



Management Strategies In Organizations Before And After The Health Emergency Generated By Covid-19

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Abstract

The following research article aims to expand the knowledge of management strategies in which the different cases of management strategies implemented both before and after the sanitary emergency generated by the spread of the covid-19 virus are mentioned. The methodology used was an exhaustive search of 50 bibliographic references that will analyze and apply this problem. The results of the research show us the relationship and comparison of the strategies that were used before the pandemic and now in this new reality that has left us. As a conclusion, it is obtained that in spite of the contingency that was experienced due to the pandemic, many companies were able to overcome the crisis by resorting to innovation and making a change in their work perspective.

Keywords: Management strategies, Leadership, Organizational management, Covid-19.

1. Introduction

During the last few years, organizational structure and management have been changing through new strategies that have emerged to improve and optimize the processes and decisions made in companies. Managerial and organizational decisions and strategies have been affected due to the COVID 19 health emergency, companies have had to make drastic changes in order to maintain and continue operating despite the inconveniences (Mont et al., 2021).

Novel strategic work models have been created that integrate existing methods of strategic analysis and job analysis in a way that provides practitioners with knowledge of the connections between their

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company's strategies, management and human resource practices, and employee attitudes, behaviors, and outcomes (Podolsky, 2018). These decisions are made by management in order to favor the company during the COVID 19 health emergency.

In addition, many companies have observed that due to the pandemic, multiple organizational and cultural changes have emerged in consequence with multiple quarantines and working from home, so that all organizational and managerial activities related to the sense of multinational leadership, the formation of multicultural teams and the creation of a multicultural structure representative of all these teams (Tutar et al., 2014), have become competitive advantages that have been implemented in many multinational and industrial companies. Accordingly, decision making in multinational companies and small companies has had to become increasingly sophisticated and often based on the fine division of activities and the search for an optimal location in the market (Scuotto et al., 2020).

On the other hand, the increase in digital activity due to the health emergency has caused companies to modify their organizational and managerial strategies to integrate new information technologies, leading to the reconfiguration of work practices and creating what is called digital work (Morton et al., 2020). The dynamics in organizations have changed, and management is applying new inclusive strategies and exploratory activities that allow the participation of more people and promote the realization of research projects that can be very helpful for future organizational changes (Vedel & Kokshagina, 2021)(Löwstedt et al., 2018)(Musawir et al., 2017).

Knowledge management plays a potentially mediating role in connecting organizational context and strategy to organizational effectiveness. Successful knowledge management is believed to have the potential to improve an organization's competitive advantage, customer focus, employee relations and development, innovation, and cost management (Zheng et al., 2010). Because of the above, it is imperative that companies recognize all of these new management strategies that have emerged due to the COVID 19 health emergency from those strategies that were implemented prior to the pandemic.

The purpose of this article is to examine management strategies in organizations before and after the health emergency generated by COVID 19.

2. Development

2.1. General Concepts

Within the concept of strategic management, it is important to know what is meant by strategy, the origin of which comes from the military exercise and can be defined as the ability to plan and the art of directing military operations that allow the defeat of the enemy in war. [18] On the other hand, management is related to "whoever is in charge of an area of responsibility, from the entire organization as a whole to a small sector or project, and who, in order to exercise his responsibility, also has people under his charge; that is, he is responsible for the performance of his people." [16] Lazzati also states that "it is also valid to attribute to the manager the characteristics of managing important financial, physical or intangible resources and that in order to fulfill his function he must exert significant influence on other members of the organization."

Therefore, strategic management in organizations is of great importance, as it defines the direction of the business in the immediate future; in this sense, the actions that outline such direction must be aligned with the thinking of those who are in charge of the business, and moreover, strategic management allows the manager to make decisions, which must be taken as transformations that lead organizations in new directions, new procedures, new objectives, new strategies, new technologies and even new risks; and new behaviors and attitudes of human capital (Gonzalez et al., 2019), (Hidalgo et al., 2014).

Strategic management is also related to leadership, since it helps to influence the people who are directly related to the organization. Lazzati states in his book: *Manager Strategist Leader of change* that "leadership is the process by which a person influences others to move towards the achievement of

common objectives" and that "the good manager must exercise adequate leadership over his collaborators". This is why it is so important to mention leadership, since it is implicitly linked to the concept of strategic management (Alexander & Ossa, n.d.).

2.2. *How has covid 19 affected the management of organizations?*

According to industry-level research conducted in Vietnam, investor concerns about the COVID-19 pandemic have severely affected most of the major industry globally, which can be seen in the significant negative stock market returns in the entertainment, services and heavy industries since the beginning of the outbreak and according to the study two-thirds of the companies prioritized cost-cutting strategies. Only about 14% of the companies chose to pursue growth-focused strategies. In this way the authors showed that both financial and business factors have significant impacts on strategies and managers' perceptions considering entrepreneurship (Nguyen et al., 2021), (Klyver & Nielsen, 2021). On the other hand, it was also identified that the pandemic forced the partial or permanent closure of many of these companies that had to adapt to local policies, reduce their productivity capacity, or pause their business operations (Anker, 2021),

The pandemic assessment and its new perspectives show a future use of manufacturing strategies, contract policies and network design to support industry viability. Due to COVID-19 according to the authors of a paper conducted in India, most global or local manufacturing industries (automotive, transportation, pharmaceutical, food, etc.) need to revive their production capacity and raw material supply. Industry renewal also needs more support from national and regional governments and this is why management should look for such change paths (Kumar et al., 2020), (Katare et al., 2021).

Digitalization has been a strategy that management has promoted in enterprises and has been a key factor during the health crisis. The use of mobile applications is increasing in business communities at a tremendous rate during the COVID-19 pandemic although there are concerns about the diffusion of digital innovation through MSE supply chains. Digital transformation of small and medium enterprises for sustainability requires support from external stakeholders; including government, supply chain partners and communities. On the other hand, mobile applications could help increased sales and greater cooperation with customers and suppliers, resulting in faster processes and improved worker productivity (Bai et al., 2021; Rakshit et al., 2021), (Caballero-Morales, 2021), (Caballero-Morales, 2021).

Some results obtained by researchers who studied the impact of COVID 19 on consumers and the effects on protection measures and strategies that would allow process safety and contribute to an increase in customer purchase satisfaction. This calls for changes in marketing strategies in order to expand revenue sources and reduce costs while adapting to different consumers and achieving the business objectives of improving activities and providing customers with products and services (Ding & Li, 2021; Untaru & Han, 2021), (Margherita & Heikkilä, 2021).

The pandemic has provoked a strategic rethinking in order to generate competitive advantages, in which marketing strategies with a broad vision of business and the expansion of market share are predominant, in which information and communication technology is the way to create tools, applications, equipment, software, hardware and devices that contribute to develop these strategies, causing the reduction of fixed and variable costs and operating times (Useche Aguirre et al., 2020), (Gregory & Alvarez, 2021), (Martin-Fiorino et al., 2020).

2.3. *Strategies used prior to the health emergency*

For some time now, globalization has been influencing the management strategies of organizations, so it is important to emphasize that competitiveness is an important factor in this.

Both micro, small and medium-sized companies are not exempt from being left behind if they do not implement new strategies that help to emerge and allow them to provide greater customer satisfaction in any market (Donawa Torres & Morales Martínez, 2018). The management of new knowledge can obtain benefits related to the improvement in organizational communication, decision making and innovative dynamics of products or productive processes (Torres et al., 2014).

From another perspective, Donawa Z. and Morales E. compile in their study about the five competitive forces mentioned by Porter (2009) as they influence the creation of management strategies. These are the threat of new challengers, the influence that suppliers and buyers have, the threat of substitutes and rivalry among competitors and state that "Managers of these organizations act to transform situations, coordinating the use of resources based on the appropriate strategic criteria in order to create a good position within the industry, as the intention to maintain and strengthen the success in the market by maintaining long-term its competitive position at the expense of its rivals in the sector" (Lampaki & Papadakis, 2018).

In a study conducted in New Zealand, confrontational strategies yielded good results as companies can benefit from the use of collaborative organizational cultures, lean organizational structures, and training and development programs that focus on developing skilled and capable self-management teams (Adler, 2011). This is why these confrontational strategies must go hand in hand with an optimal functional organizational structure that allows for adapting to change in order to provide consumers with competitive goods and services (Gurianova & Mechtcheriakova, 2015).

On the other hand, innovation strategies and diversification of services and products were applied in companies before the pandemic and was the case of a research conducted in 2013 in Colombian SMEs winners of the innovation award where the defined and flexible structure allows the stimulation of initiatives and processes of change in improving their profits and processes (Tarapuez et al., 2016). In addition, collective construction strategies together with innovation strategies, taking into account all factors such as innovation, planning, market analysis and organizational learning, allow the dynamization and improvement of processes that have an impact on business results (Fernando LANDAZURY-VILLALBA et al., n.d.).

Another example of strategies before the pandemic was the research in the company Argos where marketing strategies with the purpose of customer loyalty were implemented and allowed the company to grow internationally, being able to have a logistics network that reduced costs and improved efficiency (Hector Ochoa D, 2011).

2.4. *Cases of management strategies adopted during COVID 19*

The following case studies have been carried out on small, medium and large companies, identifying the strategies they have implemented that have allowed them to emerge in a difficult time for every businessman or with new challenges for others.

2.4.1. *Aviation Industry*

The airport industry has undergone significant changes in the strategies employed during the pandemic as it has altered the industry landscape and reshaped consumer buying behavior, which is why an urgent strategic overhaul was needed to improve airline collapse, with some authors finding that in addition to drawing national, regional and global battle lines, airlines need a strategy to capture the value associated with doing business along key routes. This means seeking maximum capacity and reducing delays. This is where it is important to highlight that strategic alliances and networks could provide access to relevant routes that these national airlines should actively pursue and learn from their alliance partners (Amankwah-Amoah et al., 2021).

In addition, research conducted in Great Britain reflected that airlines suffer when it comes to the spread of disease, airports and airlines do not directly benefit from screening passengers or imposing their own stricter regulations on passengers. On the contrary, too strict a response could cost an airport valuable transit traffic in a crisis. This is why there is a need to implement cooperative strategies to control the transit of people from the point of departure to the point of arrival in a way that ensures safe travel by promoting quality and good service at airlines and airports (Arora et al., 2021).

2.4.2. *Food industry.*

The food industry has also been affected due to COVID 19, before the pandemic, food companies used to worry about operational and food related performance such as food safety, food quality, food integrity and food security. Now changes in food demand are expected and this is why management has to make decisions on realignment and reorganization of company resources to adapt to this new environment and this is why managers have selected time and cost strategies (Ali et al., 2021).

Authors of a research conducted in China found previous studies demonstrated innovation during COVID 19 as new business models are established. Food delivery service has been studied extensively as contactless services become more essential post-pandemic, some researchers indicate innovative online menu attributes such as visual menu appeal, and would be an effective approach to improve customer purchase intent. The authors of this article propose an appropriate combination of strategies from five themes (pandemic prevention and control, cooperation with third parties, customer service innovation, product innovation, and innovative marketing strategy) that can lead food companies to make the right choices (Li et al., 2021).

2.4.3. *Service industry*

On the other hand, according to a survey of 940 companies in the service industry in China, the authors found that logistics is a profound determinant. Market demand, supply chain, labor force, and cash flow are intermediate-indirect factors. Companies mapped cooperative strategies along with government policies to improve processes, the government should focus on accelerating the cultivation of contactless business service models and promote business model innovation for e-commerce and unmanned logistics distribution. Finally, the researchers concluded that enterprises should also adjust their own service modes as soon as possible, respond quickly to meet new consumer needs, and actively promote consumption in this way, while also addressing other important sustainable development challenges (Chen et al., 2021), (Ramirez et al., 2020).

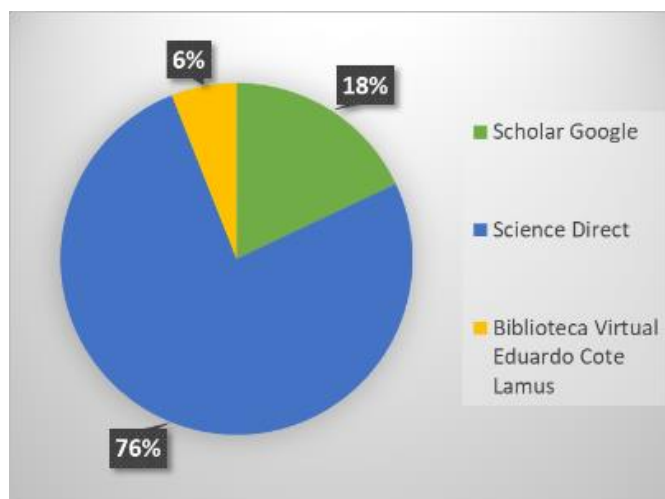
Strategic responses by the hotel industry have been in a constant flux due to the health crisis, the authors arrived at the answer that hotels could be proactive in saving financial resources to ensure cash flow

when their revenues are reduced in emergency and crisis phases. On the one hand, this research note reveals that large hotel chains are, in general, better equipped than small and medium-sized hotels in pandemic crisis management (Köseoglu et al., 2020). Another study examined how COVID-19 influenced the day-to-day operations of hotels and how hoteliers coped with these challenges at the operational and strategic levels, as well as the effectiveness of coping measures. Larger companies possess stronger brands, optimal communication technologies, a proven track record of management expertise, strong financial backing and also lobbying power. According to the researchers, this finding raises the question of whether the government should focus on providing more support and favorable regulations for smaller hotel companies (Le & Phi, 2021), (Magno & Cassia, 2021), (Smart et al., 2021).

3. Method

The type of research is descriptive, the selection of information was taken from various open access sources such as Science Direct, Scholar Google and also made use of the institutional platform of the Eduardo Cote Lamus Library of the Universidad Francisco de Paula Santander from which 46 research articles, 3 digital books and 1 graduate thesis related to the topic to be addressed were extracted. The search criteria included topics related to strategic management in organizations, some definitions and the management of strategies before and after the contingency presented by covid-19. In total, an exhaustive analysis was made of 50 reference titles where 6% of the total were digital books that were obtained through the free access digital platform of the Eduardo Cote Lamus Library of the Francisco de Paula Santander University. Eighteen percent of the references were extracted from Scolar Google and 76% from Science Direct.

Figure 1. Databases consulted



Source: Own elaboration.

4. Results

As a result of the collection of information about the management strategies that the organizations had to adopt, it became evident that many of these companies did not have sufficient management resources to adapt to change.

The first thing that should be mentioned that has been observed from the research is that the strategies are aimed at providing a service or a quality product. This by implementing strategies that allow them

to position their brand by making themselves known through marketing strategies in order to advance in a market as competitive as today's, the flexibility of their services is also a very important aspect that they had been working on and that the companies that were already implementing it were able to prove. Adaptability to change provided an advantage compared to the other companies, since they sought innovation strategies and relied on new technologies to move forward with their activities.

The companies that were able to emerge were those that had a firm organizational scheme, in which their objectives were clear, therefore, instead of remaining stuck in the problem, they expanded their portfolio of products or services, as in the case of the airlines, for example, where they took action and expanded their services.

In addition to adapting to the change in their business environment, companies had to adapt to new government policies, generating a responsibility to the community to prevent the spread of the virus.

5. Conclusions

The companies most affected in times of pandemic were the airlines, the tourism sector, such as hotels and the food industry to name a few. The management of these industries undoubtedly had to make strategic decisions that would allow them to remain in the market. Some of the strategies that management had to take in their organizations were flexibility in their services, cooperation with government entities and innovation in the products and services they offer.

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Makalenin Türkçe başlığı buraya yazılır....

Özet

Türkçe özet.

Anahtar sözcükler: anahtar sözcükler1; anahtar sözcükler2; anahtar sözcükler3

AUTHOR BIODATA

Insert here author biodata.