

# Chapter 16

## Case Imark Group S.A.S. (IGS)

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### ABSTRACT

*Imark group S.A.S is a micro-company dedicated for 13 years to advising multiple Colombian companies in advertising communication, organizational communication, as well as in providing digital and lithographic printing solutions and sale of promotional material. The company has also provided advice on research of markets and design of digital marketing campaigns. The objective of this work is to show how, from a consultancy to a Colombian microenterprise, a strategic direction is formulated and how to relate it to business results in terms of better competitiveness, in this case of the company IMARK SAS. This work was carried out with the support of the owner of the company, the participation of the General Management and the accounting and financial support staff. The activities that were carried out through the application of the corporate strategic management (CSM) model which allowed the companies to structure their medium-term strategic direction and short-term action plan.*

## INTRODUCTION

To talk about strategic management, it is important to understand well what its evolution over time has been, beginning in the mid-50s of the 20th century, which is the decade of the formal birth of companies producing export goods and the beginning of colonization of multinationals in the global arena (Căpu neanu et al., 2021).

“There were few companies in the world that had the luxury of mass production and that could place their products in markets that required them. Companies where it was relatively easy to project sales and production to five and up to ten years (long term) and prepare budgets organized by fixed items that served as guides for decision making (...), and on an operational scale, detailed plans were used by work areas” (Perez-Urbe, 2018, p. 11).

Since the end of the 1960s and the beginning of the 1970s, the proliferation of companies began to be evident in the environment, which gave customers more options to satisfy their needs and expectations with a greater diversity of goods and services. The environment became highly competitive, and companies began to introduce the concept of strategy within their organizations. Experts on the subject were hired and specialized teams were created to technically design strategic planning in companies (both single-product and diversified multinationals, and conglomerates). The strategy was explicit, designed by planning experts, which had an impact on the organizational structure of the companies and made them create strategic entrepreneurial units or more commonly known as strategic business units (Kurt, 2022).

At the end of the seventies and the beginning of the eighties of the 20th century, a positive action in the ways of doing business, supported by the evolution in technology, mainly in the field of information systems, began to change economic trends. In the United States, Western Europe, and Japan, governments emerged with a clear vision of the future and immediately began supporting business, negotiating with unions, cutting levels of government bureaucracy, and bringing a new marketing system to the public sector (Taylor and Harrison, 1991, pp. xiii-xvi).

The speed and level at which changes occurred at the end of the 20th century and in the first two decades of the 21st century, required organizations to be much more adaptable to the environment. Some of the pressures for production, management and adaptation to change at the local and global level were the consequence of factors such as: The introduction of new technologies (automation, internet, smartphones); widespread deregulation and privatization; the development of world markets and direct investment by multifocal and transnational companies; the contraction and restructuring of the retail and wholesale markets; the decline of the manufacturing sector and heavy industry and a shift towards high value-added product and service industries; the rise of corporate invaders, ready to seize those companies about to be liquidated for their deficient financial resources, to take advantage of their assets, as well as those with high potential; and shortages of key skills despite continued high unemployment in areas such as electronics, computer and system design, marketing, and finance (Barbosa et al., 2019; Ghemawat, 2000).

The objective of this chapter is to present step by step the methodology, based on a model called Corporate Strategic Management (Perez-Urbe, 2018), which was used by the IMARK GROUP company, to formulate the strategic direction that makes it easier to achieve its business objectives. This objective arises from the problem presented in the last year of opening new markets with new projects. One of the limitations of this chapter is that although the competitive analysis was carried out in the sector in which IMARK operates based on the key success factors in the sector, this study is not shown in the case due to having confidential data.

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