

Business Integration and Strategy

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### **Introduction**

The performance of the company in the future depends mostly on strategies pursued at the present. As leaders of the firm, we have the responsibility to select the best strategies that will guarantee the superior performance of the company to provide a competitive advantage in the industry. The company will need to continue to focus on superior performance that will help increase profitability. If the firm can maintain above average profitability over time, sustained growth and profit will result in a competitive advantage that will boost the company's business productivity (Wang, 2016). It is necessary that strategic management be vital to the attainment of this vision. To readily achieve this, managers must have a thorough understanding of the analytical techniques and skills necessary to implement strategies successfully. This research will discuss how to achieve this. It will outline the specific roles and responsibilities strategic managers are expected to do on the three functional levels within an organization: the corporate, business, and functional level. It will also integrate including a few marketing, operations, globalization, laws, ethics, leadership, economics, and information systems aspects within the strategies.

### **Strategic Leadership**

In many successful companies, the major impact of the performance is centered on how managers implement their strategies. These strategies can be sets of predetermined actions they take for the purpose of improving the performance of the company. It is the ability to perform better than the rest of the industry that success of the company is gauged (Hill et al, 2017). Putting this into perspective, strategic leadership is about finding the most effective strategy-making process that would create this competitive advantage. In addition, strategic leadership is about finding out the most effective way to create this competitive advantage. While strategy formulation is the task of selecting strategies, strategy implementation is about the task of putting

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strategies into action. This includes the design, delivery, and the support of production for the purpose of improving the efficiency of operations.

So what is the ultimate goal of the XYZ Company? It is to maximize the shareholder's value. Shareholders invest in the company with their risk capital. This enables the company to produce the goods and services that it sells. The shareholders are also the legal owners of the corporation as their shares represent the claims on whatever the company profits of. It is because of this that an obligation exists between XYZ Company managers and the shareholders for the former to diligently invest the latter's capital for maximum returns.

### **The Strategy-Making Process**

Hill et al. (2017) listed five main steps of the formal strategic planning process. The first is the identification of corporate mission and major goals. This includes a statement of the purpose of the company. It should state the reason for the firm's existence. It should have a vision of the future state with a list of corporate key values. The second is the analysis of external competition for the purpose of identifying business opportunities and challenges. It needs to identify strategic opportunities and threats in the organization's operating environment that will affect how it pursues its mission. The third is to conduct an external analysis to identify strategic opportunities and threats in the organization's operating environment. In parallel, an analysis of the internal operating system must be conducted. This internal assessment should focus on examining the resources, manpower capabilities and competencies that will help identify the company's strengths and weaknesses. Fourth is the selection of best-approach strategies that make use of the corporate strengths and that would improve the firm's weaknesses that will result in the taking of advantage of opportunities and will neutralize any threats. Finally, the correct implementation of actions based on the investigation of the best strategy. For the XYZ Company, it follows the same steps. The mission statement must be clear and concise, Analysis of both external and internal resources must be inventoried with weaknesses identified

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for the purpose of improving. With strengths to be used to further the company's success to be climaxed by a diligent and supervised implementation of strategies.

### **Functional-Level Strategies**

The purpose of the functional-level strategies is to improve the efficiency of the company's operations to provide superior operational efficacy. The ability of a company to attain superior operational efficacy will help establish the firm's goods to be differentiated from that of the competition with low-cost structures (West et al, 2015). The XYZ Company is an instrument for converting manpower labor, land, capital, and technology into goods and services. One method to measure this is the amount it takes to produce a given output often times translated as efficiency is equal to the output divided by inputs. If the company requires a smaller input to produce a huge output with a lower cost structure, the efficiency increases. More productivity translates to lower costs and increases the return of investment. If XYZ Company can increase consumer satisfaction while lowering cost structures, it will ensure industry dominance.

### **Global-Level Strategies**

The global market has expanded dramatically due to lowered barriers to international trade and investment. Likewise, many regulations barring foreign entities to be players in the domestic markets have been eliminated (Elena, 2015). As a result, the global market has exponentially boomed. Many corporations have taken advantage of the situation by investing offshore their labors, production sites, land, capital, and energy resulting in a significant lowering of their production costs translating to more profits. Corporate management can become unprepared to deal with this global phenomenon. Managers should not only analyze their local industry market but also factor in the global effects of having international competition encroach on their business. These have resulted in intense competition within the industry.

Global expansion can be a key to increased profitability and growth if done properly. Expanding globally will increase the corporate size of the market, providing more opportunities

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for sale. XYZ Company can also grow by sending goods and services produced locally and selling them internationally. Furthermore, global expansion will provide opportunities for reducing the cost adding more value that will boost profitability. XYZ Company can have unlimited potentials in growth if this strategy model is followed: investigate the profitability of using cheap offshore labor and finding international markets conducive to the goods and services produced locally. In the 2017 Global Retail Development Index findings, it listed the top three emerging countries best for expansion: (1) India, (2) China, and (3) Malaysia (ATKearney, 2017). It is strongly recommended that these countries be considered for future expansions by XYZ Company.

### **Business-Level Strategies**

Creation of business-level strategies that will give a company an advantage over the competition is the key to business success. Optimization of industry positioning must be carefully planned. The company must define its business with judgment (Duane et al, 2012). This requires customer research: what customers need and what customers want to be satisfied with. Furthermore, customer groups to be satisfied must be categorized. Once the group is categorized the competency of how to satisfy the customer group needs must be studied and then applied. Management decisions based on these will determine the set of strategies to implement. Bottom line is that the action will satisfy the customers and create a lasting impression.

When building a business model, management must identify which segments of the industry they want to compete in. This will help differentiate their products from the competition. This will further identify what each customer segment will require to include responsiveness to the needs of that particular segment. For XYZ Company, it can devise a set of strategies that will determine the ways to differentiate their product. Next, they will need to find out the depth and width of the segment products to produce. These strategies will depend upon

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the management abilities to implement. If the execution is sloppy, disaster can happen. If done properly, profit and ensured return on investment can happen.

### **Corporate-Level Strategies**

Corporate-level strategies steer the business to select the kind of business-level and functional-level strategies to implement. A corporate-level strategy must have valued chain functional activities. This includes lowering costs in such a way that differentiation exists (Duane et al, 2012). Upon selection of the right corporate-level strategies, the firm can select the price option that will allow it to have maximum profit. Furthermore, this can increase the margin of profits considerably if the threat to price competition is managed.

Huge companies expand the business by opening doors to other markets. This creates a two-level business model. This will require individualized strategies for the two business models (Elena, 2015). Each will need customized strategies plus a higher-level multi-business model that explains its entry to the new market. The multi-business model will include a rationale why it will increase the corporate profit by entering the new market and why kind of involvement it will have in that new industry.

### **Conclusion**

XYZ Company management strategic leadership is encouraged to fully embrace the strategic formation process to ensure continued success in the industry. It has to maximize shareholder's values by recognizing the obligation to diligently invest capital for maximum returns. In order to fully implement the strategy-making process, management must follow the steps listed: provide the mission and goals; analyze both internal and external factors to identify strengths for optimal use and weaknesses to improve on them; identify market opportunities; select the best-approach strategies; and correctly implement the strategy. On functional-level strategies, its purpose is to provide superior operational efficacy. If XYZ Company must increase consumer satisfaction while lowering cost structures for this will ensure industry dominance. The

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global market is booming. The company should research the best way to expand in it. There are top three emerging countries best for expansion: (1) India, (2) China, and (3) Malaysia. Creation

The key to business success is through the use of business-level strategies that will give a company an advantage over the competition. For XYZ Company, it can devise a set of strategies that will determine the ways to differentiate their product. Corporate-level strategies steer the business to select the kind of business-level and functional-level strategies to implement. One requisite of it is that it must have valued chain functional activities. If expanding to another segment in the market, XYZ Company must customize strategies for each plus a higher-level multi-business model that explains its entry to the new market.

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