

Chapter 7

Business Strategic Chess

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ABSTRACT

This chapter aims to summarize several years of research around strategic concepts and models that are useful for any organization. It starts with the study of the environment related to smart city development. In this turbulent context, organizations must survive and be robust, creating products with broader value based on a market-oriented approach to be successful. These products (goods, services, ideas, experiences, information) should be a solution to human needs and wants, accessible, enhanced, and inclusive. Organizations should be able to overcome marketing problems and undertake their production and delivery, fulfilling the entrepreneur's vision. Thus, strategic planning helps to guide the organization toward its goals and objectives through an inclusive and sustainable entrepreneurial marketing strategy. Finally, organizational products and activities are expected to contribute to societal sustainability.

INTRODUCTION









The purpose of this chapter is to present several theoretical and practical models developed by the author that can help any entrepreneur or manager cope with different strategic topics crucial for the organization's success. In the literature, theoretical frameworks that include all the aspects presented in this book chapter using the well-known and strategic chess game are rare.

Organizations should assess the territories where they want to operate to determine the available resources, customers, and environmental comfort for their human

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Figure 1. Chapter content

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PESNAT	OTM	MOM	T-VT	AEIOU	EM	SPM	SSM
Political, Economic, Social, Natural, Artificial, & Technological Habitats	Organizational Toughness Model	Market Orientation Model	Tetrad-Value Theory	Vowel Model	Entrepreneurial Marketing	Strategic Planning Model	Societal Sustainability Model
Purpose	Dynamism	Ideology	Core	Challenges	Ideology	Dynamism	Purpose

collaborators. This aspect is related to societal sustainability, and both consider crucial for organizations. Organizational toughness and strategic planning are part of the organizational dynamics to face uncertain and turbulent environments. In this context, market orientation and entrepreneurial marketing are the managerial ideology that frames strategic behaviours to succeed in the market. A new model (vowel model) represents entrepreneurs' challenges, and at the core is the tetrad-value theory, to explain one of the main ways to create value for the customers.

This chapter presents the chess game pieces representing several management models (Figure 1). Other authors have made similar analogies (e.g., Genkin et al., 2019; Harris, 2009; Jorge-Moreno, 2020). It is a way of showing their importance in competitive markets, each with its operational capacity and, as a whole, effective in helping entrepreneurs and managers succeed. An entrepreneur must have purposes, and dynamics to achieve them, creating an adjusted and flexible organizational culture that materializes their business ideology and faces their business challenges to provide a value proposition desired by the market.

It begins with the theoretical framework around the territory habitat where organizations are established. Organizations aim to create, produce and distribute products, which are the designation for goods, services, ideas, experiences, or information, to facilitate their mention in the text. These products, to have demand, should satisfy the needs and wants of the potential customers. Again, this word is used to represent consumers, clients, or prescribers to facilitate their mention in the text. As such, customer satisfaction is achieved if the organizations are market-oriented and the products are accessible, enhanced, and inclusive, overcoming all the problems to be their production undertakable. Consequently, entrepreneurs should plan their moves to implement inclusive and sustainable entrepreneurial marketing

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