, the Global Entrepreneurship Monitor (GEM) Colombia Caribe 2010 (Herrera and Montoya, 2013, pp. 20-27). Another proposal seeks to define the concepts of entrepreneur and entrepreneur by incorporating only the classics and the neoclassicals, as well as the Schumpeter school (Bucardo, Saavedra and Camarena, 2015, pp. 101 and 106).

In relation to the origin of the entrepreneurship concept, Richard Cantillon (1680-1734) emphasizes, “who is the first to use the term entrepreneur in order to differentiate an individual other than the producer of the economy who receives wages and incomes, called hired” (Osorio et al., 2010, p. 71) or “person who buys the means of production at a price, mixes and sells them at another price that is not foreseeable when combining the factors” (Gámez, 2008; cited in Herrera and Montoya, 2013 , p. 20).

For his part, Joseph Alois Schumpeter (1883-1950) points out that "the entrepreneur is like someone innovative rather than inventor and who finances the project" (Herrera and Montoya, 2013, p. 22). While Israel Kirzner (1930-) of the Austrian school contributes that the entrepreneur is “the subject who discovers in the world of imperfect knowledge an opportunity that others have not perceived” (Kirzner, 1997, 1999; cited in Herrera and Montoya, 2013 , p. 22).

Now, from business thinking schools, four perspectives of thinking are identified: behavioral, psychological (cognitive), economic and process (Fonrouge, 2002; cited in Rodríguez, 2009, p. 102). Table 1 shows the characteristics of these four perspectives.

Tabla 1. Aportes de las escuelas del pensamiento empresarial

Escuela	Características
Escuela comportamental	Se define por el conjunto de actividades que se ponen en marcha para crear una organización. Presentan necesidades de cumplimiento, de dependencia, un gusto por el riesgo y un sentimiento por controlar su destino en algunas ocasiones más enmarcadas que en los administradores (Gartner, 1988; Rodríguez y Jiménez, 2005; ambos citados en Herrera y Montoya, 2013, p. 24).
Escuela psicológica con las corrientes personalistas y cognitivas	Se define por un cierto número de atributos psicológicos descritos tanto por la personalidad como por los procesos cognitivos activados por las circunstancias (Shaver y Scott 1991; Rodríguez y Jiménez, 2005; ambos citados en Herrera y Montoya, 2013, p. 24).
Escuela económica	Se especializa en la toma de decisiones pensadas y relativas a la coordinación de recursos escasos (Casson, 1991; citado en Herrera y Montoya, 2013, p. 24).
Escuela de procesos	Es aquella que desarrolla oportunidades y crea una organización para explotarlas (Bygrave y Hofer, 1991; Rodríguez y Jiménez, 2005; ambos citados en Herrera y Montoya, 2013, p. 24).

Fuente: Fonrouge (2002; citado en Herrera y Montoya, 2013, p. 24)

On the other hand, the GEM Colombia Caribe 2010 uses three typologies for entrepreneurs, according to the New Business Activity (ASD): potential entrepreneurs, nascent entrepreneurs and new entrepreneurs. Entrepreneurs are mostly characterized by being young men aged 25 to 34, with full secondary education, low income; receive information or experience from a close person; they participate in entrepreneurship networks; They are innovative, attentive to opportunities, risk

takers and who believe that the creation of companies is the ideal “career” (Herrera and Montoya, 2013, p. 26).

With regard to the entrepreneurial concept, three classic authors are contemplated, such as Adam Smith (1723-1790), who defines it as "owner of the means of production and employer or master of work" (Bucardo et al., 2015, p.106); as well as Richard Cantillon (1680-1734) and Jean-Baptiste Say (1767-1832), who point out that it is an “agent or businessman who buys the means of production at certain prices and combines them into a product that will sell at an uncertain price at the time of committing its costs ”(Bucardo et al., 2015, p.106).

It also takes up two neoclassicals. According to Alfred Marshall (1842-1924), “the entrepreneur as the fourth productive factor, with which knowledge is provided through the organization and whose function is the direction of business” (Bucardo et al., 2015, p.106). Frank Knight (1885-1897), meanwhile, indicates that “the employer as a figure that assumes the risk of economic activity by anticipating the national product, creating and insuring income, so that the business benefit or residual income is the benefit it is the remuneration of said risk ”(Bucardo et al., 2015, p.106). Another school is represented by Joseph Schumpeter (1883-1950), who identifies the “entrepreneur as an innovator or principal agent of capitalist economic development, a consequence of technological change. Innovative leadership that justifies its benefit as residual income of the economy ”(Bucardo et al., 2015, p. 106; Herrera and Montoya, 2013, pp. 20-22).

As you can see, the definition of the entrepreneur and the entrepreneur is not the same, although often both terms are often confused and used as synonyms. It is inferred, rather, that the entrepreneur is the innovator and the entrepreneur is the owner of the means of production. The following is a conclusion regarding the differentiation of these concepts:

The entrepreneur is the one who uses ingenuity, boldness, enthusiasm, enthusiasm and job dissatisfaction to make a change through the innovation of ideas, products or processes, without necessarily implying their participation in the creation or Business address. On the other hand, the employer is the one who invests in the own or foreign capital company and directs it in order to obtain a return (Bucardo *et al.*, 2015, p. 106).

Concept and characteristics of the business model

With respect to the business model, from a process perspective, there are the definitions given in table 2.

Tabla 2. Definiciones del concepto *modelo de negocio*

Autores	Definición
Zott y Amit (2009, p. 110; citados en Palacios y Duque, 2011, p. 25)	“Forma en que una empresa ‘hace negocios’ con sus clientes, socios y proveedores; es decir, se trata del sistema de actividades específicas que la empresa focal o sus socios llevan a cabo para satisfacer las necesidades percibidas en el mercado; cómo esas actividades están relacionadas entre sí, y quién lleva a cabo esas actividades”.
Osterwalder y Pigneur (2009, p. 14; citados en Palacios y Duque, 2011, p. 25)	“Un modelo de negocio describe la lógica de cómo una organización crea, entrega, y captura valor”.
Svejenova, Planellas y Vives (2010, p. 409; citados en Palacios y Duque, 2011, p. 25)	“Conjunto de actividades, organización y recursos estratégicos que transforman la orientación establecida por la empresa en una proposición de valor distintiva, permitiendo a la misma crear y capturar valor”.

Fuente: Palacios y Duque (2011, p. 25)

Taking into account the definitions set forth above about the business model concept, it can be inferred that it is about identifying “the capacity and process component whose aspects studied are internal processes, resources and capacities, as well as the sources of competitive advantages that respond to the key question: what is the internal source of competitive advantage ”(Cervilla and Puente, 2013, p. 294) or “ what are the resources and processes necessary for the formulation of a business model for productivity centers? ”(Palacios y Duque, 2011, p. 31).

Regarding the design of the business model, the proposals included in table 3 are addressed.

Tabla 3. Propuestas para diseñar un modelo de negocio

Autores	Propuesta
Zott y Amit (2009; citados en Palacios y Duque, 2011, p. 27)	“Las preguntas que los directivos necesitan plantearse para la innovación del modelo de negocio son las siguientes: ¿Cuál es el objetivo del nuevo modelo de negocio? ¿Qué nuevas actividades son necesarias para satisfacer las necesidades percibidas? ¿Cómo podrían esas actividades estar relacionadas entre sí de formas novedosas? ¿Quién debería realizar cada una de las actividades que forman parte del modelo de negocio (por ejemplo, la empresa focal o un socio), y qué disposiciones novedosas en materia de gestión podrían habilitar esa estructura? ¿Cómo se crea el valor a través del nuevo modelo de negocio para cada una de las partes involucradas? y ¿Qué modelo de ingresos de la empresa focal permitirá a la compañía apropiarse de parte del valor creado a partir del nuevo modelo de negocio”.
Vives y Svejnova (2009; citados Palacios y Duque, 2011, p. 28)	“Determinan las preguntas claves para la definición de un modelo de negocio así: ¿Cuál es la necesidad y comportamiento del cliente y, por lo tanto, ¿cómo va a definir su mercado? ¿Qué va a ofrecer, a qué precio, y cómo esta oferta es diferencial frente a otras existentes en el mercado? ¿Cómo lo va a organizar? ¿Cómo va a ganar dinero? y ¿Cómo va a ser sostenible?”

<p>Osterwalder y Pigneur (2009; citados en Palacios y Duque, 2011, p. 28)</p>	<p>“La mejor forma de describir un modelo de negocio, es a través, de nueve bloques básicos: Segmento de mercado, Proposición de valor, Canales, Relaciones con los clientes, Flujos de ingresos, Recursos clave, Actividades clave, Asociaciones clave y Estructura de costos”.</p>
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Fuente: Palacios y Duque (2011, pp. 27-28)

As a result of the revision of the previous proposals, it is important to consider that “the value proposition is currently the essential and vital component in the creation of the business model (Beckmezi, 2013; Comes, 2008; both cited in Mejía and Sánchez, 2014 , p. 113). Taking into account that “more than 90% of all innovations in business models (IMN) are recombination of models, ideas and concepts” (Fleish, 2012; cited in Mejía and Sánchez, 2014, p. 114). Therefore, advances in technology, regulation and the discovery of new market niches, among others, force firms to make a permanent review of their business models (Mejía y Sánchez, 2014, p. 124).

Recent studies on entrepreneurship and business models

The business model serves as a tool to monitor the evolution of the newly created company. In this regard, Batista, Bolívar and Medina (2016) studied the causes of the phenomenon of entrepreneurship and the elements surrounding it, the performance of the entrepreneur and his company during the start-up phase, as well as his way of interpreting the environment in the one that is found and how this affects the decision-making process.

These authors presented a proposal for monitoring the entrepreneurial process through the business model as a tool for prospecting and studying the phenomenon of the entrepreneur in the emerging phase. The monitoring was carried out by performing the following protocol: continuous monitoring of business initiatives, analysis of the companies created and monitoring of their activity, preparation of cases for study, where the company under analysis was detected: company older than 42 months of activity, it was not technologically based or internationalized in its origin and the company's growth pattern did not fit the traditional models (Batista et al., 2016, pp. 88 and 96).

In the company under analysis mentioned, also, during the start of the business, the immaturity in the business model of the venture was appreciated due to the lack of a link to external partners. 25 months after its creation, a change in the value proposal was made, and they added more services and expanded market segmentation. Finally, 42 months after the company was active, it managed to position itself with various competitive advantages due to its external relations and its vision. At the close of the study, the objective was to expand internationally (Batista et al., 2016, pp. 90-93).

As mentioned earlier, an entrepreneur is usually defined as the person who sees the opportunities and takes the risk of creating new products or processes in order to create wealth. And precisely one of the most studied topics is that of the attributes that constitute an entrepreneur; while the study of the business models used by them has been neglected, especially those outlined by the base of the pyramid (BDP). Detecting this pattern, Cervilla and Puente (2013) selected ten enterprises run by the BDP with more than three years of validity and analyzed their business models.

As part of the results they had the following elements in common: the business was started out of necessity, the business idea arose while working for another company or as something extra with little profit, the average educational level of entrepreneurs is medium, without training or Entrepreneurship studies, entrepreneurship is perceived as a means of economic independence with which you can earn more income at your own pace of work, business growth is based on meeting your needs and obtain an appropriate quality of life, avoiding grow more so as not to face new challenges, they usually run the business or have the help of a family member and rarely someone from outside, their businesses are close to the area where they live, they do not believe it is necessary to carry out any type of training or course to manage your business and are not innovative and recognize that the support of banks for the opening of your business was m s beyond money (Cervilla and Bridge, 2013, pp. 295-298).

Finally, the business model provides a natural connection between the formulation and implementation of the strategy. That is, the unnatural separation between thinking and doing disappears when one uses the business model as a reflection and projection of the strategy. For all these reasons, it is believed that the business model concept has a great capacity to integrate aspects that we have artificially separated many times in the field of strategy and that is why this link is lost in the strategic direction (Ricart, 2009, p .22).

In sum, the main objective of a business model is to generate value in the company based on innovation, which, based on various strategies, helps the company create a competitive advantage.

Methodology

The method of this research included a review of various sources of literature conducted between January and October 2018 in different databases, namely: Scielo, Redalyc, Researchgate and Dialnet. It should be clarified that the articles that included the search keywords were considered, according to a period from 2014 to date; and in relation to the language, those that were in Spanish and English were chosen.

Results and Discussion

The general objective of this research is to differentiate the elements of strategic management through the perspectives that describe entrepreneurship and the characteristics of business models that emerge in a context of technological changes and markets.

With regard to strategic management, it aims to improve the company using methodologies for the design of a process; However, the intention of the strategic management is to self-overcome the organization. In such a way that the strategic direction not only seeks economic business growth, but a social recognition that allows to implement the industrial revolutions where entrepreneurship manifests and the business model materializes.

With respect to the elements of strategic management that can be distinguished in the perspectives on entrepreneurship, there are two schools (business and cognitive) that are descriptive in nature, given that the entrepreneur considers “the process of creating strategies and is interested in describe their ideal behavior ”(Rodríguez, 2009, p. 69), and one more process, which is one of the schools of business thought, according to Fonrouge (2002; cited in Herrera and Montoya, 2013), which shows“ how to they develop opportunities to create an organization to be seized ”(p. 25). For this reason, the entrepreneur is the one who implements strategies to adapt to the environment in order to get into the market.

Instead, the entrepreneur “extends beyond the individual the strategy formation process, extending it to other groups and other actors (Herrera and Montoya, 2013, p. 69). In this sense, Alfred Marshall (Bucardo et al., 2015) can be retaken, “which deals with measuring the role of the entrepreneur in the production process as an additional factor to the three classic productive factors

of land, labor and capital” , or "as a fourth productive factor, with which knowledge is provided through the organization and whose function is business management" (pp. 105-106).

In the previous reflections regarding the distinction of strategic management schools and the differentiation of the entrepreneur from the entrepreneur, the descriptive or group nature of the respective schools must be taken into account.

Based on the same form of analysis, the concept and characteristics of the business model are considered “strategies of a prescriptive nature comprising three schools (design, planning and positioning) that deal with the way in which the strategies should be formulated”(Rodríguez, 2009, p. 69). From all this it follows that the business model is a reflection of one of the stages of the strategic direction that is the formulation or elaboration of the strategy, which is necessary for the improvement of the company.

In addition, it is envisioned that in the design of the business model it is necessary to recognize that the classification of the 10 strategic management schools mentioned above addresses an implicit proposal that can provide a prescriptive, descriptive, group and integrative instructional sequence that allows highlighting the stages of the strategic direction itself in the creation of the business model that systematizes the entrepreneurship process with a strategic direction.

Conclusions

Based on the general objective of this research, it can be envisioned that the entrepreneurial process arises as a result of an opportunity in the environment or by the need of the entrepreneur himself that is configured in a business model focused on creating or generating a value that It materializes in a competitive advantage.

It should be clarified that the business model describes the way to negotiate with the client in order to generate income. In addition, it is a tool to monitor the evolution of the company. Finally, taking into account the above, as well as the characterization of the entrepreneur as the creator of the strategy and the business model as a way to investigate or gather information to understand the opportunity or the need to undertake, it should be noted that, in together, they seek

improvement, from any perspective or school of strategic thinking, for the evolution of the organization, industry, business or company.

In sum, the strategies are the causes of the relationship between entrepreneurship and the innovation of business models, since the stage of gestation of entrepreneurship allows us to glimpse the type of business model that is intended to be established based on the nature of business trends. strategic direction, which offers a key frame of reference to understand the evolution of strategic thinking.

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