

STRATEGIES OF INFORMATION MANAGEMENT ASSOCIATES WITH COMPETITIVE INTELLIGENCE: APPROPRIATION PRACTICE IN SUPPORT EXPORTERS ORGANIZATIONS

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ABSTRACT

We propose a design strategies to facilitate the management of information, associated with the ownership of Competitive Intelligence, as a process of using proactive sales management resources, market and development capabilities and competitive advantages; like practice in public-private organizations partnerships to support small and medium-sized exporters of wood in Misiones.

The breadth and diversity of information for organizational decision making is complex to reach perceiving the telltale signs of significant changes in the external environment, such as differential advantages for action and sustainability of the organization.

The research background of wood markets provided relevant results changes occurring in its external environment and within the company, to address the follow-up. This allows us to identify the critical aspects in business management against market dynamics, and design strategic alternatives information for export development, in sustaining relationships between firms and supporting institutions.

The strategic lead to the generation of market information systems, improved market access, capacity building, sustainability in the management and dissemination of knowledge.

KEYWORDS: Strategies; Information Management; Competitive Intelligence; Export Companies; Wood.

INTRODUCTION

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Changes in international trade have generated the need for information management in Small and Medium Enterprises (SMEs) exporters and new strategies for the promotion and development of international business.

Export growth drives expansion of developing economies, contributing in the "competition to local businesses, and promote competitiveness rigor to government decisions" [Trejos, A., 2009, p. 8, 9]⁽¹⁾ liberalization and trade promotion causes losers, forcing a consistent and demonstrable diagnosis of commercial policy instruments in general.

The information available to firms is abundant, extended with the development of new technologies of information and communication and the public policies to promote foreign trade. However, Svarzman (2008) argues that smaller companies "faced with greater difficulties and restrictions to access, select and interpret information that is relevant and strategic to their business" [Institute of International Trade, 2008, p. 60]⁽²⁾.

To take decisions on the current and complex environments of rapid technological change, it must build capacity to perceive signs for significant changes in the environment, and promote the implementation of instruments to detect, analyze and transform information into a result which provides differential advantages for the sustainability of the organization and the industry, in the present and in the medium and long term.

Competitive Intelligence (CI) is a growing business practice in the field of strategic management, in order to gain competitive advantage and to respond to strategic issues and "is conceived as an investigation that gathers information and develops knowledge. In this aspect, the author argues that the process of events and critical factors external to the firm" [Millan Tena and Comai, 2003, p. 3]⁽³⁾ is an approach that incorporates knowledge as a strategic asset to the use of tracking or monitoring, managing and organizing individual efforts collectively on events that may be relevant to the company.

The organization of the CI as monitoring and proactive process for organizational decisions, is a pending issue for collective dimension or public-private management and exporting SMEs in Misiones.

The province of Misiones is the main forest producer and exporter in Argentina, participates with 28.32% in the total national exports, providing its exports 47.42% of wood and wood products; predominantly constituted by SMEs which supply the wood products to the market and their manufactures of conifers.

The mortgage lending crisis in the United States, which affect global financial markets, changed the national expansion scenario of sales to the foreign market of wood products,

since the construction of houses in the North country declined rapidly, and thus the demand for a wide variety of wood products. In this context the local export activity routed part of their sales to the domestic market, limiting the commitment of companies in the global market.

From the sectoral vision, the generation of long-term strategies, product diversification and market opening are a challenge for the wood sector in Argentina, through the partnership and support of government agencies and intermediate institutions, "to makes possible a foreseeable future sustained growth for many small and medium enterprises" [Rivello and Marecos, 2009, p. 62]⁽⁴⁾.

Research on International wood business analyzed opportunities and the behavior of the international market trend of lumber and glassware, and export supply capacity of the SMEs of Misiones, to identify potential markets and develop strategies for management regular monitoring of markets (Diaz et al., 2011). This research provided relevant results to address monitoring activities and market environment.

The institutional delivery instrument is a transfer agreement of the Faculty of Economics of the National University of Misiones (UNAM) with the Secretary of State. It for Cooperatives, Mutual, Trade and Integration of the province of Misiones, in order to contribute with the analysis of international timber markets and assist companies in making decisions in the selection of markets, as a promotion of a state and / or knowledge for companies.

The study aims to design strategic information management, ownership associated with CI, as anticipatory process of using commercial management resources, market and competitive development, and as a practical mechanism in the policy makes (responsible for public policy makers) and business organizations to support small and medium-sized wood exporters in Misiones.

DEVELOPMENT

Conceptual framework and benchmark

Managing the process of monitoring and surveillance is linked to new concepts of strategic competitive analysis tools. According to Lesca, N., the CI or strategic vigil is "the process of information which the organization performs anticipating listening to weak signals from its socioeconomic environment with the aim of discovering creative times and to reduce the risks linked to uncertainty" [in Fernandez, M., 2007, p. 213]⁽⁵⁾.

Tena Millán and Comai conclude that there are many names to refer to this field, depending on the time and the approach used (Surveillance Technology and Competitive Intelligence, Competitive Intelligence, Commercial Intelligence, Business Intelligence), and summarized as "a systematic approach to planning, retrieval, analysis, archiving and distribution of information about the external environment and the improvement of the competitiveness of enterprises and organizations" [Millan Tena and Comai, 2005, p. 4]⁽⁶⁾.

The CI process involves building an integrated information system, in the size of the company, customers, competitors and organizational environment, to assess market forces, according to Arroyo Varela (2010), is not a substitute for market research areas of strategic planning, marketing and financial analysis, but rather reinforce and support their requirements in making decisions of their managers (Velasco et al., 2010).

The IC is a support in the formulation of strategies for the selection and timely action, against the risks and opportunities in the market, to which, Escorsa P. and Maspons, R. note that "define a strategy is to choose one or more centers of gravity around which will accumulate the experience and technological capabilities of the company" [in Escorsa, P., 2007, p. 14]⁽⁷⁾.

Also, the CI to manage and strategically follow the sources of information, use a methodology that leads to the transformation of data into knowledge of strategic value to decision makers, so the main purpose of CI is "add value to the information and to transmit it" [Competitive Strategic Surveillance Service, 2007, p. 13]⁽⁸⁾.

It is interpreted that the CI is an integrated process for external information sources, and those internal sources within organizational character to deploy competitive strategies.

Corporate decision making articulates the strategic information management with organizational CI, in accordance with the situation of the company and the context, in which it operates, with tracking of different environments.

A broader concept, which shares the concept of CI, is linked to the use and development of Organizational Intelligence, as the ability to use information, in the organizational processes. In this aspect, Choo links three modes of generation and strategic use of information: interpreting information, processing and analysis of the information, creating knowledge and decision making, that creates a flow or continuous cycle of learning and adaptation to decide a strategy or an action plan [Choo, CW, 1999, p. 25]⁽⁹⁾.

According to the use of the information flow that meets the identified needs, the author explains Organizational Intelligence system and the cycle of information management, in six

interrelated processes: identifying information needs, information acquisition, organization and storage, product development and information services, distribution and use.

In this context, analysis of the environment useful to fully understand the information available during the development of initial strategy, and identify important factors that require monitoring. Choo defines environmental analysis stage, using the term exploration of the environment, as "the acquisition and use of information about events, trends and relationship in the external environment of the organization, and knowledge to help in planning management course of action in the future of the organization" [Choo, C.W., 2001, p.1]⁽¹⁰⁾. And raises of situational dimensions, organizational strategies and personal traits of management, the needs, seeking and use of information.

The initial phase of the strategic planning process of CI, is a stage that allow creates the necessary background to direct future activities. In this context, the research of the UNaM on international wood business opportunities, aimed at the selection and monitoring of product markets of wood and Wood Products (Diaz et al., 2011), provides the background to direct the activities tracking and market environment, prior to the CI cycle process.

Change is continuous in international trade, so CI management it is important to detect any events, and can be beneficial to the SMEs and public policies to promote foreign trade, with specific socio-economic and cultural characteristic of the region. In short, it would eliminate information barriers when it comes to addressing new markets with differentiated products of the SMEs, and overcome dependency information and useful tools that are frequently of national agencies, passing the stage of concrete action of management adapted to the regional context, and solution and response to current challenges emerging changes in global trade.

Fundamentals of management strategies

The design of strategies for managing information from the IC approach, based on a scientific study, allow identify critical issues and strategic alternatives as an initial contribution to organizational practice of appropriation derived from monitoring the environment and the market, which can help greatly to improve the quality of decisions of organizations and companies.

UNAM Research (Diaz et al., 2011) explores the opportunities from a systemic view of the economic and strategic approach to market monitoring. From economic point of view, analysis the foreign trade to assess the competitive performance, international demand,

alternative markets and competitors, with the assistance of applications focus on databases, and benchmarking, with regional markets to detect market diversification. In addition to trade barriers and apparent domestic consumption, studies trends emerging from the changes in demand and competitors or strategic groups in the industry.

And from the industrial marketing, evaluates the export supply capacity in Misiones and direct competitors, according to the resource capacity and skills of experienced timber companies in foreign markets in their internal environment and the conditions of the national and international market. Strategic analysis is empirically validated based on a probabilistic sample, for trial in 21 industrial companies in Misiones, with experience exporter of lumber and glassware.

The relevant issues to the design of management strategies are: deliberate efforts aimed at strengthening the organizations, and relationships that sustain and enhance the efforts of individual companies and learning.

To outline the conceptual and referential design development, strategic planning is considered in the formation of strategies, and participatory approaches and information management.

The strategy formation process in a specific organization, from a strategic perspective, according to Mintzberg and Lampel it is mainly focuses on a conception of the process as a change of perspectives and / or positions, and analyze the strategic management processes from different perspectives, which corresponds to one school of thought or guidelines (design, planning, positioning, entrepreneur, cognitive, learning, power, environmental and configuration) associated with a particular model of strategy formation (Mintzberg and Lampel, 1999).

In this conceptual framework is adopted, at this early stage of the design, strategies for strategic processes, as positioning and learning, extending the economic and organizational fields, to explain the formation of strategies in a dynamic process.

Strategy as positioning outlines how strategies should be formulated and departs the model where rational decider derived from economic theory, follows a rational and analytical behavior, and is a pragmatic character. This strategy applied to model Porter's of competitive advantage, is a means to locate an organization in a market or competitive environment, and its strategic position arises from the whole system of activities, not the parties, to maximize the value of their capabilities over its competitors (Porter, M., 2001). Refers to the

competitive advantage of companies and aimed at strengthening institutions, organizations and relationships or networks that sustain and enhance the efforts of individual companies.

Learning, as a strategy, is a specific descriptive approach of aspects of the continuum of learning in organizations to build new competencies in dynamic environments. According to Galvan Sanchez is the result of a learning process, over time, in a complex environment.

In this model, the management runs a process in which thinks and acts, controls and learn in an environment of change or stability, where normal is a collective process, and learning emerge "from strategic initiatives taken in different parts of the organization and response to external pressures on the organization" [Galvan Sanchez, I., 2003, p. 55, 56]⁽¹¹⁾.

The methodology guides the design of strategies to strengthen practice in organizations, from the development of a participatory process among local government, businesses or business associations and university. This shared commitment and effort, fosters communication among all stakeholders, knowledge of the multiple perceptions of reality and the search for local solutions, allowing for the construction process and results, the sense of ownership and empowerment by the actors involved.

For the definition of the objectives of the strategy design its applies a systemic view of the problems which must necessarily be accompanied by joint analysis of the variables that can best characterize the global demand environment, the performance of exports of Argentina, the promising markets and the view from the perspective of the companies interviewed. This allows identifying the strategic on which to act and what should be the relationship between them, so as to increase the effectiveness of policies to manage organizations.

The basic strategies are based on the analysis of the UNaM research and the main problems to be addressed are:

- The export supply capacity of Misiones is significant at the national level and firm level qualification with experience exporter is reasonable to expand industrial production. However, the scale of production is small in size, compared to their peers from other countries SMEs.

- The limitations in facilitating trade behind the border, in an environment of global financial crisis, leading to the loss of competitiveness of wood products in international markets. There are limitations of national competition for commercial development in the markets (taxes, incentives, transportation and operating costs, promotion and financial

costs). Companies act, mostly in the reactive form with the international conditions, more effort to sustain its sales in foreign markets.

- There is limited experience in exporting groups in Misiones as a way to increase the exportable offer. However, the partnership as business linkage mechanism has a high participation and commitment.

- The expansion of timber exports and manufacturing in Misiones, from the devaluation, generated in the exporting process the incorporation of a larger number of companies and the resurgence of a significant number of small sawmills, serving the internal market. The mortgage crisis in the United States of North America affected the global demand and hence the export volume decreased and the number of exporting companies, coinciding with the expansion of the domestic market. In this regard, the potential of export supply are associated with incorporation into viable enterprises in the export commitment and / or associative processes to obtain the scale and competitiveness in foreign markets.

- Companies with export experience have not had greater difficulties in accessing international markets; rather respond to obstacles behind the border. They have production capacity and have shown good performance in business and management skills to overcome difficulties, having reached business maturity.

- Information at your fingertips on the market outlook is general, but little to make decisions about the investigation of markets, investment and promotion, in order to facilitate the development of trade. They are not quick and easy access in regional level, and are centralized in national organizations. Also the information is not organized in a way that will facilitate access identify and monitor markets. Even if, exist in Argentina and Misiones sufficient market and assistance to government agencies and business information, has not yet been achieved the efficient use and ownership of them.

- The use of the web as hiring and promotion mechanism, is a means applied for less than half of the companies. Difficulties may be technical reasons for system access location, such as the appreciation of little use and benefits to network links that favor the accumulation of knowledge, technology, business and customers, etc..

- The effectiveness of market access strategy depends, critically, on the degree of harmony of the proposed strategy with the potential and limitations of the company, on one hand, and the market opportunities and threats, on the other. In this respect the emerging market trends are little appreciated as innovative references, given its focus on production.

- The linkages and relationships of the companies' active in the international market is intense between peer business within the country, and is also significant for its form of contact with buyers through representatives of brokers or buyers.

- However, participation in trade missions, trade fairs and business rounds is scarce, as a form of direct contact and inquire markets. Direct contact with buyers through trade missions or other, favors maturation and proactive business and could help in their business and in finding new markets or niches.

- The local and regional business networks are very important as a means of exchange of information, but have not advanced on diversification and expansion in international markets and strengthening export groups.

- Promotional activities are not indicative of exporting business impact. In the case of trade missions, trade fairs and business rounds, their presence is not representative, there is probably little concern for the lack of competitiveness of their products and because the scheduled agendas do not respond to prior preparation and effective to seek the harmony between sellers and potential buyers and partners. The benefit is the ability to go directly to the customer, and expose the employer to the experience of the market, thereby contributing to their maturation.

- In general, companies active in the export business have addressed traditional timber markets and diversified in small volumes in new markets and investigate new market opportunities internationally. The dynamics of emerging markets is different from traditional importing countries. Their relative importance has increased recently due to the financial crisis that has affected most important traditional markets for wood products.

- The products exported and industrialized by companies are coniferous sawn wood and re manufactured, as profiled timbers, which are gravitating by the volume of international demand. Most of these products, with lower value-added, have a global demand in declining or stagnant markets, in the period 2006-2010, which require efforts from the perspective of trade promotion, and strategies to identify and eliminate specific obstacles from supply and demand that prevent expansion of export and / or identify market niches, in those who have had a positive trade performance overall decline in these markets. However, in the diversification of the global demand for specific products, exist in Misiones, industrialized products and / or exported in small volumes, or their characteristics are interesting to investigate and research to lead efforts to expand the supply or identify new markets.

- Companies have a single strategy in these markets, which is exporting, and integration mechanisms or complementary production between companies in the border region, there are new kinds of engagement strategies with markets. For removal of trade barriers with significant intra-regional potential expansion, it would require efforts and systematic measures for the effective development of trade.

- Access to markets for softwood production and supply of Misiones, is changing in order to promote sustainable development and consumption (in new product development, energy, certifications, new building regulations in developed countries, green building initiatives, etc.), which should be addressed, with public-private support, and by various international, regional and national initiatives.

- In wood products from planted forests, there is a generic marketing in the development of trade, with a diversified wood products, which depends on growth drivers. It is convenient, the presence in international forums on trade developments and trends and study market profile specific of wood products, to generate reliable data that might enable differential marketing strategies.

Management Strategies

The design goal of the strategies is to facilitate the management of information, associated with CI, that create a network of resources, develop capabilities and competitive advantages, and identify timber business opportunities in the foreign market, as a mechanism for practice ownership organizations supporting exporting wood SMEs.

Establishes strategic and action lines for the management and CI mechanisms in the exporting SMEs, competitive performance and monitoring of international timber markets, which are described in Table 1.

The scope of the strategy involves the following strategies:

- 1- Institutional strengthening of market information systems;
- 2- Communication and dissemination, as a transverse axis;
- 3- Improved market access and trade development;
- 4- Capacity to increase export supply and marketing;
- 5- Sustainability in tracking management

The target groups in the initial phase, are organizations and companies developing their business in foreign markets, the timber industry and articles of Misiones, and at provincial government level, the Department of Foreign Trade of Misiones. From the results

of this learning, they could plan their extension to other industrial activities in the province, such as furniture, tea, yerba mate, among others.

Table 1. Design of information management strategies and monitoring

Strategic Axes	Action Lines	Activities Description
Institutional strengthening of market information systems.	<ul style="list-style-type: none"> - Strengthen the management capacity of public and private sector organizations. - Strategy for monitoring international timber markets and execution. - Qualified human resources development. - Market Information Service and Exchange of Knowledge. 	<ul style="list-style-type: none"> - Agreement of public-private cooperation. - Enhancement of the market monitoring tools. - Workshops and seminars on markets and trends in the wood. - Training in the process of a critical mass of specialists to operate improved information systems. - Workshops to build an interactive service. - Develop a plan for development and service access.
Streamline communication and dissemination.	<ul style="list-style-type: none"> - Strengthen the relationship with the direct recipients. - Disseminate the results of the Market Information Service. - Innovation and application of new technologies of information and communication. 	<ul style="list-style-type: none"> - Develop a practical guide to selecting markets. - Communication products, conferences, workshops, training events, other. - Implementation of a service from a competitive intelligence platform timber markets, with web 2.0 tools and social networks.
Improved market access and development and trade facilitation.	<ul style="list-style-type: none"> - Better information to achieve capacities to adapt to market changes. - Strategies productive integration in Mercosur. - Design proposals for development and trade facilitation. 	<ul style="list-style-type: none"> - Periodic reports on trends, Trade Barriers and markets and products. - Study on productive complementation strategies in pilot enterprises. - Participatory workshops to situation and proposals for action in the short, medium and long term.
Build capacity to increase export supply and marketing.	<ul style="list-style-type: none"> - Promote and facilitate the formation of groups of exporters. - Encourage the diversification of new products, market promising markets. - Strategies and action plans for trade promotion. - Exchange of information and training. 	<ul style="list-style-type: none"> - Program groups promoting exporters. - Consortia management training, or other forms of productive cooperation. - Profiling studies of specific product markets. Investment projects of new production lines re-manufacturing. - Running Promotion Activities, contact Diplomatic representations, trade missions, international and regional forums. - Workshops, lectures on emerging markets and development of Latin

		American markets, promising and innovative products, management companies successful export markets and local agents or brokers, market trends. - Multimedia Production events in television broadcast or virtual.
Sustentabilidad en la gestión de seguimiento.	- Strengthen networks and strategic alliances. - Sustainability tracking management.	- Agreements of cooperation and information exchange networks. - Human Resource Allocation and Budget.

Source: Own Elaboration

In the institutional strengthening of market information systems, to increase the capacity in information and monitoring of international timber markets, the actions are aimed at supporting the development of institutional capacity, as an integration of public and private organizations, and training in the process of a critical mass of specialists to operate improved information systems.

Develop an information service maximizes the impact to identify events and changes in the market, which have the potential to become major sources of advantage.

For the purposes of market monitoring, requires continuous updating of knowledge and prospective studies-product market in emerging markets and regional and intra-regional as well as the specific characteristics of the products-wood potential markets. Regular surveys linking. Develop a strategic program management should be conducted on the end uses of wood and drivers and market exchange to improve strategic marketing.

In the design of market information service should apply a strategic planning model to achieve greater efficiency and interactivity of the service.

The methodology is action research from the strategic vision of an analysis of market selection, participatory, so that the application and practical is appropriate by policy makers (public policy makers) and business organizations involved in the sector and foreign trade, which serve as useful promotional item or support to exporters SMEs.

Systems market analysis decision support of organizations, are increasingly common application, because they have the ability to manage large amounts of data and solve problems in complex situations, according to the preferences of the manager in decision making (Trejos, A., 2009).

The enhancement of the monitoring tools market, with market analysis applications, requires the development of the following stages: a) Determination Criteria; b) Systematic and rating the availability of data and information at the local level; c) Choice of instrument

application, relevant indicators and information sources; d) Training process; e) Test and permanent monitoring system; f) Monitoring.

In the area of communication and dissemination, there are difficulties and obstacles that cause barriers when applying modern technical tools in public and private agencies.

The process of action research, discussion forums, training in the systematic process of information and the application of tools, provide the ability to reduce internal barriers to communication.

External communication is strengthened by the application of diffusion mechanisms accessible to most organizations and business operators. The conferences and discussion forums, training on issues that advance knowledge of changes in the international market, the development of a guide for practical use of databases and secondary sources, are actions that strengthen the link with the SMEs.

Knowledge sharing to disseminate the results of the Market Information Service, as accumulated knowledge, would be implemented through regional and international workshops, publications and organizations website, and other media.

Using the tools of information technology and communication, is an important diffusion through the websites of public-private organizations, bonded and / or sponsors, print or radio in the region.

However, very few companies are registered in those commercial sites of national or private agencies, therefore, could help set the agenda of many organizations the potential of online social networks, allowing promote the use of social networks and Web 2.0 tools in order to access business information and markets. That is, addressing institutional and organizational virtualization of Government, the University and the Company as a result of the Internet and the potential of information technology, for the creation of networks and platforms of excellence, around industry knowledge aspects trade and technology and markets to conquer, among others.

The construction of a web of economic and commercial timber in Misiones, it's a feasible alternative to execute, in a first stage, from public-private integration. To strengthen the components of information, research and promising market monitoring and trend analysis and strategic future scenarios for the development and revival of the sector of wood and wood products, through first-hand information gathered in the main markets international monitors.

With this information it is possible to establish a platform for CI markets wood and generate Markets Alert System, with detection of changes and developments in terms of trade and market access, domestic supply link with international demand, permanent information prices, competition, marketing channels, distribution, export logistics information and characterization of the most promising markets.

As for the improvement in market access and trade facilitation development, and to increase the competitiveness of the woods, you can contribute to the monitoring and evaluation of the economic, social and environmental factors influencing timber markets (tariffs, standards and technical regulations for products, non-tariff barriers, certifications and standards, and other emerging factors); proactive activities to influence policy design and market requirements in relation to the timber trade, identify and evaluate alternative measures of trade regulations for the development of exports of higher value-added products as well as generic promotion in the market (support campaigns, relevant stakeholder consultations, etc.) to make efficient products generated by the information system.

For the preparation of entrepreneurs, in order to compete effectively and reduce the disadvantages that need to peers in other countries, it could encourage international discussion of emerging-market product through: promoting local meetings and forums with experts, the presence in international forums, including others. This allows knowing the trend and world timber perspective, and evaluating the market and technological changes in the wood.

Also, identify weaknesses and threats and design sector market development measures that integrate export companies and have acted sporadically in foreign trade and those with conditions begin offering its first export.

Another aspect is regional integration in Mercosur, an issue that needs to be specifically addressed. There are experienced and active companies in Misiones in the international market, with capacity and resources that could advance the complementary production process. Adapting to different conditions to the export strategy and producing, in partnership between companies from different countries, precisely by the state provide incentives for this investment opportunity.

In terms of building capacity to increase export supply, should encourage and facilitate enterprise groups as export consortia, and integrate new businesses in the export process.

Besides, additional studies profiling specific product markets, promising in markets, linked to investment projects in new production lines of re manufacturing.

Another possible action to generate from the export supply capacities and marketing activities are export promotion, which should be addressed in trade missions to those promising markets with a specific agenda to achieve information sharing, relieve business opportunities, identify processes technology and product innovation, meet distribution systems integrated business chain.

Regarding developing marketing capabilities, can help from the exchange of information, training or promotion on specific activities that they light the unknown, that add to the known and to facilitate new business interest in a position to initiate or resume export and sales strategy, including:

- Linkage with embassies, interest identified as the location of the same and the possible potential for buying wood products.

- Development of new markets such as India, China and Asian countries, and strategies to grow within the Latin American markets, which despite their high potential, are atomized markets and integrated obstacles to growth.

- Knowledge of the experiences of successful exporting companies local and regional officials, representatives of local buyers or brokers.

- Assess trends on the development of innovative products, according to market demands and changes in living and building with wood, quality standards, the new generation of packaging and energy use of forest biomass.

- Participation in international and regional forums softwood; energy, certifications, new building regulations in developed countries, green building initiatives, among others.

- Development of innovative processes in the information and communication, and multimedia production in television broadcast events and virtual.

For the formation of new players who join their business to the international market, training should be adapted depending on the characteristics of enterprises and addressing issues.

To achieve sustainability of the system should analyze the creation or strengthening of linkages and networks Strategic alliances, between government and private actors in the sector, and complementary industries. Also economic and financial management requires a plan and budget to ensure permanence in system operation and qualified resources.

CONCLUSION

The financial crisis has affected most traditional markets for wood products, with different dynamics of emerging markets, making the international market scenario in a marked uncertainty for organizational decision making.

The strategies of exporting wood and wood products SMEs in Misiones, focus more on obtaining short-term gains, arising from the establishment of relationships and linkages with business peers, to achieve a favorable environment for competitiveness and face the external environment for its development. Its expansion is limited by determinants of domestic and international markets, the offer supply capacity and the degree of value added marketable products abroad. Addressing this multidimensional problem requires deliberate efforts from the perspective of the CI, and strategies for identify and eliminate specific obstacles on the supply and demand in the monitoring process, which are subject to requirements, attitudes and practices of organizations.

The design of the strategies associated with the CI, identifies five dimensions of strategic management guide organizations in market information systems, communication and dissemination, improved market access, capacity building for sustainability in marketing and strengthening management in networks.

Integration with the knowledge generated can promote the expansion, diversification and access to international markets and the formation of new forms of productive cooperation between enterprises. In this aspect, the CI is a valid instrument to stimulate and support the development of competitive advantage business, in the acquisition of knowledge and changes occurring in the external environment.

The CI process is of complexity greater than that achieved in this study, however, highlights key aspects for implementation, with practical, serving companies to better compete in global markets: a preliminary analysis of the environment business and changes in the external environment to identify strategies to guide institutional support and the participation of stakeholders to sustain relationships between firms and supporting institutions, and the adoption of simple habits and tools that allow turn them into an application for easy access and appropriation of information and knowledge in the SMEs.

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