

STRENGTHENING ORGANIZATIONAL STRATEGIES IN TIMES OF PANDEMIC

FORTALECIMIENTO DE LAS ESTRATEGIAS ORGANIZACIONALES EN TIEMPOS DE PANDEMIA

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<https://doi.org/10.22431/25005227.vol50n2.4>

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Abstract

COVID-19 has marked a before and after in the implementation of organizational strategies. The objective of this article is to identify how COVID-19 has promoted the construction of organizational strategies in order to be competitive in the markets. The methodology was a review of literature from some databases and the result permits to understand different approaches where new organizational strategies have been applied. Finally, the conclusion is that it is the mo-

ment for companies to innovate their systems, processes, products, and everything related to management. Likewise, creativity, technology, and the new way of doing administration are the trends that came to transform and generate value.

Key words: evolution, organization, strategies, pandemic.

Resumen

El covid-19 ha marcado un antes y después en la implementación de estrategias organizacionales. Es por ello que el objetivo de este artículo es identificar de qué manera el covid-19 impulsó la construcción de estrategias organizacionales para ser competitivas en los mercados. La metodología utilizada fue una revisión de literatura a partir de algunas bases de datos y el resultado permite comprender los diferentes enfoques donde se han aplicado nuevas estrategias organizacionales. Se concluye que es momento de que las empresas innoven en sistemas, procesos, productos y en todo lo relacionado con la gestión. Así mismo, la creatividad, la tecnología y la nueva manera de hacer administración son las tendencias que vinieron para transformar y generar valor.

Palabras claves: Evolución, organización, estrategias, pandemia.

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Introduction

Almost a year ago, society began to face a completely new disease called SARS-CoV2 or COVID-19. This disease has put all of humanity in check, since it is still unknown territory, even by science. Thanks to this, society has been strongly disturbed, since all life systems had a strong and abrupt change. The increase in companies in bankruptcy, the number of deceased people and the number of infected people are some of the disturbances caused by the COVID-19 and force each and every one of the people to adjust to the new ways of life, work, education, coexistence, etc. (Pazmiño, Merchán & Jiménez, 2020).

After spending more than a year fighting this disease that attacks humanity, innumerable lessons have emerged; among them, the clear need for an urgent business restructuring. And it is that at this time, what is not reinvented is lost and what is not adapted disappears; so that it is necessary to adapt the business fabric and “stimulate and strengthen the creative capacity of its collaborators, rethink the place of technology in their jobs and, above all, see moments of opportunity in difficulties” (Calderón, 2020, p. 12). Given this situation, companies have had to pose certain financial, operational and organizational challenges, in addition to renewing their organizational structure and providing spaces for innovation in order to provide a satisfactory response for the client, but at the same time, promoting continuous improvement, in order to capitalize and try to position themselves (Gil-Lafuente

& Luis-Bassa, 2011). For all of the above, it is proposed that the objective of this article is to identify how the pandemic promoted the construction of organizational strategies by companies to be competitive in the markets. A national and international literature review is carried out and the results are presented below.

Methodology

A literature review was used taking into account the orientations of Beltrán (2005) to identify the subject of study and classify results. The documents were extracted from the academic Google, Redalyc, SciELO, Scopus databases and finally sixteen articles. The inclusion criteria are closely related to organizational strategies in times of pandemic to be competitive in national and international markets.

Results

Taking into account the exploration, the results are reflected from the way in which it is managed administratively in times of pandemic and the strategies that are implemented to strengthen the organization. Table 1 identifies the evolution of organizations from the year 2006-2018. Here it is explained what factors have influenced the change in organizational strategies, ways of working, leadership and marketing in communication and distribution channels.

Table 1: Administrative management.

AUTHOR	TARGET	FOCUS
Mendoza & Ortiz, (2006).	Demonstrate how companies recognize “currently that the social responsibility of companies is not limited only to generating employment or profitability for shareholders, but must be aimed at providing, among other things, meaningful and enriching work for their employees ” (Mendoza & Ortiz, 2006, p. 120).	Social responsibility.
Montoya & Boyero, (2016).	Demonstrate how human resource management has become important, since “it constitutes a fundamental element that gives validity and use to other resources, in this sense, the organization’s personnel can develop skills and competencies that will allow them to have the advantage competitive position of the company can be sustained” (Montoya & Boyero, 2016, p. 2).	Human resource management.
Ramírez, Ramírez & Calderón (2017).	Demonstrate how “important is a management team with leadership aimed at clearly structuring an international strategy for the organization” (Botero, 2017, p. 274).	Leadership.
Mendoza , Garcia, Delgado & Barreiro (2018).	Make known how the planning, organization, direction and coordination of the institution will be improved, as well as the economy, efficiency and effectiveness of the administration systems, with the help of management and the help of policies.	Management.

Source: Own elaboration (2020).

Table 1 shows the evolution of the management of organizations from 2006 to 2018, appreciating the new ways in which their management is perceived by understanding that managing is not only creating strategies, but involves more factors. such as: social responsibility, human talent management, leadership and administration (Ríos, 2013). Taking into account that these terms present unanimity in the foundation of business management. Taking table 1 as a reference, it is identified that the organizational management evolves in order to create complete and one hundred percent competitive companies, based on leadership and the correct management of human talent (Loaiza, 2017).

Digitality and human talent

All of the above has shown that it is time for companies to migrate to less conventional organizational models that are more agile, innovative and digital; the latter in order to adapt to the new normality. Today more than ever, companies or organizations need a lot of flexibility, modify their policies or rules that allow managers and employees to adapt to a market that is constantly evolving (Hoyos & Sastoque, 2020). Additionally, it is important that managers do not forget that despite the migration towards digitality, the most important asset is and will continue to be human talent (Chiavenato, 2011). In

this sense, digitality opens new horizons in terms of employment, since it facilitates teleworking, but it also promotes diversification, thus coming to present certain variants. Some of these will be presented below.

First, there is *Smart Working*, which is a fusion of teleworking with new information technologies. Second is the *Crow Employment*. This is an *online platform* where companies and collaborators contact each other in order to offer a product or service. Thirdly, there is *Job Sharing*. This seeks to promote teamwork through shared work. Finally, there is *Casual Work*, which is a variant of temporary work, since it is only contracted to meet specific needs (Alonso, 2018).

Organizational leadership in times of pandemic

With the previous consideration, a really important topic is reached, which is leadership; This is generally known as certain skills that a person has to correctly manage the situations that arise in the environment where they develop and take advantage of them through the decisions they make in this regard. Likewise, a leader is distinguished for the proper handling of skills that allow him to efficiently direct any group or organization he reaches.

It is important to highlight that a leader is not only responsible for influencing the people around him, but also for providing them with innovative ideas and resources, as well as promoting teamwork. Basically, the relevance of leadership lies in the fact that it is a fundamental piece for the survival of compa-

nies. So, "the leader is the one who commits people to action, who transforms followers into leaders and can turn them into agents of change" (Quinaluisa, 2016, p. 11).

Discussion and conclusion

Leaders must be realistic to have the ability to make timely decisions and be able to adapt operating models (Buitrago, 2016) to respond to crises, as well as opportunities, and likewise, develop strategic responses that allow facing unexpected situations. All this for the organizational model to be able to react before the competition and thus take advantage of them. In addition, leaders must encourage continuous and assertive communication, since this is an essential condition for making quick decisions. Leaders must be consistent with the purpose of the company, its reason for being and the impact it seeks to have, in order to achieve a seal of authenticity.

It is concluded that, at present, the best way to evaluate a leader is by identifying which routes he has taken to face the economic crisis. And it is that in moments of adversity or in situations that were not contemplated or foreseen, the true leader. It is time for companies to innovate in systems, processes, products, packaging and in everything related to the operation of the company; It is something that has been said a lot throughout this article. But once again, it must be emphasized that creativity, technology and the new way of doing administration are the trends that are here to stay.

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